

# FREDERICK - FIRESTONE FIRE DISTRICT 2021 - 2026 STRATEGIC PLAN



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## Message from the Fire Chief

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It is a privilege of our staff here at Frederick-Firestone Fire District to present the 2021 – 2026 Strategic Plan to enhance and solidify the services we provide to you, your family, and our community. This Community Focused Strategic Plan outlines the goals, objectives, and priorities for your Fire District and provides the path of success for your organization and our personnel. Today, all aspects of Public Safety are continuously subject to examination and scrutiny and you deserve accountability and transparency at every level. Our goal is to keep our public educated and informed while setting the course for a more enhanced service delivery in everything we do.

Our motto here at Frederick-Firestone Fire District is “Leading together, by serving together.” These are not just words for us, this is service in action to improve any situation

you may be experiencing. We are constantly scanning our environment and looking for ways and opportunities to add value, not only to each other but anyone who we come in contact with. Through improvements in our planning process and implementation of the service industry best practices, we will ensure the delivery of the highest quality of service to all who live, work, and visit our community.

On behalf of the men and women of Frederick-Firestone Fire District, we promise to challenge the status quo, look for new innovative ways and go above and beyond our community’s expectations. We will continue to be a serving leader in the fire and emergency medical services within our community, region, and state. We are excited about the future of Frederick-Firestone Fire District and I am proud and blessed each and every day to lead such a dedicated and exceptional team of public servants.

*“Leaping into the unknown, when done alongside others, causes the solid ground of trust to materialize beneath our feet and erodes vulnerability within the organization.” Daniel Coyle*

Jeremy A. Young, EFO, CFO  
Fire Chief

## Introduction

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The Frederick-Firestone Fire District (FFFD) provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors of the towns of Frederick and Firestone and unincorporated areas of Weld County, Colorado. FFFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written with a basis in the Commission on Fire Accreditation International's (CFAI) fire and emergency service accreditation model and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the department's members to critically examine paradigms, values, philosophies, beliefs, and desires, and challenged individuals to work in the best interest of the "team." It further provided the department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and department stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion and future plan execution.





**Frederick-Firestone Fire District**  
**2021 – 2026 STRATEGIC PLAN**  
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## Organizational Background

The Frederick-Firestone Fire District is a quasi-municipal corporation and a political subdivision of the State of Colorado defined within Title 32 of the *Special Districts Act*. The District is located in Southwest Weld County, Colorado, and provides all-hazards emergency services to the Town of Frederick, the Town of Firestone, and portions of unincorporated Weld County.



The District was created by the citizens concerned about fire protection for their homes and businesses. The District was formed by order and decree of the District Court in Weld County, Colorado in 1975. The Frederick Fire Department became the Frederick Area Fire Protection District. In 2003, the Town of Firestone requested to be included in the protection area. The Frederick Area Fire Protection District then became the Frederick-Firestone Fire Protection District. In 2006, the District took full ownership of the Tri-Area Ambulance District and began emergency medical transport services within the fire district. Today, the District's jurisdiction consists of 36 square miles with a population of approximately 35,000 and is served by 66 full-time personnel. The District is governed by a five citizen-elected Board

of Directors and is operated by a full-time paid administrative staff, and paramedic and emergency medical technician firefighters.

The District provides advanced life support (ALS) emergency medical transport services, fire suppression, wildland fire services, fire prevention, fire and life safety code enforcement, public fire and medical education, fire investigation, technical rescue, swift water and ice rescue, hazardous materials mitigation, and community risk-reduction within its boundaries. These services are provided and identified within Intergovernmental Agreements (IGA) with both the towns of Frederick and Firestone, which establishes Frederick-Firestone Fire Protection District as the sole all-hazards emergency services provider within the corporate limits of both towns. These IGAs were established and require the District to align its boundaries with the towns whenever their boundaries expand through annexations of unincorporated Weld County. The District also provides these services outside its boundaries pursuant to numerous mutual aid and automatic aid agreements with other fire protection districts, municipal fire departments, and private emergency medical service organizations.



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Emergency services are provided through four fire stations, each having apparatus bays for housing vehicles and living areas for the district's paramedics, EMTs, and firefighters. In addition, the District's administration offices are located at 8426 Kosmerl Place in Frederick. The administration building houses all support sections including the Executive, Finance, Training, Planning and Operations staff. The building also hosts public education functions, community events, the Carbon Valley Emergency Management Agency, and the Carbon Valley Emergency Operations Center.



The District currently owns five Type-I fire engines, one aerial apparatus, one heavy rescue, two Type-VI brush trucks, one water tender, four ALS transport ambulances, and nine additional support vehicles. Over the past three years, the District has responded to an average of more than 2,400 emergency calls annually and improved the quality of life for more than 35,000 community members and visitors.

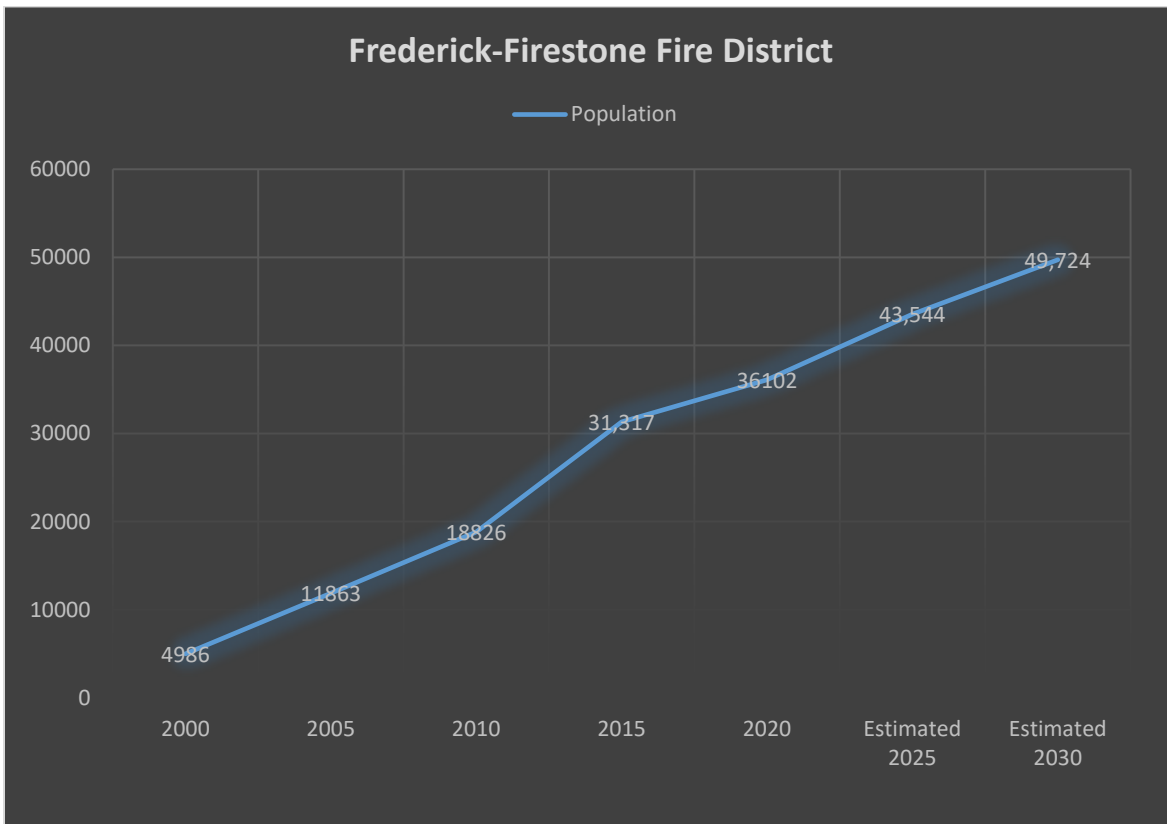




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## Population Growth

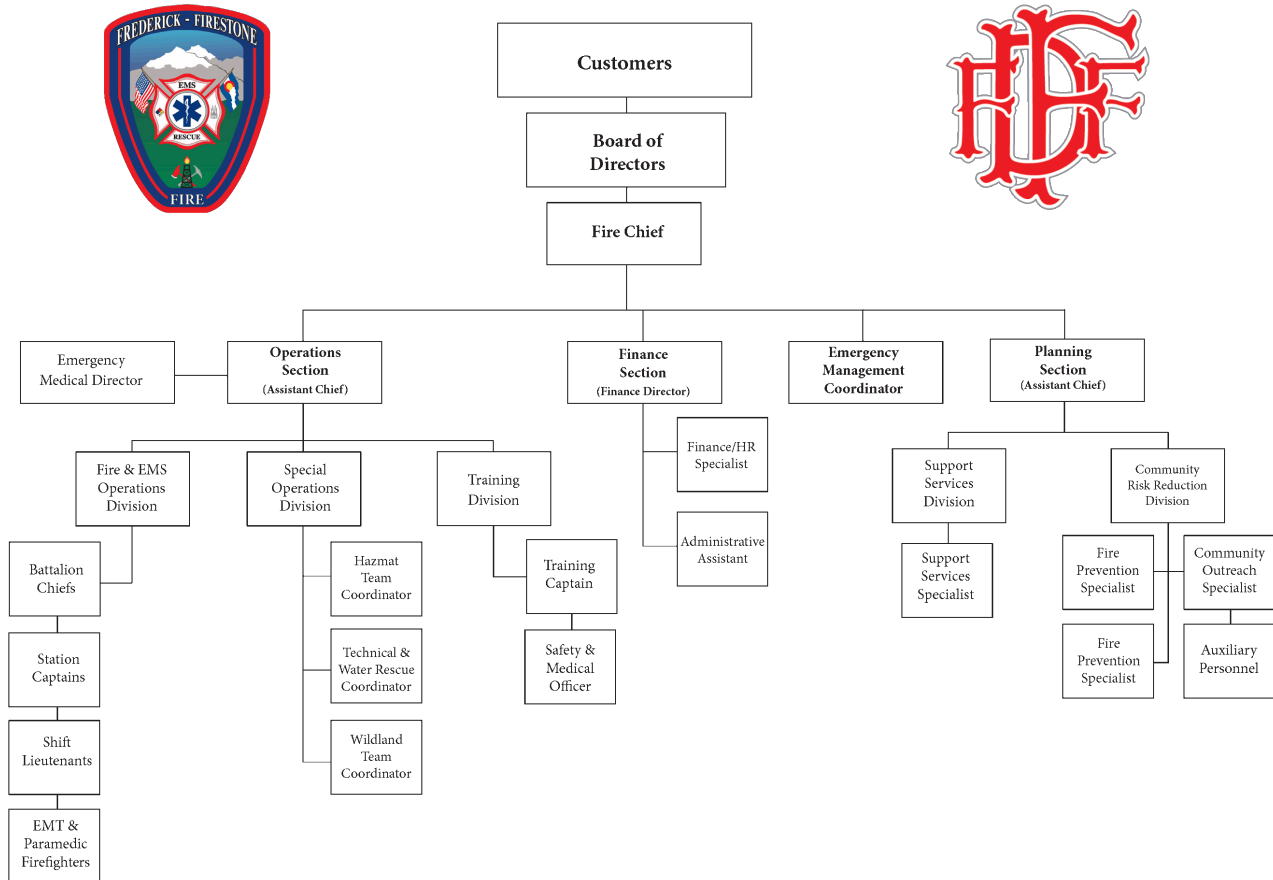
Population growth within the District is projected to continue up to a staggering 7% per year. The Towns of Frederick and Firestone continue to annex unincorporated area and increasing commercial and residential development within the District. Emergency and non-emergency calls for service are increasing as a result of the significant population growth and increased traffic flow. Nearly 79% of our requests for emergency services last year were related to medical situations: citizens needing an ambulance with immediate medical care needs. The District stands ready to respond to any call for service within the all-hazards definition of residential, commercial, wildland, and vehicle fires, hazardous materials emergencies, specialized/technical rescues and emergency management for large scale incidents, such as the 2013 Flood that devastated the Frederick - Firestone area.



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## Organizational Structure

### Frederick-Firestone Fire Protection District Organizational Chart



## Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A community-driven emergency service organization is one that seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources. The process of strategic planning can be defined as “a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.”<sup>1</sup>

<sup>1</sup> See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)



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Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no defined end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progression and success will be measured.

### **The Community-Driven Strategic Planning Process Outline**

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the values of the organization's membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.





# FREDERICK - FIRESTONE FIRE DISTRICT 2021 - 2026 STRATEGIC PLAN

## Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and department stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Jeremy Young and the team of professionals that participated for their leadership and commitment to this process.

Development of this strategic plan took place in September 2020, beginning with meetings hosted by a representative from the CPSE for members of the community (as named in the following table). The department identified community stakeholders to ensure broad representation. The community stakeholders were comprised of some who reside or work within the Frederick-Firestone Fire District's coverage area, and some who were recipients of FFFD's service(s).

Frederick-Firestone Fire District Community Stakeholders				
Jami Bedsaul	Bryce Borders	Lorri Brovsky	Don Conyac	Julia Davis
Barb Goettsch	Greg Goettsch	Katie Hansen	Danny Knutson	John Lee
Paula Mehle	Todd Norris	Roman Nykyforuk	Bryan Ostler	Elena Rosenfeld
Doug Sharp	Jennifer Simmons	John Splinter	Joe Turner	Greg Zadel



Community Stakeholders Work Session



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## Community Group Findings

A key element of the Frederick-Firestone Fire District's organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the District invited community representatives to provide feedback on services provided by the department. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized), as well as positive and other comments about the organization. Specific findings of the community stakeholders are provided in the appendix of this document. The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholders' feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.



Community Stakeholders Work Session





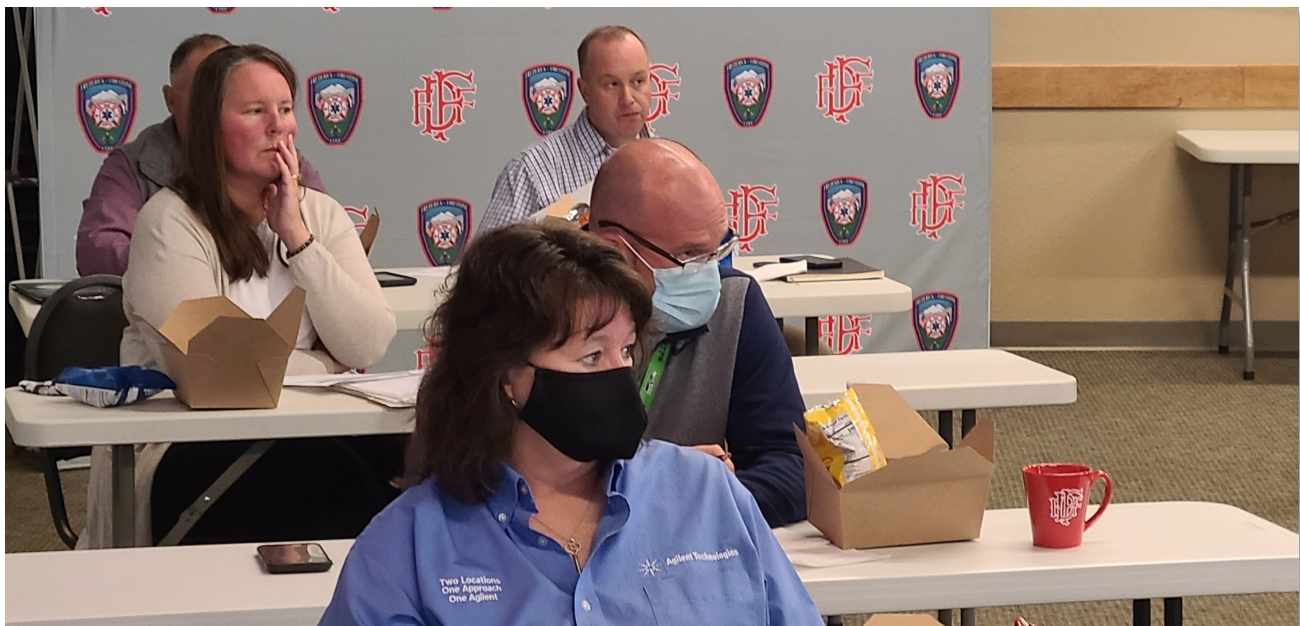
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## Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the Frederick-Firestone Fire District needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Emergency Medical Services	1	140
Fire Suppression	2	129
Technical Rescue	3	103
Hazardous Materials Mitigation	4	82
Fire Investigation	5	65
Emergency Management	6	64
Community Risk Reduction	7	62
Wildland Fire Services	8	45
Public Fire and Life Safety Education	9	30

See Appendix 1 for a complete list of the community findings, including expectations, areas of concern, positive feedback, and other thoughts and comments.



**Community Stakeholders Work Session**





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## Department Stakeholder Group Findings

The department stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization’s approach to community-driven strategic planning, focusing on the District’s mission, values, core programs, and support services. Additionally, focus was given to the organization’s perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group that represented a broad cross-section of the department, as named and pictured below.

Frederick-Firestone Fire District Stakeholders			
Chase Baldino	Adam Campbell	Summer Campos	Mike Cummins
Jaycee Dismuke	Courtney Dwyer	Chris Edwards	Francis English
Merrie Garner	Greg Gilbert	Steve Iacino	Bret Joseph
Chandler Martinez	Doug Prunk	Dave Puccetti	Nick Puccetti
Mike Reasoner	Garret Timm	Josh Venerable	Brian Verneti
Eli Vincent	Josh Williams	Jeremy Young	Matt Zaffree



Participating Internal Stakeholders



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## Vision

The District's established organizational vision statement remains relevant for the agency and the community. It reads as follows:

**The Frederick-Firestone Fire District and its members will be a model of excellence in emergency services, risk reduction, and life safety programs.**

**We will strategically engage the needs of our community; while remaining committed to continuous organizational development through trust, involvement, innovation, creativity, and accountability; while consistently remaining rooted in service.**

## Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all department members. The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?



**Department Stakeholders Work Session**

A workgroup met to revisit the existing mission statement and, after ensuring it was aligned with community and organizational expectations, the group decided by consensus that the existing mission statement accurately reflected the district's mission, and no changes were made. The following mission statement was discussed and accepted by the entire group:

**To enhance your quality of life by always earning trust, reducing the loss of life, preventing harm, and protecting property with compassion and integrity.**



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### Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed minor revisions that were discussed, enhanced further, and agreed upon by the entire group:

#### Service

Our members believe in selflessly standing ready with duty, honor, and loyalty to help others during any time of need. This core value inspires our culture and is the cornerstone of our mission and vision.

#### Family

Our members believe in developing trusting relationships of emotional support with love and respect to serve one another, teach one another, and share life's joys and sorrows with one another for personal growth.

#### Professionalism

Our members believe in ownership, accountability, and mastery of their knowledge, skills, and abilities within our profession of emergency services, even as expectations and demands continue in the ever-changing world around us.

#### Compassion

Our members believe in empathy and kindness, which empowers us to do our best at relieving the suffering of physical, mental, and emotional misfortunes of others.

#### Integrity

Our members believe in maintaining strong moral and ethical principles of honesty, fairness, and respect in all aspects of life.

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the Frederick-Firestone Fire District are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

### Motto

**“Leading Together, By Serving Together”**





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## Programs and Services

In order to ensure a deeper focus exists in determining issues and gaps within an organization, there must be a delineation between core programs and supporting services. Core programs are those core deliverables provided by the District. Supporting services are all of the internal and external programs and services that help the FFFD deliver its core programs.

The importance of understanding the difference is that issues and gaps may exist in core programs or supporting services, and the District's strategic approach may bring forth different considerations for improvement. Additionally, supporting services may be internal or external to the organization and requires understanding how the difference impacts their location within the analysis of strengths, weaknesses, opportunities, and threats if identified. Finally, it is important that the department stakeholders understand that in order to deliver the identified core programs, many local, state, and national supporting services support its delivery.

Through a facilitated brainstorming session, the department stakeholders agreed upon the core programs provided to the community, as well as many of the supporting services that support the programs. This session provided the sought understanding of the differences and the important key elements of the delineation.



Department Stakeholders Work Session





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## SWOT Analysis

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize, as well as those that pose a danger. Department stakeholders participated in this activity to record FFFD's strengths and weaknesses, as well as the possible opportunities and potential threats. Information gathered through this analysis provides guidance toward the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

*Appendix 2 consists of the SWOT data and analysis collected by the department stakeholders.*



Department Stakeholders Work Session

## Critical Issues and Service Gaps

Following the identification and review of the department's SWOT, two separate groups of department stakeholders met to identify themes as primary critical issues and service gaps (found in Appendix 3). The critical issues and services gaps identified by the stakeholders provide further guidance toward the identification of the strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.



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## Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

Frederick-Firestone Fire District Strategic Initiatives		
External Relationships	Community Engagement	Career Development
Capital Assets	Health and Wellness	Staffing

## Goals and Objectives

To continuously achieve the mission of the Frederick-Firestone Fire District, realistic goals and objectives with timelines for completion must be established. These will serve to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the department's efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established workgroups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the FFFD's leadership.

<b>Goal 1</b>	Enhance the district's external relationships to improve services for our stakeholders/customers.	
<b>Objective 1A</b>	Identify a comprehensive list of external relationships that have a direct impact on service delivery and future service needs.	
<b>Timeframe</b>	6 months	<b>Assigned to:</b> Executive Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Form an external relationships committee comprised of the fire chief, three operational personnel, and three planning personnel.</li> <li>Identify the district's core services.</li> <li>Identify future service needs and trends.</li> <li>Identify current and future external stakeholders who impact service delivery provided by the district.</li> <li>Create a comprehensive list of services and external relationships for this initiative.</li> </ul>	
<b>Funding</b>	Capital Costs: Unknown at this time	Consumable Costs: Monitoring
<b>Estimate</b>	Personnel Costs: Budget	Contract Services Costs: Budget



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<b>Objective 1B</b>	<b>Research and analyze the district's current capabilities against current and future needs.</b>	
<b>Timeframe</b>	6 – 9 months	<b>Assigned to:</b> Executive Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Review district core service effectiveness between stand-alone delivery and regional delivery.</li> <li>• Review relationship status with their service needs within external entities identified.</li> <li>• Review governing agreements against service needs.</li> <li>• Gather and review response and staffing data for service delivery and future needs.</li> <li>• Review community risk, service delivery, and needs against future growth and needs identified.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget
<b>Objective 1C</b>	<b>Utilize collective data and analysis findings to develop a communication process with identified external entities.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b> Executive Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Utilize the data and committee recommendations to develop a communication process of current and future needs.</li> <li>• Determine types of communication to utilize.</li> <li>• Utilize subject matter experts and external entities to pilot communication process.</li> <li>• Revise the communication process as needed.</li> <li>• Obtain governing body approval for engagement and education.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget
<b>Objective 1D</b>	<b>Create engagement through education of governance and personnel on the communication process to foster relationships with identified external entities.</b>	
<b>Timeframe</b>	3 – 6 months	<b>Assigned to:</b> Executive Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Committee presents external communication plan to all district personnel.</li> <li>• Committee presents external communication process to governing bodies (Board of Directors/Town(s) Leadership).</li> <li>• Provide survey to engagement groups to ensure education was complete.</li> <li>• Provide survey results to groups.</li> <li>• Revise the communications process as needed or required.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget





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<b>Objective 1E</b>	<b>Implement the communication process with identified entities that have a direct impact on service delivery and future service needs.</b>	
<b>Timeframe</b>	12 – 18 months	<b>Assigned to:</b> Executive Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Schedule a meeting with identified external entities.</li> <li>• Execute communication process with external entities.</li> <li>• Document external entity meeting minutes with the committee.</li> <li>• Revise service delivery agreements from meeting outcomes.</li> <li>• Obtain legal and governing body review.</li> <li>• Obtain governing body approval from district and external entities.</li> <li>• Schedule a meeting with subject matter experts to train on new service delivery for implementation.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget
<b>Objective 1F</b>	<b>Review and evaluate eternal relationships regarding service delivery and future service requirements to ensure needs are being met.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b> Executive Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Have the committee gather data regarding service delivery impact at the six- and eight-month points after full implementation.</li> <li>• Schedule a meeting with subject matter experts to review data and trends of service delivery and needs.</li> <li>• Prioritize revisions through a gap analysis.</li> <li>• Update and review service delivery agreements.</li> <li>• Have committee communicate revisions and updates to district personnel.</li> <li>• Review and revise the process, as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget



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**Goal 2** Enhance community engagement to improve community resilience through community risk reduction.

**Objective 2A** Form a committee to analyze the current and future community program needs.

**Timeframe** 6 – 9 months **Assigned to:** Planning Section

- Critical Tasks**
- Identify committee members comprised of district personnel and community stakeholders, to include:
    - Community Outreach Specialist
    - Emergency Management Coordinator
    - Line personnel (three)
    - Town/government representatives
    - Saint Vrain Valley School District/Local Charter School Representatives
    - Community organizations
    - Residents.
  - Meet with the committee to identify analysis requirements.
  - Create and distribute a survey to determine community needs, wants, and perceptions.
  - Collate data from meetings and survey to establish baseline information.

**Funding** Capital Costs: Unknown at this time Consumable Costs: Monitoring  
**Estimate** Personnel Costs: Budget Contract Services Costs: Budget

**Objective 2B** Utilize collected data from community needs assessment to develop and revise community outreach programs.

**Timeframe** 6 – 9 months **Assigned to:** Planning Section

- Critical Tasks**
- Outreach program managers will apply findings from the previously established committee to determine which programs to create, enhance and/or eliminate, and to identify target audiences.
  - Create a program proposal based on outreach program manager’s revisions.
  - Present proposal to committee members for approval and feedback.
  - Make changes to the proposal based on committee feedback.

**Funding** Capital Costs: Unknown at this time Consumable Costs: Monitoring  
**Estimate** Personnel Costs: Budget Contract Services Costs: Budget



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<b>Objective 2C</b>	<b>Create a comprehensive district marketing and outreach program plan designed to educate and prepare community stakeholders.</b>	
<b>Timeframe</b>	12 – 18 months	<b>Assigned to:</b> Planning Section
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Organize the data collected from the program appraisal.</li> <li>• Outline and write a rough draft of a Comprehensive Marketing and Outreach Plan (CMOP).</li> <li>• Present plan to executive staff for approval and feedback.</li> <li>• Based on feedback, finalize the CMOP.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget
<b>Objective 2D</b>	<b>Implement activities as defined in community outreach and marketing plan to bolster the current and future needs of our community.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b> Planning Section
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Present final community outreach programs to district staff, by planning section.</li> <li>• Recruit and implementation team from district personnel to assist with the CMOP implementation.</li> <li>• Educate and train selected district personnel (CMOP team).</li> <li>• Create marketing materials based on the identified target audience; include evacuation procedures.</li> <li>• Publicize and schedule program delivery to identified target audiences.</li> <li>• Deliver community outreach programs to identified target audiences.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget
<b>Objective 2E</b>	<b>Evaluate the effectiveness of community outreach activities and measure community resilience as related to the overall goal of the program.</b>	
<b>Timeframe</b>	3 – 6 months	<b>Assigned to:</b> Planning Section
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Program managers will collect and analyze new data against baseline data.</li> <li>• Identify gaps and trends to evaluate community engagement, risk reduction, and community resilience.</li> <li>• Prioritize and revise programs based on identified gaps and trends.</li> <li>• Review and revise the program on an as-needed basis.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget





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**Goal 3** Enhance the district’s career development processes to better prepare members for professional and personal growth.

**Objective 3A** Identify current career development needs for each position within the department.

<b>Timeframe</b>	6 months	<b>Assigned to:</b>	Training Division
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Review each position to determine which need defined career paths.</li> <li>• Review current job descriptions to ensure they are contemporary and adequate.</li> <li>• Survey members for their input regarding their career development.</li> <li>• Establish career path criteria for each position.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget	

**Objective 3B** Develop a comprehensive outline that defines a career path for each position within the organization.

<b>Timeframe</b>	12-18 months	<b>Assigned to:</b>	Training Division
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Research other comparable fire departments’ career development processes.</li> <li>• Define milestones for each position to be consistent with industry standards and the district’s mission and values.</li> <li>• Compare milestones with job descriptions to ensure consistency.</li> <li>• Finance and training divisions shall perform a cost analysis of career path impacts.</li> <li>• Create a document with a flow chart to outline career paths.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget	

**Objective 3C** Create an implementation and evaluation plan for each position.

<b>Timeframe</b>	6 months and ongoing	<b>Assigned to:</b>	Training Division
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Determine an evaluation process for career development.</li> <li>• Introduce career development paths into the personnel evaluation system.</li> <li>• Integrate career development paths into the personnel evaluation system.</li> <li>• Supervisors should meet one on one with employees to discuss career development paths (goals) and evaluate progress regularly.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget	



# FREDERICK - FIRESTONE FIRE DISTRICT

## 2021 - 2026 STRATEGIC PLAN

<b>Objective 3D</b>	<b>Create a mentorship program to assist members on their defined career path.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b> Training Division
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Define expectations for mentors.</li> <li>• Determine mentorship standards and provide training.</li> <li>• Identify members who meet mentorship criteria.</li> <li>• Assign individual members as appropriate.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget
<b>Objective 3E</b>	<b>Review and revise the district's career development process to ensure its efficacy.</b>	
<b>Timeframe</b>	6 months and ongoing	<b>Assigned to:</b> Training Division
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Survey members to determine the effectiveness of the program.</li> <li>• Complete an annual internal and external evaluation of the program.</li> <li>• Review and revise the program, standard operating guidelines, and job descriptions, as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget



# FREDERICK - FIRESTONE FIRE DISTRICT

## 2021 - 2026 STRATEGIC PLAN

**Goal 4** Enhance service delivery and resource service life through the innovative design, procurement, and replacement of capital infrastructure.

**Objective 4A** Gather data and information on the current capital infrastructure and service delivery.

**Timeframe** 6 months **Assigned to:** Finance Section/Executive Staff

- Critical Tasks**
- Complete an existing inventory of capital assets within the district, including (but not limited to): Fleet, Facilities, Equipment, and Technology
  - Create a report on capital assets within the district including (but not limited to):
    - Historical maintenance issues.
    - Service life expectations.
    - Depreciation value.
    - Condition.
    - Facility approval.
  - Assess service delivery impacts based on:
    - Out of service capital assets to include time in days or hours.
    - Facilities meeting current needs or growth.
    - Obsolete technology.
  - Finance Director shall create an internal comprehensive report to be used to compare to the third-party needs assessment.

**Funding Estimate** Capital Costs: Unknown at this time Consumable Costs: Monitoring  
 Personnel Costs: Budget Contract Services Costs: Budget

**Objective 4B** Conduct a needs assessment that identifies the procurement and replacement of capital infrastructure.

**Timeframe** 9 – 12 months **Assigned to:** Finance Section/Executive Staff

- Critical Tasks**
- Develop a committee comprised of finance, command staff, and labor.
  - Committee shall develop a Request For Proposal (RFP) for a third party needs assessment.
  - Contract with a third party to conduct a needs assessment.
  - Committee will review the internal and external needs assessment.

**Funding Estimate** Capital Costs: Unknown at this time Consumable Costs: Monitoring  
 Personnel Costs: Budget Contract Services Costs: Budget





# FREDERICK - FIRESTONE FIRE DISTRICT

## 2021 - 2026 STRATEGIC PLAN

<b>Objective 4C</b>	<b>Develop a comprehensive plan based on the outcomes of the needs assessment.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b> Finance Section/Executive Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Task the committee to prioritize the district’s capital asset plan against the third party needs assessment.</li> <li>• Task the committee to develop a comprehensive capital asset plan that covers 5 – 15 years.</li> <li>• Obtain the district’s governing body approval for implementation.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget
<b>Objective 4D</b>	<b>Create implementation strategies to procure, maintain, and replace capital infrastructure.</b>	
<b>Timeframe</b>	12 -18 months	<b>Assigned to:</b> Finance Section/Executive Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Task executive staff to create a capital asset acquisition plan matrix for governing board approval.</li> <li>• Educate the community and cooperating partners on the capital assets plan by the executive staff.</li> <li>• Integrate the district’s capital asset plan into the district budget.</li> <li>• Utilize the district’s subject matter experts to execute the district’s capital asset acquisitions.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget
<b>Objective 4E</b>	<b>Design and implement an evaluation and revision process that continuously enhances service delivery and resource service life.</b>	
<b>Timeframe</b>	6 months/ongoing	<b>Assigned to:</b> Finance Section/Executive Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create a survey to include a needs assessment that benefits service delivery gaps and/or creates enhancements.</li> <li>• Administer the survey to district personnel, governing body, and cooperating partners.</li> <li>• Review the survey results by the committee and the district’s command staff.</li> <li>• Revise the capital asset acquisition plan as needed based on the feedback from the committee and the district command staff.</li> <li>• Disseminate the revisions through the district’s policies and procedures.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget



# FREDERICK - FIRESTONE FIRE DISTRICT

## 2021 - 2026 STRATEGIC PLAN

**Goal 5** Enhance the health and wellness of the district’s members to prevent injury and promote career longevity.

**Objective 5A** Evaluate the Safety and Wellness Committee processes related to member health and wellness.

**Timeframe** 3 months **Assigned to:** Operations Section

- Critical Tasks**
- Determine what current department goals are in place.
  - Identify current objectives and processes employed by the Safety and Wellness Committee.
  - Analyze what is working and what is not by surveying members from the committee and others within the organization for perceived effectiveness.
  - Create a report based upon findings to share with the Safety and Wellness Committee and leadership.

**Funding Estimate** Capital Costs: Unknown at this time Consumable Costs: Monitoring  
 Personnel Costs: Budget Contract Services Costs: Budget

**Objective 5B** Analyze data to identify strengths and weaknesses of the health and wellness program.

**Timeframe** 5 months **Assigned to:** Operations Sections

- Critical Tasks**
- Categorize proficiencies and deficiencies in the following areas (disciplines):
    - Work/life balance.
    - Fitness standards.
    - Peer support.
    - Nutritional support.
    - Incentives (reimbursements, safety awards, etc.).
  - Research processes from like-sized agencies (nationwide).
  - Analyze data from proficiencies and deficiencies as well as research.
  - Create a report based upon findings to share with the Safety and Wellness Committee and leadership.

**Funding Estimate** Capital Costs: Unknown at this time Consumable Costs: Monitoring  
 Personnel Costs: Budget Contract Services Costs: Budget



# FREDERICK - FIRESTONE FIRE DISTRICT

## 2021 - 2026 STRATEGIC PLAN

<b>Objective 5C</b>	<b>Prioritize health and wellness needs and deficiencies based on urgency and funding.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b> Operations Section
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Prioritize the identified needs based on department goals, funding, partnering agencies, facility space, and/or any other identified factors.</li> <li>• Determine if the current goals are meeting their intended objectives.</li> <li>• Determine if current policies align with local and national policies/requirements (cancer trusts, NFPA guideline changes, etc.).</li> <li>• Determine if the current funding is meeting the needs to support the goals.</li> <li>• If needed, explore methods for alternative funding.</li> <li>• Create a report based upon findings to share with the Safety and Wellness Committee and command staff.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget
<b>Objective 5D</b>	<b>Develop wellness practices/processes based on identified deficiencies.</b>	
<b>Timeframe</b>	5 months	<b>Assigned to:</b> Operations Section
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish target audiences for each discipline.</li> <li>• Establish subject matter experts for each discipline.</li> <li>• Establish curriculum changes to meet department goals.</li> <li>• Identify and define triggers and data points for evaluation.</li> <li>• Develop a marketing strategy for each specific program.</li> <li>• Share program plans with the Safety and Wellness Committee and command staff in order to continue with program implementation.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget





# FREDERICK - FIRESTONE FIRE DISTRICT

## 2021 - 2026 STRATEGIC PLAN

<b>Objective 5E</b>	<b>Provide education and training to members on newly developed health and wellness practices/processes to ensure consistency.</b>	
<b>Timeframe</b>	4 months	<b>Assigned to:</b> Operations Section
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a “train the trainer” course for the identified instructors.</li> <li>• Evaluate the instructors on their base knowledge and delivery methods.</li> <li>• Gather feedback from instructors for any policy modifications that are identified.</li> <li>• Post the draft policies for 30 days.</li> <li>• Request feedback from members and make any necessary modifications.</li> <li>• Train members on new policies and procedures.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget
<b>Objective 5F</b>	<b>Implement the newly developed health and wellness processes.</b>	
<b>Timeframe</b>	4 months/ongoing	<b>Assigned to:</b> Operations Section
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assign the final policy to all members using current procedures.</li> <li>• Develop a calendar, scheduled check-ins, and progress reports.</li> <li>• Evaluate continually to ensure goals are achieved.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget
<b>Objective 5G</b>	<b>Continually evaluate, assess, and revise processes, as needed, to ensure effectiveness.</b>	
<b>Timeframe</b>	4 months/ongoing	<b>Assigned to:</b> Operations Section
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Collect previously established data points.</li> <li>• Based on established triggers and the associated data, evaluate the effectiveness of the policies.</li> <li>• Create a report based upon findings and revision recommendations, if any, share with the Safety and Wellness Committee and leadership.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget



# FREDERICK - FIRESTONE FIRE DISTRICT

## 2021 - 2026 STRATEGIC PLAN

**Goal 6** Maintain and enhance an effective program of optimal employee staffing that meets the changing needs of the community and the district.

**Objective 6A** Evaluate the current staffing of the district to ensure appropriate levels of service delivery.

<b>Timeframe</b>	4 months	<b>Assigned to:</b>	Operations Section/Executive Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Review current staffing against approved staffing to determine vacancies.</li> <li>• Compare approved staffing levels to industry standards.</li> <li>• Review job descriptions, roles and responsibilities, and the organizational chart.</li> <li>• Analyze the workload for each position.</li> <li>• Prepare a report based on findings.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget		Consumable Costs: Monitoring Contract Services Costs: Budget

**Objective 6B** Identify and analyze staffing needs based on projected growth.

<b>Timeframe</b>	3 months	<b>Assigned to:</b>	Operations Section/Executive Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Review quantitative district statistics that impact service in the community.</li> <li>• Review projected community growth to determine future capital needs that would require additional staffing.</li> <li>• Perform a gap analysis based on statistics, workload, and projected community growth.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget		Consumable Costs: Monitoring Contract Services Costs: Budget

**Objective 6C** Develop an effective staffing plan from the previously conducted gap analysis.

<b>Timeframe</b>	3 months	<b>Assigned to:</b>	Operations Section/Executive Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Review gap analysis to determine current and future staffing needs.</li> <li>• Recommend updates to the current staffing matrix according to determined needs.</li> <li>• Create and modify job descriptions and the organizational chart, as needed.</li> <li>• Prioritize positions based on projected community needs.</li> <li>• Identify timeline for new position(s) implementation.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget		Consumable Costs: Monitoring Contract Services Costs: Budget



# FREDERICK - FIRESTONE FIRE DISTRICT

## 2021 - 2026 STRATEGIC PLAN

<b>Objective 6D</b>	<b>Perform a cost analysis for the future staffing plan to aid in budget projections.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b> Operations Section/Executive Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Model costs of new positions determined by the previously conducted gap analysis.</li> <li>• Insert model costs and data into internal budget process.</li> <li>• Gain Board of Director's (BOD) approval through current BOD processes.</li> <li>• Incorporate new positions, as applicable, into the budget.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget
<b>Objective 6E</b>	<b>Implement and evaluate the new staffing plan.</b>	
<b>Timeframe</b>	1 year	<b>Assigned to:</b> Operations Section/Executive Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Prioritize job postings based on identified needs.</li> <li>• Identify recruitment resources to attract qualified candidates.</li> <li>• Execute the district's hiring and promotional processes to fill the identified gaps.</li> <li>• Provide onboarding and new hire orientation according to district policy.</li> <li>• Evaluate and revise staffing plan to ensure it meets the changing needs of the community and district.</li> <li>• Re-prioritize the current job postings based on the evaluation of the identified needs.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget



# FREDERICK - FIRESTONE FIRE DISTRICT

## 2021 - 2026 STRATEGIC PLAN

**Goal 7** Prepare for, pursue, achieve, and maintain international accreditation to better serve our community and to embrace excellence.

**Objective 7A** Form team or committee structures with management components as needed to pursue and maintain accreditation.

<b>Timeframe</b>	30 days	<b>Assigned to:</b>	Executive Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify the needed team or committee structure(s) for the various components of the accreditation process.</li> <li>Create management oversight positions to lead the teams or committees, as well as the process overall.</li> <li>Establish team or committee member criteria.</li> <li>Determine the composition of the teams or committees.</li> <li>Solicit participation to meet the composition of the teams or committees.</li> <li>Develop and complete the selection process.</li> <li>Provide for the needed educational components provided through the Commission on Fire Accreditation International to ensure the relevant members have the needed training.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget	

**Objective 7B** Develop a community-driven strategic plan.

<b>Timeframe</b>	3 months and ongoing	<b>Assigned to:</b>	Executive Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns, and strengths perceived about FFFD.</li> <li>Provide internal stakeholder work sessions to evaluate (and update if necessary) the mission, vision, and values; determine internal strengths and weaknesses, external opportunities, and threats.</li> <li>Establish critical issues and service gaps. Determine specific strategic initiatives.</li> <li>Develop goals, objectives, critical tasks, and appropriate timelines, to include levels of measurability, to achieve over five years.</li> <li>Create a vision for the developed strategic plan.</li> <li>Publish and distribute the formal strategic plan to stakeholders as determined by the organization.</li> </ul>		
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget	





# FREDERICK - FIRESTONE FIRE DISTRICT

## 2021 - 2026 STRATEGIC PLAN

<b>Objective 7C Implement the community-driven strategic plan.</b>	
<b>Timeframe</b>	3 months, ongoing <b>Assigned to:</b> Executive Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create a strategic planning subcommittee to review the draft strategic plan.</li> <li>• Provide internal stakeholder work sessions to evaluate (and update if necessary) the draft mission, vision, and values; determine internal strengths and weaknesses, external opportunities and threats; establish critical issues and service gaps.</li> <li>• Evaluate goals and objectives within the draft plan, and further define critical tasks as needed to ensure clarity with each goal.</li> <li>• Determine a work plan for the accomplishment of each goal and implement the plan.</li> <li>• Annually evaluate objectives accomplished with the plan.</li> <li>• Report annual plan progress to internal and external stakeholders.</li> </ul>
<b>Funding Estimate</b>	Capital Costs: Unknown at this time      Consumable Costs: Monitoring Personnel Costs: Budget      Contract Services Costs: Budget
<b>Objective 7D Conduct a community hazards and risk assessment and publish a Community Risk Assessment - Standards of Cover document.</b>	
<b>Timeframe</b>	6 - 12 months <b>Assigned to:</b> Executive Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Obtain instruction on hazard and risk assessment, and standards of cover preparation.</li> <li>• Perform community hazards and risk assessment.</li> <li>• Evaluate historical community emergency response performance and coverage.</li> <li>• Establish benchmark and baseline emergency response performance objectives.</li> <li>• Establish and publish the Community Risk Assessment - Standards of Cover.</li> <li>• Maintain and annually update the Standards of Cover document.</li> </ul>
<b>Funding Estimate</b>	Capital Costs: Unknown at this time      Consumable Costs: Monitoring Personnel Costs: Budget      Contract Services Costs: Budget
<b>Objective 7E Conduct and document a self-assessment of the department utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual criteria.</b>	
<b>Timeframe</b>	6 months <b>Assigned to:</b> Executive Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Obtain instruction on writing a CFAI self-assessment manual.</li> <li>• Assign the self-assessment manual category and criterion writing to the department accreditation committee/team members as appropriate.</li> <li>• Review self-assessment and ensure all reference items are in order.</li> </ul>
<b>Funding Estimate</b>	Capital Costs: Unknown at this time      Consumable Costs: Monitoring Personnel Costs: Budget      Contract Services Costs: Budget



# FREDERICK - FIRESTONE FIRE DISTRICT

## 2021 - 2026 STRATEGIC PLAN

<b>Objective 7F</b>	<b>Achieve agency accreditation by the CFAI.</b>	
<b>Timeframe</b>	4 months	<b>Assigned to:</b> Executive Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Apply for “Candidate Agency” status with the CFAI.</li> <li>• Prepare for CFAI Peer Assessor Team visit.</li> <li>• Upload Strategic Plan, Standards of Cover, and Self-Assessment Categories and Criterion for review and comment by CFAI Peer Team.</li> <li>• Host CFAI Peer Team site visit for accreditation review.</li> <li>• Receive CFAI Peer Team recommendation to CFAI for Accredited status.</li> <li>• Receive vote during the CFAI hearings in favor of Accredited status.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget
<b>Objective 7G</b>	<b>Maintain accreditation with the CFAI.</b>	
<b>Timeframe</b>	Ongoing	<b>Assigned to:</b> Executive Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Submit the required Annual Compliance Reports.</li> <li>• Attend CFAI “Dayroom Discussion” web-meetings for continued education.</li> <li>• Participate in the accreditation process by providing “peer assessors” for external department review and identification of possible best practices.</li> <li>• Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies.</li> <li>• Submit Annual Compliance Reports as required by CFAI policies.</li> <li>• Establish succession development of internal accreditation team in preparation for the next accreditation cycle.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget



# FREDERICK - FIRESTONE FIRE DISTRICT

## 2021 - 2026 STRATEGIC PLAN

### Strategic Plan Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department's global vision but rather to confirm the futurity of the work that was designed by the department stakeholders. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

“Vision is knowing who you are, where you're going, and what will guide your journey”

Ken Blanchard

### The Frederick Firestone Fire District's 2026 Vision

To continue to fulfill our personal and organizational commitment of earning trust through transparent efforts that enhance the lives of those we serve. This vision, our true futurity, will become a reality by striving to accomplish our goals and objectives. **We will transition into this future by:**

**F**ocusing on the innovative management of our capital infrastructure to make sure we are prepared now and in the future. We will always respect those resources entrusted to us; with the understanding, we must be ready to meet the challenges set before us. Through these efforts, we will establish transparent systems and processes designed to enhance the quality of life of those we serve.

**F**ormulating processes to ensure we are appropriately staffed with the best trained and diverse workforce to meet the needs of the community. Our emphasis on career development will assure the future provision of quality services. By striving to invest in the health and wellness of our members, we will guarantee that their longevity provides a lasting return to our citizens. These efforts will highlight our dedication to the call of service.

**F**ocusing on the creation of family-oriented community outreach processes, we will illustrate our commitment to the compassionate protection of life and property. We will always seek excellence, as evidenced by our pursuits of systems accreditations, high ratings, and designations that support our mission. During the course of this journey, our community will be a safer and better place to live, work, and play.

**D**edication will always be a foundational principle as work towards strengthening our external relationships with partner agencies to generate improved efficacies in service delivery. Together we will continuously do what is best for our community while honoring our history through the prism of the future. We commit to personify our passion for what we do as we hold each other accountable for fulfilling our mission, living our values, accomplishing our goals, and making this vision a reality.



# FREDERICK - FIRESTONE FIRE DISTRICT

## 2021 - 2026 STRATEGIC PLAN

### Performance Measurement

To assess and ensure an organization is delivering on the promises made in its strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

- If you don't measure the results of your plan, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

Reinventing Government

David Osborn and Ted Gaebler

To establish that the department's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

A "family of measures" typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** - Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.





# FREDERICK - FIRESTONE FIRE DISTRICT 2021 - 2026 STRATEGIC PLAN

## The Success of the Strategic Plan

The District has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon the implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify department and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.



Milavec Lake at Frederick Recreation Area (FRA)



# FREDERICK - FIRESTONE FIRE DISTRICT

## 2021 - 2026 STRATEGIC PLAN

### Glossary of Terms, Acronyms, and Initialisms

<b>Accreditation</b>	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
<b>ALS</b>	Advanced Life Support
<b>CFAI</b>	Commission on Fire Accreditation International
<b>CMOP</b>	Comprehensive marketing and outreach plan
<b>CPSE</b>	Center for Public Safety Excellence
<b>Customer(s)</b>	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
<b>Efficiency</b>	A performance indication where inputs are measured per unit of output (or vice versa).
<b>EMS</b>	Emergency Medical Services
<b>EMT</b>	Emergency Medical Technician
<b>Environment</b>	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
<b>FFFD</b>	Frederick-Firestone Fire District.
<b>Input</b>	A performance indication where the value of resources is used to produce an output.
<b>Mission</b>	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
<b>NFPA</b>	National Fire Protection Association
<b>OSHA</b>	Occupational Safety and Health Administration
<b>Outcome</b>	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
<b>Output</b>	A performance indication where a quality or number of units produced is identified.
<b>SOG</b>	Standard Operating Guideline



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<b>Stakeholder</b>	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
<b>Strategic Goal</b>	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
<b>Strategic Objective</b>	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
<b>Strategic Plan</b>	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
<b>Strategic Planning</b>	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
<b>Strategy</b>	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
<b>SWOT</b>	Strengths, Weaknesses, Opportunities, and Threats.
<b>Vision</b>	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.



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## Works Cited

Bryson, John M. *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*. Hoboken, New Jersey: John Wiley & Sons, Inc, 2018.





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### Appendix 1

#### Community Expectations

Understanding what the community expects of its fire service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community's needs.

Community respondents were asked to list, in priority order, up to five subjects relative to the expectations they have for the Frederick-Firestone Fire District. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectation responses of the community stakeholders:

#### Community Expectations of the Frederick-Firestone Fire District (in priority order)

1. Respond in a reasonable time to emergencies and incidents; response within agreements - reference times of 5 1/2 minutes 80% of the time; excellent medical services response times; fast/reliable service. (58)
2. Skilled/properly trained response to calls for service; trained staff ready to serve; excellent training; maintain a highly educated, trained, and professional staff. (38)
3. Community education, business education, youth education; communicate and educate residents; good community outreach; community trainings; proactive community engagement. (31)
4. Building plans/code enforcement; business safety checks to ensure compliance with codes; knowledge of fire codes; a benefit to businesses, not a fear of the unreasonable inspection. (23)
5. Properly equipped; have the proper equipment for calls and keep it maintained; always maintain/replace equipment as needed; making sure we have good and up-to-date equipment; age of emergency vehicles - do we need to buy new, and can we afford to? (20)
6. Enough stations to cover the growing area; proper planning in place to continue to offer a high quality of service as our community grows; keeping up with community growth; making sure we have enough fire stations. (18)
7. Agency cooperation - permitting, planning and response; continue their cooperation with Frederick and Firestone businesses; cooperation with other first responders; partnership with community and community activities. (17)
8. Provide exceptional EMS and fire services; fire protection and EMS services. (15)



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9. Staffing levels - make sure enough staff is on duty, fully staffed fire department. (8)
10. Pay structure - making sure we are paying the right amount; are salaries adequate to hire experienced personnel compared to other fire districts? (7)
11. Planning/emergency management; disaster preparedness. (6)
12. Here when I need you - for a fire, an accident, or prevention. (5)
13. Community involvement - approachable by community members; continue their social and professional exposure; maintain a community focus. (5)
14. Continued funding for FFFD to operate as needed. (5)
15. Working directly with oil and gas producers to establish roles and responsibilities during and emergency. (5)
16. Organized response each and every time to ensure consistency. (4)
17. Be ready for low-frequency, high impact calls; balance the ability of the department to handle high frequency, low impact calls with low frequency, high impact responses. (4)
18. Have a community risk reduction program that integrates into or with the emergency response program to properly grade the community's risk. (4)
19. Clearly understand hazards to oil and gas - if not, do not enter! (unified command). (3)
20. Value for money; to be a good value to the community. (3)
21. Evaluation and mitigation of community risks. (2)
22. Positive public image. (1)
23. Having qualified leadership. (1)
24. Hold staff accountable for using and modeling best practices - serving as ambassadors to the community. (1)



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### Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may, in fact, be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Community respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

#### Areas of Community Concern about the Frederick-Firestone Fire District (verbatim, in priority order)

1. Funding - access to funding through property taxes/grants/donations; enough funding to properly equip the fire department; adequate funding to keep staff at top levels with respect to salary and training; long term financial plan with current and future obligations; are we providing funding to meet the needs? (46)
2. Ability to attract quality/committed staff; retaining top talent; is the fire department able to compete with larger departments in regards to pay and benefits to attract highly qualified /educated employees? (25)
3. The growth of the area, and keeping up with increased demands; resources with growing communities; is the fire department planning appropriately for future growth? (23)
4. Safety of all FFFD employees; safety of fire response personnel. (15)
5. Residents do not understand what fire district responsibilities are; community awareness of what is available to them; ignorance of citizens about what you do. (12)
6. Sufficient equipment to handle growth and service area; funding of equipment replacement. (9)
7. General apathy of residents; lack of involvement from citizens. (8)
8. Not enough employees living where they work. (5)
9. Increased influence and arrogance from the union. (5)
10. Spending too much on fancy equipment that is not needed. (5)
11. Maintaining understanding of expectations of one another with personnel changes. (5)



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12. Understanding the impact of rules on businesses and property owners, and being able to show why things are necessary. (5)
13. Call response times from second due stations. (5)
14. Does FFFD experience a consistently positive response from the community? (4)
15. Having adequate personnel available for emergencies. (4)
16. Adoption of policies that businesses are expected to pay for. (4)
17. Challenge of showing value of services to those not directly involved in any emergency. (4)
18. Properly balanced physical locations of stations. (4)
19. That they continue to learn about our chemicals on-site and understand how to respond accordingly. (4)
20. Threats to the community, such as active shooter. (3)
21. Community support - cooperation/partnership. (3)
22. Continue to deliver quality service, else our insurance rates increase. (3)
23. Ability to weather politics; political cooperation and integration. (3)
24. Level of services. (3)
25. Proper training for all personnel. (3)
26. Lack of regulations on various industries that put employees, public and the fire department at risk. (3)
27. Disagreements between communities having a negative impact on the district; lack of cohesiveness between the district and the towns. (3)
28. Rigid structure that promotes inflexible comments and inspections. (3)
29. Workforce retention (experienced and qualified). (3)
30. Investigation of fires and results. (2)
31. Being able to find people willing to work hard for the long haul. (2)
32. Inadequate documentation for buried utilities. (2)
33. Too much focus on your benefits of response times rather than the customers - for example, big fancy engines versus nimble quick vehicles for the typical incident. (2)
34. That at some point Frederick and Firestone will need to split. (2)
35. Do we have enough equipment? (1)
36. The checkerboard incorporation of Frederick and Firestone versus Weld County spreads our resources across geography. We do not see a benefit or see efficiency from unincorporated areas. Neighboring fire districts also do not benefit. This is not a win-win. (1)
37. How to develop a more streamlined/automated development review process. (1)
38. Inspections that are excessively costly to operating businesses. (1)





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### Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

#### Positive Community Comments about the Frederick-Firestone Fire District (verbatim, in no particular order)

- Well trained.
- Focused on the mission – we the citizens.
- Historically good stewards of my money.
- Kind, compassionate, empathetic.
- Things being done for the community – car seat installation, firehouse for kids.
- Great community outreach.
- Good response times.
- Good emergency management coordinator.
- Good cooperation with law enforcement.
- Well trained staff.
- Well-equipped staff, regarding trucks ambulances and support equipment.
- Excellent service and response times.
- Staff truly cares. This is obvious to all.
- Staff is invested. They should not have to, but they do invest their time and money to serve.
- We have a truly caring and dedicated staff and officers.
- Excellent leadership.
- Seems that both Frederick and Firestone municipal leadership exhibit good cooperative spirit.
- Many town functions and events are well coordinated between the two towns.
- Chamber of Commerce and fire department do a good job working together.
- Friendly/approachable staff – admin level, solution-oriented.
- Committed to traditions = expectations of respectable/respected (uniform, maintenance, manners etc.)
- Open to serve community – help beyond calls for service.
- Great leadership.
- Dedicated personnel, staff, and board.
- Concerned about the community.



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- Care enough to host strategic planning with community members.
- Great image / reputation.
- Integrity of staff, especially Fire Chief Young and Fire Marshal Iacino.
- Cooperation of staff.
- Even as we grow, you haven't lost with the community.
- Willingness to help the community when you are able (firefighters helping elderly w/cutting tree logs to the community garden.)
- Great Fire Chief and command staff.
- Staff – very professional in the public.
- Equipment - appears to be kept in good working condition.
- I believe the leadership team is excellent and all crews are well trained and effective.
- The availability of fire department buildings for outside use (training).
- Having an EOC manager on staff.
- I appreciate the FFFD service now provided.
- I am pleased with the overall morale I see in the entire department.
- Frederick Firestone Fire has always done a great job being involved in the community and at community events.
- Anytime we have had a call to the department the response time was quick.
- Professional friendly staff.
- Great community resource.
- Community outreach/education.
- Partnership with local jurisdictions.
- Staffing – have some really great team members that are great ambassadors for the district.
- Strategic and proactive mindset on growth.
- Solid Fire Chief and upper management.
- Positive community relationship.
- Reasonableness and open to dialogue at the top level.
- Willingness to partner with other agencies for events.
- Education/outreach.
- Training.
- Communication; website and social media.
- Greatly appreciate the community participation.



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- Enjoy the park next to the Frederick station.
- Very responsive.
- Good equipment, fire stations and training facilities.
- Good communication before/during/after fire inspections (annual and permit).
- Expertise of Assistant Chief/Fire Marshal Steve Iacino and Fire Prevention Specialist David Puccetti.
- Good insurance rating.
- Good visibility in the community.
- Professional – actions, appearance, manners.
- Working with this department has been great in regard to unified command during a oil and gas emergencies.
- I have worked with this department on oil and gas training and has always been positive.
- Always presents themselves in a positive manner.
- Customer service.
- Good standing in the community.
- Willing to listen.
- Very close helicopter ambulance support.
- Forward-looking management.
- The fact that the entire department comes to the facility to learn the layout and begin to understand the process and the chemicals we use.
- That during our annual inspection they were very reasonable and were willing to understand our company's reasons for something they noticed.
- That all the crews I have met have been extremely professional and respectful.



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### Other Thoughts and Comments

The community was asked to share any other comments they had about the department or its services. The following written comments were received:

#### Other Community Comments about the Frederick-Firestone Fire District (verbatim, in no particular order)

- We appreciate what you all do for us every day.
- Quick answer time to community questions.
- Fun things you do for the kids – birthday parties – Santa in each neighborhood.
- Always see you at community events.
- Everything you do to keep us safe.
- Have enjoyed getting to know some of the staff and firefighters – do not think you get enough recognition.
- Thanks to Fire Chief Jeremy Young and his staff for a great job!
- Wonderful, helpful people, always willing to listen, gives feeling of comfort and safety.
- Great job!
- I feel Frederick / Firestone is very well served by our existing FFFD, top to bottom. Let's keep it that way.
- Keep up the great work!
- Need work on the inspection program with non-negotiable comments.
- Continue to foster relationship with other partner agencies (Firestone/Frederick) to help communicate to our customers (residents) with our cohesive voice. In the end residents want a high functioning fire department that will respond when called – they often don't know or understand the separate district.
- Thank you for including public comments in this planning process. Please share discoveries as the strategic planning continues.
- As always, we appreciate this department for everything they do to assist and protect the public in area of responsibility.
- Heroes at hand!
- Thanks for all you do!!
- You cannot over-communicate.





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### Appendix 2

#### Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the department stakeholders identified the department's strengths as follows:

Strengths of the Frederick-Firestone Fire District	
Continuing development and improvement of training programs	Special ops teams (tech rescue, water, wildland, hazmat) Strong, consistent service delivery for fire & EMS
Having EM program - experience	Family culture
Good labor-management relationship	Presence at the local, state, and national level committees
Progressive, moving forward, striving for excellence	High-level community involvement
Transparency	Organizationally forward-thinking
Experienced fire investigators	Strong Public Information Officer
100% QA/QI done by Safety and Medical Officer	Strong financial management
Increased the standard for promotion	Full-service fire prevention/code enforcement program
Wildland and Urban Search and Rescue deployments	Command staff expertise
Peer support team – active	Young department – motivated, eager
Active planning (emergency, growth, strategy)	Qualified staff with subject matter experts
Devoted leadership	Well-done budget
District offers quality benefits	Focus on safety
Good financial reserves	Improved fleet maintenance
Balance of admin and line staff	Dedicated truck and rescue company
Quality fleet – custom design	Improved staffing
Recruit training task book: consistent foundation for new members	Relationships with schools, law enforcement, public health, government organizations
Disciplined	Internal/external communications
Improved diversity	Versatile equipment
Reputation	Higher education within organization
Cancer reduction programs	Staff and organizational ethics
Strong incident command structure	Board of Directors – Our Community Members
Health and wellness, i.e., annual physicals	Staff members steeped in history of organization
Peer support and Building Warriors	Homegrown paramedics
On-site emergency operations center	Improved relationships with neighboring agencies
Retention of employees	Leadership development program
Staff empowered by board of directors and command staff	Resource deployment to meet national standards



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## Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the department stakeholders as weaknesses:

Weaknesses of the Frederick-Firestone Fire District	
Too much internal control – accounting, accounts payable	EMS billing opportunities
Banking – streamline procedures	Technology – programs/computer systems
Scheduling / coordinating process	Program process review
Comprehensive nature of the mentorship program	Very young department
Fiscal barriers to opportunities	No plans for a training facility
Willingness to partner with other agencies	Lack of internal new hire academy
Outgrown training facility	Sleeping space limited – station design
Information technology support is external (contracted)	Depth in special ops (tech rescue, hazmat, wildland)
Not having engineer rank	Lack of internal fleet maintenance facility
Lack of emergency medical technician field instruction buy-in	Software technology advancements
Efficient and effective crew resource time and utilization	Keeping up with service delivery
Aging apparatus fleet/equipment	Professional Development
Uneven off duty workload/work-life balance	Organizational staffing
Lack of continuity of operations plan	No human resource manager
Keeping up with growth is challenging to organizational change	Lack of adopted and well-documented hiring and promotional practices
Leadership (experience/youth)	
Crew continuity (always changing)	Limitation with special district funding
Political awareness (some levels)	Internal/external communications (balance)
Succession planning	Employee engagement (some levels)
Physical fitness standards and enforcement	Marketing the district to the community
Limited delegation and follow up	Recruitment process
Sense of entitlement for some personnel	Committee input/decision making



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## Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The department stakeholders identified the following potential opportunities:

Opportunities for the Frederick-Firestone Fire District	
Growth – community (housing/business)	Training (internal/external, up to date)
EMS system development	Alternative funding sources
Community planning – outreach events	Tech advancement – RMS, data collection
Closest unit dispatch	Professional growth
Public education – health services, school programs	Legislative changes
Partnership with development partners	PSAP/Dispatch Improvement
ISO improvement	Political capital – building support
Inclusions/exclusions – properties	Marketing plans – build
Set standards for multi-jurisdictional emergency management	Establishing relationship for training with new medical direction
Shared resources	Oil and Gas partnerships
Economic Development input	Staff relationships – cadet program
Leadership development	Community support
Medical support	Change!
External deployments	Joint Recruit Academy
Partner with Aims Fire Science & EMS	Union involvement in community
External Command staff for significant incidents	Building community preparedness/resilience
Better cooperation between towns (be the bridge)	Look for other funding sources – stabilize \$\$
Utilizing external sources for community risk reduction programs (partners, insurance)	Including/engaging community in community risk reduction/emergency preparedness programs
Added experience through regional collaboration	Administrative Professional growth
Collaboration with hospital on community health program	Assessing Denver Medical Protocols with new direction
	Regional and neighboring partnerships



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## Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the department stakeholders were as follows:

Potential Threats to the Frederick-Firestone Fire District	
Global and local economy	Tax funding - instability
Political/operational relationships in Weld County – forgotten by Weld County leadership	Local government inconsistencies – police, town board
	Regional and neighboring partnerships
Politics – county vs. state	Shortage of qualified applicants
Comparable wages with non-comparable districts	Shortage of necessary equipment/PPE
Allure of the fire service	Inclusion/exclusion of property
Demand on services	Fake news (media/social media)
Lack of public trust	Legislative mandates
Retention of members	Special interest groups
Change in local government	Natural/manmade disasters
Pandemics	Litigation
Interagency relationships, i.e., dynamics	Rapid growth into new areas
Cyber Attack – information technology	PSAP/Dispatch changes
Employee benefit sot	Lack of transportation infrastructure
Local competition for revenue	Terrorism
Construction costs	Relationships due to outside mergers
Lack of understanding/support from emergency management	Lack of input to Weld County Communications Board actions
Weld County Board Actions	Cost of inflation
Social unrest	Constant change in municipal leadership
Revenue stabilization	Oil and Gas incident resource drain
Supply chain disruption – recovery from Covid-19 is ongoing	On the border of counties/regions – closest resources may not be available
Oil and Gas funding inconsistent	Disaster – lifeline disruption
Lack of commitment to emergency management program	Societal changes – police department protocol changes





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## Appendix 3

The following information is the raw data comprised from the deliberation of the two work groups. The information in each table is linked to a strategic initiative that the overall group, by consensus, determined was something that the department should pursue for change and continuous improvement.

### Critical and Service Gap Issues Identified by the Department Stakeholders

Initiative Link	Group 1	Group 2
<b>External Relationships</b>	External Relationships <ul style="list-style-type: none"> <li>○ Willingness to partner</li> <li>○ Keeping up with growth</li> <li>○ Internal and external communications</li> <li>○ Community disagreements</li> <li>○ Outside policy decisions</li> <li>○ Changes in local government</li> <li>○ Legislative changes</li> </ul>	External Relationships <ul style="list-style-type: none"> <li>○ Politics</li> <li>○ Lack of Agreements</li> <li>○ Communication</li> <li>○ Geographical</li> <li>○ Growth – Community/staff</li> <li>○ Historical barriers</li> <li>○ Leadership</li> <li>○ Inclusions/exclusions</li> </ul>

Topic	Group 1	Group 2
<b>Community Engagement</b>	Community Involvement <ul style="list-style-type: none"> <li>○ District marketing</li> <li>○ Public trust</li> <li>○ Public education</li> <li>○ Community events</li> <li>○ Code enforcement</li> <li>○ Community preparedness</li> <li>○ Risk perception/assessment</li> <li>○ Transparency</li> </ul>	Community Outreach <ul style="list-style-type: none"> <li>○ Marketing – Social Media</li> <li>○ Education – business, youth, residents</li> <li>○ Community engagement</li> <li>○ Schools/school districts</li> <li>○ Programs offered</li> <li>○ Staffing</li> </ul>

Initiative Link	Group 1	Group 2
<b>Career Development</b>	Career Development <ul style="list-style-type: none"> <li>○ Define career path</li> <li>○ New hire academy</li> <li>○ Succession planning</li> <li>○ Employee experience levels</li> <li>○ Mentoring</li> <li>○ Recruitment/retention</li> <li>○ Workload balance</li> <li>○ Future positions</li> </ul>	Succession Planning <ul style="list-style-type: none"> <li>○ Professional Development line/admin</li> <li>○ New hire academy</li> <li>○ Engineer Rank</li> <li>○ Mentorship/coaching</li> <li>○ Paramedic growth</li> <li>○ Labor management</li> <li>○ Formal education</li> <li>○ Commitment Fostering</li> </ul>



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Initiative Link	Group 1	Group 2
<b>Capital Assets</b>	Physical Resources <ul style="list-style-type: none"> <li>○ Training Facility</li> <li>○ Aging fleet</li> <li>○ Expiring SCBAs</li> <li>○ Station Design</li> <li>○ Maintenance Facility</li> <li>○ Technology</li> <li>○ Programs and Computer Systems</li> <li>○ Financial Stewardship</li> </ul>	Capital Infrastructure <ul style="list-style-type: none"> <li>○ Fleet</li> <li>○ Equipment</li> <li>○ Facilities</li> <li>○ Funding</li> <li>○ Research and Development</li> <li>○ Data</li> <li>○ Staffing/IT</li> <li>○ Analyst/GIS</li> <li>○ Innovation</li> <li>○ Data/R&amp;D</li> <li>○ Hardware/Software</li> <li>○ IT Training</li> <li>○ IT utilization of capacity</li> </ul>

Topic	Group 1	Group 2
<b>Health and Wellness</b>	Health and Wellness <ul style="list-style-type: none"> <li>○ Work/Life balance</li> <li>○ Fitness Standards</li> <li>○ Peer Support</li> <li>○ Nutritional Support</li> <li>○ Incentives</li> <li>○ Benefits</li> <li>○ Wages</li> </ul>	N/A

Initiative Link	Group 1	Group 2
<b>Staffing</b>	N/A	Staffing <ul style="list-style-type: none"> <li>○ Funding</li> <li>○ Recruitment</li> <li>○ Retention</li> <li>○ Facilities/Fleet</li> <li>○ Growth</li> <li>○ Data</li> <li>○ Community Support</li> <li>○ Training</li> <li>○ Benefits</li> <li>○ Customer Service</li> </ul>

