



West Metro Fire Rescue



Strategic Plan

Revised Edition - 2021



“Whatever it Takes” ... To Serve.





Message from the Chief

Excellence is achievable when organizations believe in their mission, commit to a shared vision, and deliver on the promise of continuous improvement. Recognizing this path to excellence, West Metro Fire Rescue has made it a priority to develop a strategic plan that represents the fundamental ideals of the organization and identified needs of the community. Our strategic plan is a living document that guides our actions and reinforces our collective purpose, promoting excellence throughout the organization so that we continue to deliver a high level of service to the community.

Tracking our progress and updating the strategic plan is key to our success; it allows us to anticipate and adapt to change while keeping the plan relevant. Through deliberate analysis and the collaborative efforts of many people within and outside the organization, we present a refreshed version of the strategic plan. While our mission, vision, and values remain intact, our strategic priorities address new areas of opportunity.

As we serve both our internal and external customers, we assert that our greatest strength and fundamental value lies in the inspiration, dedication, and innovation of every employee of the District. Working towards continuous improvement and excellence, we confidently commit to our community that when the alarm sounds, we will respond quickly, arrive prepared, and be ready to fulfill our motto,

“Whatever It Takes” ...To Serve.



Strategic Plan Development

Strategic Management Philosophy

As an organization, West Metro Fire Rescue desires to provide exceptional cost effective services, to meet legal requirements, and to acknowledge public need. Evaluation of our services on an annual basis emphasizes what we're doing well, what demands improvement, and what is not meeting organizational objectives.

Research and Discovery

We began our strategic planning process with a thorough review of our mission, vision and values and then followed with an extensive process of research and discovery: studying strengths, weaknesses, opportunities and threats.

We consulted with our uniformed and civilian employees, our internal stakeholders and our external stakeholders through comprehensive meetings and surveys.

Analysis and Strategic Priority Development

We then moved into the analysis phase of planning. This involved identifying common themes from internal and external stakeholder meetings and reviewing survey data to validate themes. Working with these themes allowed us to develop our strategic priorities and objectives. Assignments for the objectives will remain the responsibility of the fire chief, to ensure shared responsibility throughout the organization.

Annual Review

The strategic plan will be reviewed annually by the Strategic Planning Team, incorporating new information gathered from follow-up surveys and stakeholder meetings. This process will keep our strategic plan valid and visionary in today's dynamic environment.

WHO WE ARE

Mission, Vision, Values

Mission

The West Metro Fire Rescue family is committed to protecting the community's quality of life through prevention, preparedness, and all-hazards emergency response.

Vision

West Metro Fire Rescue endeavors to be a high quality, responsive, adaptive, learning organization, anticipating and responding to evolving community needs.

Values

Respectful:

Valuing life, property, and the needs of our community.
Honoring and supporting the people in our organization.
Desiring a culture of community.

Responsible:

Sustaining a highly trained, well-equipped community response force.
Focused on sustainable fiscal management.
Desiring a culture of stewardship.

Resourceful:

Drawing on the talents of our stakeholders.
Seeking innovative ideas.
Desiring a culture of empowerment.

Strategic Priorities



Strategic Priority I: Invest in our human capital.

As noted in the fire chief's introduction, our greatest strength and value lies in our people, and we want to protect that by fostering an ever-improving work environment.

To that end, the strategic planning process identified the need for more efficient, dynamic, transparent, and free flowing information across the District. It enabled us to stratify reasonable and achievable strategic objectives.

Work on many of the non-strategic considerations identified has already begun in earnest, and will continue. Additionally, while we acknowledge hard work and professionalism, we also support and encourage a balance between work and personal life.

In the same fashion that we have identified injury prevention programs, West Metro Fire Rescue desires to focus on the profession's long term impact on quality of life.

Objective A: Nurture and grow, through ongoing and consistent measurement, a culture of open and responsible communication that promotes trust and confidence.

- Step 1** Develop methods to eliminate the most common communication breakdowns.
- Step 2** Streamline and unify our communications model so that it is flexible, dynamic, and responsive.
- Step 3** Develop and promote a program which will connect all members to improve communication and enhance relationships.
- Step 4** Promote inclusiveness by recognizing the diversity that exists in the organization and the community, thereby improving shared understanding that allows for respectful and supportive interactions.

Objective B: Focus on employee health, with an emphasis on stress management.

- Step 1** Explore and implement alternative strategies that encourage participation in programs/resources aimed at improving mental health and wellness.
- Step 2** Improve stress management programs that focus on the mental, emotional, and physical aspects of employee wellness and foster employee participation.
- Step 3** Develop metrics to accurately capture outcomes of wellness programs for long term employee health.

Objective C: Acknowledge and address the importance of employee work-life balance and the opportunity for growth.

- Step 1** Identify staffing solutions for both line and civilian personnel to address organizational growth.
- Step 2** Balance primary workload with ancillary assignments.
- Step 3** Formalize a system of succession planning that anticipates employee turnover and organizational growth.
- Step 4** Acknowledge the importance of experience, training/credentialing, and higher education by expanding organizational opportunities.

Strategic Priorities



Strategic Priority II: Develop a public relations strategy aimed at quality public communication, education, and involvement.

The community recognizes and appreciates emergency service delivery by trained and competent professionals. However, our research found that the community is generally unaware of the full scope of services provided by West Metro Fire Rescue, including the educational programs that we offer.

We make it a priority to understand our community's needs and to inform them about the services that we provide to meet those needs. We accomplish this by committing to outreach that builds relationships, marketing our programs and services, and believing that an informed community is a safer community. It's not enough to simply respond to emergencies; we must do everything in our power to prevent them.

Objective A: Develop a comprehensive marketing plan.

- Step 1** Leverage new technology to inform and engage the community, recognizing generational differences that affect how people use and receive information.
- Step 2** Create and deliver targeted public service announcements that elevate awareness of relevant factors affecting fire and injury prevention.
- Step 3** Seek opportunities to creatively promote the many ways the District serves the community, and allow for public feedback and involvement.
- Step 4** Strengthen recruiting and hiring practices to optimize the employment of qualified and diverse talent.

Objective B: Establish criteria for structured educational programs that increase awareness and directly impact the safety of the community

- Step 1** Ensure materials and staffing meet the needs of the community.
- Step 2** Advance a robust Speaker's Bureau aimed at educating and informing the community.
- Step 3** Solicit feedback from community members about educational programs as a means of quality improvement.

Objective C: Embrace community involvement throughout West Metro Fire Rescue.

- Step 1** Strengthen our connection with the community through participation at community events, and by working with community partners and other supporting agencies to promote and support the District's safety programs and services.
- Step 2** Enhance positive relationships with local media, fostering timely flow of pertinent information aimed at improving public relations.

Strategic Priorities

Strategic Priority III: Ensure operational readiness matches needs and risks in all hazards response through a data-driven approach and with emphasis in wildfire mitigation and community healthcare.



West Metro Fire Rescue seeks to be a proactive and innovative fire agency. Communication with our external stakeholders identified both wildfire mitigation and community healthcare resources as opportunities, necessitating further investment by the organization in these areas. Furthermore, internal stakeholders expressed a desire to improve response capabilities through the use of data and an evidence-based approach.

Objective A: Improve operational readiness by evaluating training and deployment models, and incorporating a robust use of technology and data.

- Step 1** Balance resources with risks by evaluating critical tasking for special team incidents.
- Step 2** Evaluate minimum staffing protocols to ensure safe and effective response.
- Step 3** Continue to enhance and streamline pre-plan information for improved situational awareness.
- Step 4** Utilize advanced analytics for evidence-based decision making.

Objective B: Engage the community in wildfire mitigation.

- Step 1** Identify and carry out wildfire risk reduction strategies.
- Step 2** Work with the community to develop and implement a Community Wildfire Protection Plan (CWPP).

Objective C: Seek opportunities to address unmet healthcare needs outside traditional community resources.

- Step 1** Develop programs to meet specific community needs.
- Step 2** Establish relationships to provide interdisciplinary collaboration in support of community healthcare.

Strategic Priorities

Strategic Priority IV: Build and strengthen relationships with neighboring agencies, community organizations, and leaders.



We cannot underestimate the value of relationships with our neighboring public safety, health, education, business, and governmental organizations. Through our focus groups we found that both our internal and external stakeholders encouraged fortifying existing partnerships and identifying new opportunities.

Partnerships have several advantages. Training together improves cooperation during multi-agency and multi-jurisdictional operations. This also spreads the costs for larger training events between agencies. Capitalizing on the knowledge of others improves our abilities internally. Essentially, we improve our service to the community and recognize cost savings while developing richer relationships.

Objective A: Evaluate partnerships as a way to improve response, planning, and training.

- Step 1** Gain an understanding of stakeholder needs and compare with the District's end goals.
- Step 2** Evaluate aid agreements, contracts, and special team response.
- Step 3** Develop cooperative training with external stakeholder partners.
- Step 4** Explore regionalization of services to improve efficiencies and reduce costs.

Objective B: Adopt a philosophy that promotes seeking out the best industry practices of other professional organizations.

- Step 1** Encourage employees to be engaged in outside organizations, both professional and community based.
- Step 2** Establish a process of evaluating and implementing those best practices relevant to our organization.

Strategic Priorities

Strategic Priority V: Fortify financial sustainability through strategic management and accountability in efficient budgeting, by being prudent stewards of public funds.

West Metro Fire Rescue is proud to have been the recipient of numerous awards related to prudent financial planning. Our desire is to maintain that level of performance as we serve the community.



Objective A: Maintain a balanced budget with current revenue resources.

- Step 1** Assess alignment of services versus allocated funds.
- Step 2** Seek opportunities to reduce expenditures using cost cutting measures without affecting services.
- Step 3** Maintain a healthy fund reserve balance by minimizing vulnerability during extreme events.

Objective B: Solidify revenue streams to anticipate future financial needs and sustainability.

- Step 1** Conduct an annual financial risk analysis.
- Step 2** Identify alternative funding sources.
- Step 3** Seek state and federal grant funds to offset current costs and enhance services.
- Step 4** Maintain a capital investment plan that allocates future capital expenses and incorporates a replacement plan through committed funds.

Objective C: Widen the pathways of internal communication and develop a robust plan for internal controls.

- Step 1** Develop an educational plan for internal stakeholders involved in budgeting and/or spending.
- Step 2** Ensure effective checks and balances through internal controls with the intent of safeguarding assets, minimizing errors, and limiting organizational risk.

West Metro Fire Rescue List of Accomplishments (2017 – 2020)

The following items have been removed from the strategic plan. West Metro Fire Rescue acknowledges that while these items have been removed, we strive to continue to make these details a regular part of our service, response, and culture. Each of the accomplishments listed will be re-evaluated annually in conjunction with review of the Strategic Work Plan.

West Metro Fire Rescue has developed a comprehensive marketing plan by accomplishing the following items with regard to this plan (*Priority II – Public Relations*):

Accomplishment	How Achieved
Established a system of brand management.	Specific standards have been developed for internal stakeholders as well as continual monitoring of media and social media platforms.
Improved current department technology to inform and engage the community.	Since 2017, West Metro’s social media platforms have grown by almost 400%, engaging and informing district residents with timely news about programs, initiatives and incidents in the fire district.

West Metro Fire Rescue has recognized the value of educational programs and has accomplished the following items (*Priority II – Public Relations*):

Accomplishment	How Achieved
Developed a robust Speakers Bureau.	Solidified annual Speakers Bureau training to increase current membership to 25. Strengthened Community Education budget to include cost of extra duty personnel as well as resources for forecasted presentations.
Improved community awareness of educational programs and services offered by West Metro Fire Rescue.	Speakers Bureau, Life Safety, and on duty crews met with 96,374 people at scheduled presentations, events, and tours in 2019. In 2020, West Metro reached over 100,000 people through various virtual platforms. West Metro website and social media posts now include regularly updated information on Fire Muster, smoke alarms, motor vehicles, and wildfire conditions / actions.
Improved employee awareness of community education programs as guided by the annual Risk Assessment document.	Created and delivered a Target Solutions training module for all staff members and reviewed with select employees through task book assignments.

West Metro Fire Rescue List of Accomplishments

(2017 – 2020) Continued

West Metro Fire Rescue has improved EMS readiness by addressing the following key components (Priority III – Operational Readiness):

Accomplishment	How Achieved
Establish and sustain a comprehensive Quality Assurance / Quality Improvement program.	West Metro has contracted with a 3 rd party to review and provide feedback to 100% of EMS calls. When applicable, calls are reviewed again by the SAH representative and/or the Safety and Medical Officer.
Increase the amount and quality of EMS training.	Creation of an EMS Lieutenant position dedicated to ensuring relevant EMS training. Additional hands-on EMS training is now coordinated with fire-related Multi-company Drills several times each year.
Employ the use of call volume data to address Paramedic Technician workload.	Additional Paramedic Technician (PT) positions have been created as well as emphasis on double PT stations.

West Metro Fire Rescue has identified and implemented technologies that improve information flow between the Life Safety Division and their stakeholders by completing the following (Priority III – Operational Readiness):

Accomplishment	How Achieved
Modernized the process and tools for developing and referencing pre-plans and target hazard data.	Creation and implementation of Mobile-Eyes Responder on all apparatus. All Pre-plans have now been entered into VisiNet and available on all apparatus.
Modernized the process of permitting and make the system more user-friendly.	Mobile-Eyes and BlueBeam software implementation have achieved a completely electronic process for plan submittal and review.
Provided for more efficient information flow to field units.	Creation and implementation of Mobile-Eyes Responder have provided for all electronic documents to be more accessible for delivery to field units. The Compliance Engine program was implemented in 2019. The first year of use allowed Life Safety to analyze the status of compliance in the District and to integrate a more effective system for tracking and correcting non-compliant fire protection systems.

West Metro Fire Rescue List of Accomplishments

(2017 – 2020) Continued

West Metro Fire Rescue has enhanced our list of available community resources by addressing the following details (*Priority IV – Community Relationships*):

Accomplishment	How Achieved
Developed a comprehensive list of community partners available through the communications center.	Comprehensive and fluid list of community partners completed, revised, and distributed annually to Jefferson County Communications Center.
Worked in partnership with regional emergency operations centers to prevent duplication of efforts.	The division chief of special operations and emergency management remains involved in efforts at the city, county, and regional levels. West Metro has worked with North-Central Region agencies on coordinated efforts. In addition, collaborated with Douglas, Boulder, and Arapahoe Counties to augment staff during times of need.

West Metro Fire Rescue has increased the District’s financial transparency for internal and external stakeholders by completing the following components (*Priority V – Financial*):

Accomplishment	How Achieved
Improved internal communications via easily accessible, innovative software.	Microix software now allows for internal communications and has been implemented.
Marketed a transparency portal which hosts the District’s financial reports.	Transparency portal located on the OpenGov website allows for public viewing of financial statements.

ACKNOWLEDGEMENTS

The members of the Strategic Plan SPT wish to thank the numerous people involved in this process. It was a humbling experience to interact with so many who demonstrated a desire to make our organization better. From our members, to our community partners, to the community we serve, your voices were heard. We hope that is reflected back as you read this collaborative work. It couldn't have been done without you.

Special thanks to the West Metro Fire Rescue Board of Directors, Fire Chief Don Lombardi, Deputy Chief Bruce Kral, Division Chief Dan Pfannenstiel, Division Chief Steve Aseltine, Standard of Cover SPT, Wellness SPT, Communications SPT, Mobile Integrated Health SPT, and the Rocky Mountain Accreditation and Professional Credentialing Consortium.

STRATEGIC PLAN SPT MEMBERS:

Todd Heintz, Co-chair – Assistant Chief, District 1

Andy Jensen, Co-chair – Captain, Station 7

Travis Hopwood – Captain, SaM1

Sean O'Hara – Captain, Station 1

Aaron Giesick – Lieutenant, Station 10

Lakota Beckhorn – Firefighter/Paramedic, Station 2

Susan Chen – Business Intelligence Data Engineer

Glenda Aragon – Finance Division Director

Jennifer Wheaton – Executive Assistant to the Fire Chief

Amira Watters – Executive Director, Jefferson County Business Resource Center

THANK YOU TO OUR PAST TEAM MEMBERS

Mike Parker, Co-chair – Captain, CO-TF1 Training Manager

Kim Brewer – Executive Assistant to the Fire Chief

HOW TO GET INVOLVED

West Metro Fire Rescue invites you to join us in serving our community.
Here are a few ways that you can get started.

1. Participate:



Prepare your home and your family:

- Learn CPR – contact the [American Red Cross](#), the [American Heart Association](#) or a company that offers public CPR and first aid classes.
- Download the [Pulsepoint App](#) to your phone.
- Complete your own safety profile at www.Smart911.com.
- Complete a [File of Life](#) for any family members with medical conditions.
- Enroll in the [Code Red Alert](#) system to receive emergency notifications regarding your neighborhood.
- Make sure you have [working smoke alarms and carbon monoxide alarms](#) on every level of your home and near the sleeping areas.
- Make sure your family has a [home escape plan](#), with two ways out of your home and a designated meeting place.
- Use a home safety [checklist](#) at your home to prepare for fires and other emergencies.



Join the West Metro Fire Rescue [Kids Club](#) to receive monthly emails with seasonal safety activities for kids and invitations to the events we host and attend.



If you live in a wildland interface area, organize with your neighbors to become a [Fire Adapted Community](#).



Stay informed with the West Metro Fire Rescue's Social Media:



2. Donate:



Make a donation to the [West Metro Fire Rescue Family Support Network](#) which supports our firefighter families through deployments, family emergencies, line of duty injuries, death or family illness.

3. Volunteer:



West Metro Fire Rescue's annual [Family Fire Muster](#).



West Metro Fire Rescue's [Community Education Programs](#).



In your [community](#) – promote the spirit of service by helping agencies who support their communities.