Board of Directors Meeting

January 24, 2024 at 4:00 PM
3561 N Stagecoach Road, Longmont
Hybrid/Virtual: Zoom

AGENDA

I.   OPENING OF MEETING
   a. Call to Order

   b. Roll Call

   c. Pledge of Allegiance

   d. Approval of Agenda

II.   PUBLIC/MEMBER PARTICIPATION
3-minute time limit. Comments are for any item, on the agenda or not, unless they are set for a public hearing.

III.   CONSENT AGENDA

IV.   NEW BUSINESS
   a. Discussion on Mountain View Fire Protection District Strategic Plan

   b. Discussion on Succession Planning for Fire Chief

V.   BOARD MEMBER ITEMS

VI.   EXECUTIVE SESSION
Sec. 24-6-402(4)(b), C.R.S., for legal advice on specific legal questions regarding the Fire Chief's Employment Agreement and succession planning.

VII.   ADJOURNMENT

Join Zoom Meeting
https://us02web.zoom.us/j/83982851455?pwd=TGYrMmhwM3hGMFo5elk2MnNHaUlRUT09

Meeting ID: 839 8285 1455
Passcode: 002690

Dial by your location

346 248 7799

Meeting ID: 839 8285 1455
Passcode: 002690

July 2019
Strategic Plan 2019-2024
Revised March 2022

Mountain View Fire Protection District
Longmont, Colorado

Table of Contents

Contents

EXECUTIVE SUMMARY

On January 1. 2021, The Rocky Mountain Fire Protection District (RMFPD) was officially merged into the Mountain View Fire Protection District. This merger added approximately 62 square miles of territory to the existing Mountain View Fire Protection District (MVFPD). Along with increased residents and territory, MVFPD absorbed 50 employees working from 4 staffed fire stations. The additional territory included the Town of Superior, located along Highway 36 in the southwest portion of Boulder County. MVFPD also acquired the responsibility for protecting a large area of mountainous, wildland property in the Flagstaff Mountain area.

Both MVFPD and RMFPD had implemented the strategic planning process, and both had produced strategic plans for their respective organizations. Although similar in many areas, these plans did have some differences. The purpose of this addendum is to bring in the elements of the RMFPD Strategic Plan that are applicable and lacking in the MVFPD Strategic Plan.

The current MVFPD Strategic Plan was devised upon three key themes; these themes are listed below:

1. *How do we continue to improve on saving lives during emergency events?*
2. *How do we meet the increasing service demands over the coming years?*
3. *How do we better market our services and demonstrate our value to our community?*

This addendum will add additional themes to the original MVFPD Strategic Plan. The additional themes are as follows:

4. *How do we protect our environment?*
5. *How do we ensure a sustainable workforce?*

In addition to the new "Themes," numerous strategic objectives, outcome measurements, and supporting goals have been added to reflect the organization's priorities in the future.

This addendum will only document the additions, changes, or deletions to the original MVFPD Strategic Plan for 2019-2024.

It is the intent of the organization to update the MVFPD Master Plan in 2023 and create a new Strategic Plan for the subsequent years.

MISSION, VISION, VALUES

In consolidating the two organizations, it was determined that the Mission, Vision, and Values (MVV) of the consolidated District needed to be reexamined. Therefore, a committee made up of representatives of all levels of each organization was convened to develop the new MVV. This committee solicited input from all levels of the organization and produced a new set of Mission, Vision, and Values more reflective of the organization going forward. The new Mission, Vision, and Values are as follows:

MISSION

To preserve and protect our community from all hazards through exceptional preparedness, prevention, education, and emergency response.

VISION

To establish the standard of excellence: by being customer-centric, inspiring a high-performance environment, being driven by innovation, and being proud of our organization.

VALUES

TRUST

We are honest and transparent - Honesty and transparency are the absolute pillars of trust. Being honest and transparent with everything leads to trust on every level, and everyone must live these values every day as this is the foundation upon which all else is built. Therefore, we strive to create a positive organizational culture through honesty and transparency and seek to identify the problem, not assign blame. We then focus on determining an effective solution.

We are loyal, responsive, and compassionate - We are loyal, responsive, and compassionate to our community. Community is why we are here, and we hold nothing above customer service to those in our community, be that internal or external. Additionally, being responsive and compassionate, never assuming the worst of people, being loyal to the organization, each other, and ourselves will create the bedrock upon which we can have courageous conversations, hold each other to a higher standard, and ultimately create the culture and organization we desire. An organization that is focused on providing the absolute best customer service.

We have the courage to act – We have a culture of empowerment whereby everyone is encouraged to act. Having trust means we believe in everyone's ability to be the consummate professional and act with the highest standards of honor and accountability. Having the courage to act must reside not only at the individual level but as an entire organization. Therefore, we encourage ourselves to be bold and act shrewdly.

TEAMWORK

We respect each other and communicate effectively - Respect and effective communication are hallmarks of a high-performance team. We value and hold people accountable to the tenets

of respect and effective communication. Effective communication is the cornerstone of building a great culture. Having the courage to initiate difficult conversations when necessary and conduct them professionally up and down the chain of command is a must. We are stronger through diversity.

We value the concept of diversity. Diversity has an expansive meaning and not a singular focus. We welcome all individuals and respect the various experiences they bring into the organization. We embrace diversity of thought, experiences, people, ideas, etc. We want to avoid thinking, working, and acting in silos and be open to new ideas, outside influences, and constructs. When diversity is valued across stations, shifts, or divisions, we are better.

We are adaptable, flexible, and resilient. As a team, being adaptable, flexible, and resilient provides the opportunity to explore new ideas and test them. Knowing that some will work and some will not, having the ability and willingness to try is important and leads to growth and breakthroughs at all levels. Resiliency is the key to grit, and having not only individuals but also a whole resilient organization lets us take advantage of opportunities that otherwise would not exist.

PROFESSIONALISM
We are dedicated to our craft and enhance our abilities through continued training, development, and education - Being a true professional requires that we master our craft. To be clear, mastery of craft isn't solely about performing our trade skills but includes everything else we do. We recognize that mastery of craft isn't about rank. Experts exist in our organization at all levels, and we value this idea and trust them with leadership that highlights their mastery. True mastery includes being a good communicator, having accountability for our actions, holding others accountable so that a higher standard can be set, and always setting the bar for duty and honor. We endeavor to continually have the highest ethics and morals, which are described as character and standards of behavior, to which we hold each other accountable.

We use collaborative input for decision-making - We are better together. Decisions made in a vacuum are often less productive and can create feelings of mistrust. We acknowledge that in any organization, not all decisions can be collaborative all the time; however, we will strive to make every decision possible based on trust and collaboration. We are a higher-performing team when the tenets of knowledge sharing are adhered to, and we will strive to achieve this in every way imaginable. Creating the concepts of a just culture will be central to our success, and everyone should have a voice in the decisions that will influence their lives. Finally, we strive to be proactive in our decision-making and not reactive. Being professional and collaborative will push us into more forward-leaning decision-making and better position us for any opportunities that might arise.

We are accountable for our actions - Accountability is the base upon which our culture is built. We value feedback, and our teammates, at any level, will hold each other accountable so that we can continually improve. We will hold each other and the organization accountable in everything we do. By agreeing to this set of values, we create the framework for accountability. We want people to use these values to create a culture and organization that is the standard to which others aspire, and it starts with accountability.

PURPOSE OF STRATEGIC PLANNING

Strategic planning is an intentional process by which an agency or organization surveys the industry trends: the customer's needs and wants; the current and future available resources; and the current and future capabilities of the agency to determine performance gaps. Once these gaps are identified, the agency can determine organizational goals and critical tasks necessary to close or eliminate the performance gaps. After the process, the agency will possess a planning document that helps better focus organizational resources towards measurable outcomes versus possible inefficient or counterproductive activities. The process of strategic planning also provides additional value when a broad array of stakeholders is used to develop consensus on organizational performance gaps and potential solutions. The team's effectiveness is enhanced through the power of shared vision and goals.

"From outside the fire service looking in, you can never really understand it. From inside the fire service looking out, you can never really explain it" ~ Unknown

METHODOLOGY

A team of thirty-nine members of the Mountain View Fire & Rescue District and external stakeholders from its communities met for a three-day process facilitated by a senior consultant from Fitch & Associates, LLC. The thirty-nine-member group consisted of representatives from all ranks and positions within the organization, including command officers, ranking firefighters, various support personnel; plus, various community leaders. The stakeholders were tasked with providing input and feedback throughout the planning process as advocates from the sub-groups they were asked to represent.

The process included a review of the value of strategic planning; a review of the community stakeholders' perception of Mountain View Fire & Rescue District before and after the facilitated process; an analysis of the agency's strengths, weaknesses, opportunities, and challenges; a review of recent changes to the Commission on Fire Accreditation International fire agency accreditation process; plus, a review of the agency's desired strategic planning statements for final inclusion into a strategic plan. After the process, the stakeholders derived three key themes:

1. How do we continue to improve on saving lives during emergency events?
2. How do we meet the increasing service demands over the coming years?
3. How do we better market our services and demonstrate our value to our community?

From these key themes, members of the agency's command staff and key leaders developed a list of 11 strategic objectives, 17 outcome measurements, and 61 supporting goals to prepare the Mountain View Fire & Rescue District to meet the needs and expectations of their communities and remain a "value-added" organization into the future.
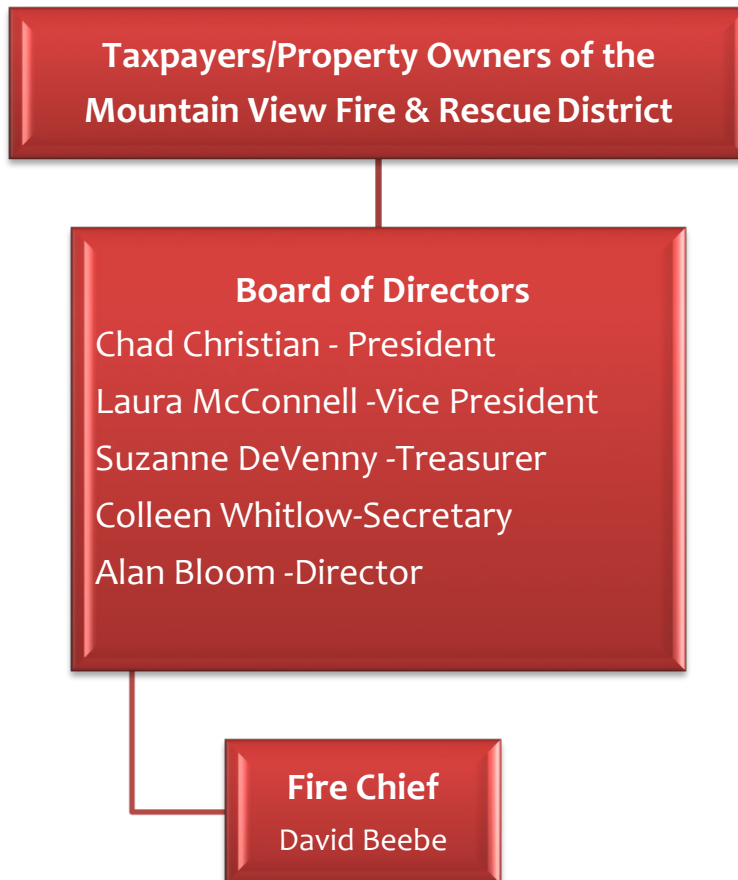
A draft of the proposed strategic plan was provided to the agency to review for errors before publishing. The final report also included an internal progress tracking spreadsheet.

GOVERNANCE

The residents of the fire protection district elect five board members at large. Elected members can only serve two consecutive terms for four years, not counting shorter interim appointments to fill unanticipated vacancies. The elected members must reside in the District or own taxable property within the boundary.

The Board of Directors selects the Fire Chief who serves as the District's chief executive officer. The Fire Chief supervises, directs, and coordinates the various functions and divisions of the organization. In addition, the Fire Chief prepares the budget for the Board's consideration and makes reports and recommendations as needed. The Fire Chief is an at-will position (under contract) with the authority to hire, fire, promote and transfer district employees.

Taxpayers/Property Owners of the Mountain View Fire & Rescue District

Board of Directors

Chad Christian - President

Laura McConnell -Vice President

Suzanne DeVenny -Treasurer

Colleen Whitlow-Secretary

Alan Bloom -Director

Fire Chief
David Beebe

FIRE DISTRICT HISTORY AND OVERVIEW

Mountain View Fire & Rescue District was first formed in 1961 as the Longmont Fire Protection District. At its formation, the District protected the Town of Mead and unincorporated areas of Boulder and Weld County. The District grew to its present state by including and excluding other towns' fire protection entities. In addition to boundary changes, the services provided and the management structure have also evolved. In its early days, MVFRD was an all-volunteer organization. Over time, this has evolved into a predominant career organization providing a greatly expanded service. Significant events in the District's history are detailed below.

- 1961 District Formation
- 1975 First career Fire Chief hired
- 1990 Erie Fire department inclusion
- 1991 Dacono Fire Department inclusion and name change to Mountain View Fire Protection District
- 1997 Implementation of Paramedic engines
- 2001 Inclusion of a portion of Tri-Area Ambulance District. ALS transport services implemented.
- 2005 Exclusion of the Town of Firestone
- 2007 Entered into a Joint Response Agreement with the Boulder Rural Fire Protection District
- 2009 BOD passed a resolution requiring 3-person minimum staffing on District Engines and Aerials
- 2009 BOD passed a resolution establishing response times for urban, suburban, and rural areas
- 2010 BOD passed a resolution authorizing the Chief to pursue accreditation through the Commission on Fire Accreditation International (CFAI)
- 2013 Fire District receives accreditation through (CFAI)
- 2014 Ended the Joint Response Agreement with the Boulder Rural Fire Protection District
- December 2016, MVFRD Station 8 went into service, marking the first occurrence of multiple MVRFD stations serving a municipality
- 2017 Mountain View Fire Protection District's Name was changed to Mountain View Fire & Rescue District

STRATEGIC PLANNING STAKEHOLDERS

External Stakeholders	Internal Stakeholders	Internal Stakeholders
Starr Aldrich	Dave Beebe	Jen Nay
Elle Cabbage	Cody Bennett	Tonya Olson
Bruce Hendrich	Lee Brown	Bruce Over
Kathy Koehler	Beau Clark	Ryan Paulus
Cheryl Melichar	Martha Dexter	Joe Pendergast
Janet Torres	Sean Dorobiala	Chad Rademacher
Kathryn Wittman	Sean Flagg	Roger Rademacher
	Ben Fournier	Anne Reid
	Cody Ganz	Gerry Repola
	Kevin Gilbert	Jennie Rosique
	Bill Humphries	Bill Schmanski
	Brandon Kage	Jeremiah Smith
	Nathaniel Kelley	Jeff Webb
	Brad Krehbiel	Michelle White
	Mike Lee	Jamie Wood
	Keith Long	
	Melissa Meehan	
	Greg Munns	
2022 Revision:		
	Sterling Folden	

"A society grows great when old men plant trees whose shade they know they shall never sit in"   *~Greek proverb*

FACILITIES AND SERVICE AREA

Fire Stations and Facilities:

Administration Office, 3561 N. Stagecoach Rd. Longmont, 80504 (Not staffed)

Station 1 , 10939 Weld County Road 5, Longmont 80504

Station 2, 7700 Baseline Road, Boulder 80303

Station 3 441 3rd Street, Mead 80542

Station 4 8500 Niwot Road, Niwot 80544

Station 5 2701 S. Indiana Street, Superior 80027

Mountain View Fire Protection District
Strategic Plan 2019-2024

Revised March 2022

Station 6 50 Bonanza Drive, Erie 80516

Station 7 161 Perry Lane, Dacono 80514

Station 8 400 Bonanza Drive, Erie 80516

Station 9 4390 Eldorado Springs Drive, Boulder 80303

Station 10 5748 Flagstaff Road, Boulder 80302

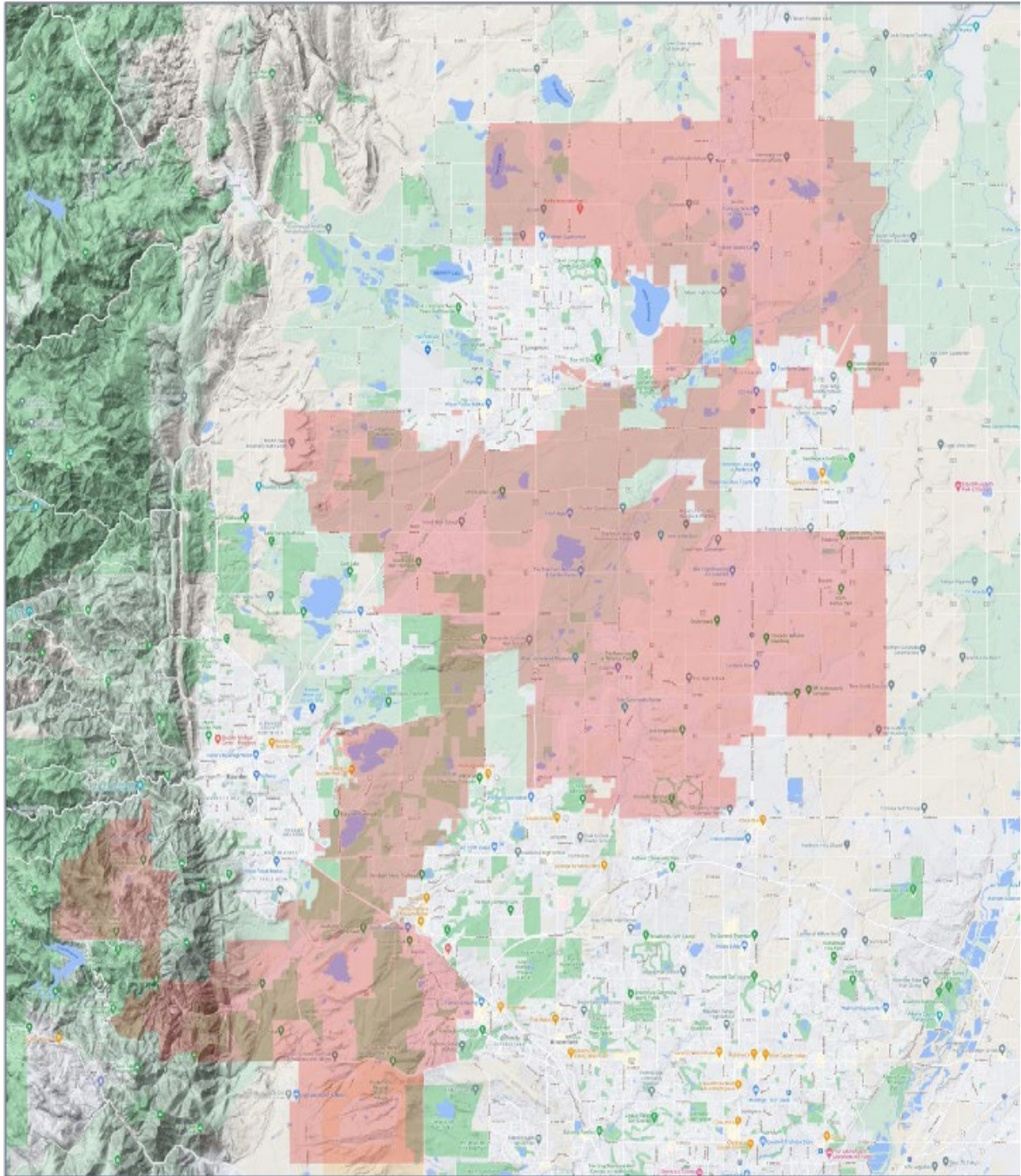

Station 12 10911 Dobbins Run, Lafayette 80026 (Brownsville)

Station 13 9119 E. County Line Road, Longmont 80504

Maintenance Facility 5322 Weld County Road 7, Erie 80516

Mountain View Fire Protection District
Strategic Plan 2019-2024

Revised March 2022

Service Area:

AGENCY STATUS ANALYSIS

The Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis is designed to help the organization evaluate its current state of effectiveness and its future competitiveness/survival based on foreseeable changes. Stakeholders were asked to develop a broad list of items from each category, which was then summarized as follows:

Strengths: Things the agency does particularly well, competitive advantages, preparedness investments that are paying off, etc.

- Relationship with the MVFRD Board
- Good community presence/involvement
- Fiscal responsibility
- Less competition for resources as a special district
- Citizens comfortable with agency performance
- Improving response times/getting better over time
- Good automatic/mutual aid agreements
- Healthier staffing model
- Agency values customer service
- Ability to provide a full range of services to the community
- Healthier fleet and facilities
- Growing tax base
- Training is keeping pace with new risks
- Agency is adaptable to different deployment models
- Agency is accredited
- Good labor/management relations
- Relations with adjacent fire agencies
- Strong EMS care benchmarks and performance
- Teamwork between divisions is getting better over time
- Favorable treatment of injured employees
- Improving agency reputation/ability to recruit and retain employees
- Career development opportunities improving
- Growth of district resources for deployment
- Ability to generate additional revenue
    - Wildland contract response
    - Grants
    - Foundation
    - Donations
- Sharing of special teams within the region
- Community education/outreach improving
    - CPR
    - Car seat
    - Fire safety
- ISO Class 2/2Y

Weaknesses: Things that the agency doesn't do particularly well, competitive disadvantages, blind spots, not prepared for, liabilities, etc.

- Communication System
  - Infrastructure
  - Split dispatch centers
  - Call processing delays
  - Lack of influence with performance measures
- Lack of a local training facility
- Records Management System/ability to enter and retrieve needed information
- Ability to provide rapid and accurate information on MVFRD activities to the community
- Organizational culture is not always open and friendly to each other
- Getting updates and closure on large organizational projects
- The geographic size of district/travel times
- Facilities not appropriately designed for current and future staffing needs/turnout time
- Lack of sufficient meeting space for public engagement events
- Lack of administrative support staff
- Lack of formal succession planning
- Lack of formal career development policy
- Lack of quality training with regional partners
- Overreliance on automatic/mutual aid for areas of the District
- Economic make up of district/residential versus commercial/stability of revenue
- Poor data collection practices
- Communities' understanding of how automatic/mutual aid/closest unit response is used in the District
- Agency reputation/name recognition in the region
- No established policy for recognizing community members/organizations for support of MVFRD
- Internal processes not streamlined
  - Some processes are still paper-based
  - Confusion and contradictions in the worker's comp process
- Lack of a purchasing policy
- Lack of organizational traditions due to the young age of agency
- Changes in deployment are slow (practices, decision-making, resource utilization)
- Quality of internal communication
  - Formal
  - Accurate
  - Timely
- Limited use of project management processes
  - Risk analysis to complete/abandon
  - Timelines
- Lack of leadership development/mentorship
- Problems with Health and Wellness program/Workers Comp process
- Formal onboarding process for new employees needs improvement
- Performance of logistical and quartermaster systems
- Lack of diversity in uniformed staff
- Lack of diversity coming into the recruitment pipeline

- Following existing policies for significant injuries or events
- Public understanding of services provided

Opportunities: Opportunities the agency should explore that would improve its mission, service delivery, efficiencies, reputation, and survivability as an organization.

- Consolidation/mergers with other fire districts
- Create a shared vision between MVFRD and the community
- Create better methods of communicating and connecting with the community
    - Develop a citizen academy
    - Develop a community forum/Q&A
- Designate a dedicated Public Information Officer
- Develop a marketing plan
- Developing new partnerships with other support agencies
- Evaluate continued MVFRD participation in County, State, and Federal responses
- Position the organization to be more "outcome-based"/outcomes valued by the community
- Improve efficiency between deployment of resources for special teams versus standard deployment
- Update and streamline operating policies
- Develop a formal purchasing division/function
- Develop the next generation of leaders
- Enhance the use of new employees and their talents/release untapped potential
- Enhance the use of automation for various business systems
- Host fire academies locally
- Host local training events and bring in subject matter experts to better share learning
- Review cost/benefit of consortium activities
- Develop a training facility
- Increase revenue from Ground Emergency Medical Transport program
- Enhance the Health and Wellness program
- Formalize a Community Risk Reduction program
- Develop an employee/citizen award recognition program
- Align staffing throughout the organization to support the agency as a whole
- Develop work quality/quantity standards and accountability processes
- Establish healthy organizational traditions (emphasize innovation)
- Improve relationships and coordination with local communities served by MVFRD
- Ability to use foundation for additional support
- A growing population and tax base
- Improve diversity within the organization
- Maintain Accreditation through Commission on Fire Accreditation International
- Consolidate logistics/quartermaster/asset management systems

Challenges: Things that threaten to undermine the agency mission, service delivery, efficiencies, reputation, and survivability as an organization.

- Fluctuations of revenue (TABOR, Gallagher, Oil industry)
- Fluctuations in public support
- Unfunded political/regulatory mandates (state and federal)
- Cost of doing business rising faster than revenue growth
- Maintaining service levels over time due to growth
- Finding ways to reward/recognize project completion
- Aligning expectations of employees
- Maintaining a sense of "family" within the organization as it grows
- Competing political agendas with adjacent agencies and political subdivisions
- Formalizing ICS roles and responsibilities with cooperating agencies
- Communicating the "why" of the overall mission
- Maintaining resources and infrastructure due to growth
- Impact of pending and future mergers
- Expertise in expanding the payroll program
- Increase in EMS calls for service due to aging/growing population
- Higher density development creating an increased demand for services designed for less density
- New and evolving risks with expanding responsibilities (mission creep)
- Maintaining ISO Class 2/2Y
- Impacts of a future economic downturn

STRATEGIC OBJECTIVES, OUTCOMES, AND GOALS

Theme #1
"How do we continue to improve on saving lives during emergency events?"

There are 4 Strategic Objectives and 8 Outcome Measurements encompassed within this theme. All of the existing Strategic Objectives and Outcome Measurements remain in effect. One additional Outcome Measurement under Strategic Objective 1.4, *"Improve Agency Resiliency During Crisis Level Events,"* Has been added:

Strategic Objective – 1.1 Improve Survivability of Victims of Fire, Hazardous Material Release, Entrapment, or other Crisis Incidents

Outcome Measurements
1.1.1 Keep annual growth rate of structure fire instances at or below annual population growth

1.1.2 Contain structure fires to the room of origin for 65% of incidents

1.1.3 Zero civilian fire deaths (accidental/unintentional)

1.1.4 Rescue victims of entrapment within 20 minutes of arrival for 90% of incidents (arrival to transfer to EMS)

1.1.5 All fire management zones maintain a reliability score of at least 85%

Supporting Goals
- First unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring the use of personal protective equipment within 10 minutes, 90 percent of the time (emergent calls, 911 to arrival)

- Process 911 fire/rescue calls for service (alarm handling) within 2 minutes, 90 percent of the time (emergent calls, 911 pick up to unit alert)

- Turnout times for emergent fire/rescue calls within 2 minutes, 90 percent of the time (emergent calls, unit alert to wheels rolling)

- Develop and implement a risk-based fire prevention inspection cycle

- Advocate for the adoption of residential fire sprinkler codes

- Enhance fire station alerting systems

- Enhance the "closest unit response" system of deployment district-wide

- Develop a smoke/carbon monoxide alarm installation policy

- Develop strategies to improve the quality and quantity of incident data reporting by

responders.
- o Timestamp "water on the fire"
- o Timestamp "primary search complete"
- o Timestamp "fire under control"
- o Timestamp "extrication completed" Timestamp "at patient side"

- Incorporate "risk-based" development models within a Standards of Cover process
  - o Review response model to fire alarms, low acuity medical calls, lift assists, etc.

Strategic Objective - 1.2 Improve Survivability of Patients Experiencing Acute Medical Emergencies

Outcome Measurements

1.2.1 Rescue victims of entrapment within 20 minutes of arrival for 90% of incidents (arrival to transfer to EMS)

1.2.2 All fire management zones maintain a reliability score of at least 85%

1.2.3 Maintain a cardiac survival rate at or above the national average (ROSC)

Supporting Goals
- Process 911 EMS calls for service (alarm handling) within 2 minutes, 90 percent of the time (emergent calls, 911 pick up to unit alert)

- Ensure transport capable ambulance arrival on EMS calls for service within 12 minutes, 90 percent of the time (high acuity calls, 911 to arrival)

- Provide Advanced Life Support capable/first unit to EMS calls for service within 10 minutes, 90 percent of the time (high acuity calls, 911 to arrival)

- Provide Basic Life Support capable/first unit to EMS calls for service within 9 minutes, 90 percent of the time (high acuity calls, 911 to arrival)

- Turnout times for emergent EMS calls within 1 minute and 40 seconds, 90 percent of the time (unit alert to wheels rolling)

- Recognize and transport medical alerts (STEM, Stroke, Trauma) within 10 minutes, 90 percent of the time (at the patient side to transport)

- Transport "medic alert" patients to appropriate destination hospital 90 percent of the time (STEMI, stroke, trauma)

- Achieve a CPR fraction rate performance measure of 90 percent or better for cardiac patients

- Maintain high-performance CPR in accordance with American Heart Association metrics (depth, rate, release velocity)

- Explore strategies that measure and improve cardiac survival
  - o Develop a bystander CPR participation goal
  - o Explore the implementation of the "PulsePoint" system
  - o Explore the implementation of a Heart Safe Community program
  - o Explore the deployment of mechanical CPR devices on appropriate fire/EMS units

Strategic Objective - 1.3 Improve Firefighter Safety and Survival

Outcome Measurements

1.3.1 Keep annual growth rate of structure fire instances at or below annual population Growth

1.3.2 Contain structure fires to the room of origin for 65% of incidents

1.3.3 All fire management zones maintain a reliability score of at least 85%

1.3.4 Zero firefighter line of duty deaths

1.3.5 Zero cases of disability retirement due to work-related injuries

Supporting Goals

- Develop and implement a risk-based fire prevention inspection cycle

- Advocate for the adoption of residential fire sprinkler codes

- Enhance fire station alerting systems

- Enhance the "closest unit response" system of deployment district-wide

- Develop a smoke/carbon monoxide alarm installation policy

- Incorporate "risk-based" deployment models within a Standards of Cover process

- Review and enhance Health and Wellness program

- Evaluate facilities to ensure safety, operational functionality, and accommodation

- Develop a policy that identifies sentinel events for review and distribution

Strategic Objective - 1.4 Improve Agency Resiliency During Crisis Level Events

Outcome Measurements

1.4.1. Develop and institute a policy declaring and detailing actions to be taken when dealing with a District-wide crisis event.

1.4.2. All fire management zones maintain a reliability score of at least 85%

Supporting Goals

- Support participation with Boulder County Incident Management Team

- Formalize ICS roles and responsibilities with cooperating agencies for crisis-level events that impact the District

Theme #2
"How do we meet the increasing service demands over the coming years?"

There are 3 Strategic Objectives and 10 Outcome Measurements encompassed within this theme. All of the existing Strategic Objectives and Outcome Measurements remain in effect.

Strategic Objective – 2.1 Reduce Financial and Legal Risk/Liability to the District

Outcome Measurements

2.1.1 Keep annual growth rate of structure fire instances at or below annual population growth

2.1.2 Contain structure fires to the room of origin for 65% of incidents

2.1.3 Zero civilian fire deaths (accidental/unintentional)

2.1.4 Zero firefighter line of duty deaths

2.1.5 Zero cases of substantiated harassment/discrimination

2.1.6 Maintain employee injury rate below 10 percent of total allocated staffing (annual reportable injury cases/# of FTE)

2.1.7 Zero motor vehicle accidents involving district apparatus

Supporting Goals

- Review/update all internal investigation/disciplinary policies and procedures

- Provide liability prevention/people-skills training to all employees every two years

- Develop and implement a risk-based fire prevention inspection cycle

- Incorporate "risk-based" deployment models within a Standards of Cover process

  o Review response mode to fire alarms, low acuity medical calls, lift assist, etc.

- Review and update employee annual evaluation process

- Explore 360-degree evaluation for all officers

- Develop methods of communicating organizational updates more frequently

- Review appropriate staffing levels in all divisions to ensure proper support as the organization grows

- Review and update all policies every two years

- Update the records management system functionality and quality of data for future analysis

- Evaluate facilities to ensure safety, operational functionality, and accommodation

- Provide annual driver safety training for all District employees

- Develop a comprehensive career development program

    o Onboarding/transition to the line

    o Probation

    o Mentoring

    o Promotion

    o Leadership

    o Succession planning

Strategic Objective – 2.2 Improve Efficiency within Current Budget System

Outcome Measurements

2.2.1 Maintain worker's compensation costs below 5 percent of annual general fund budget expenditures

2.2.2 Achieve a Certificate of Achievement for Excellence in Financial Reporting annually through the Government Finance Officers Association (GFOA)

Supporting Goals

- Enhance payroll system to keep pace with organizational growth/industry best practices

- Explore opportunities to increase revenue from the Colorado- Ground Emergency Medical Transport program

- Explore opportunities to enhance business systems and processes to improve efficiency

- Develop a purchasing division/function

- Review all contracts annually and provide periodic audits

- Develop alternative revenue sources (non oil/gas)

- Review the cost/benefit of participation with FRF Consortium

- Explore the cost/benefit of a local training facility

- Explore opportunities for and feasibility of consolidation with adjacent fire/rescue agencies

Strategic Objective – 2.3 Prepare for the Next Economic Downturn

Outcome Measurements

2.3.1   Achieve a reserve fund balance of 50%

Supporting Goals

- Invest in station improvement projects that provide economic savings measured in lower maintenance or utility costs

- Develop alternative revenue sources (non oil/gas)

- Invest in high-quality equipment/apparatus that can withstand deferred replacement if necessary

- Seek out grant opportunities with a positive return on investment of time, resources, and funding

- Explore opportunities for and feasibility of consolidation with adjacent fire/rescue agencies

Theme #3

"How do we better market our services and demonstrate our value to our community?"

There are 4 Strategic Objectives and 10 Outcome Measurements encompassed within this theme. All of the existing Strategic Objectives and Outcome Measurements remain in effect. Strategic Objective 3.4 "*Provide Value Beyond The 911 Call*" Has been updated with the addition of an additional Outcome Measurement:

Strategic Objective – 3.1 Promote a Positive Agency Reputation within the Community

Outcome Measurements

3.1.1 Maintain fire service accreditation through the Commission on Fire Accreditation International

3.1.2 Maintain ISO rating of Class 2/2y or better

3.1.3 Agency employee demographic make-up represents the community (census data)

Supporting Goals

- Provide rapid and accurate information on MVFRD services and activities

- Implement a dedicated PIO function

- Develop a citizen survey program for post-incident quality control

- Evaluate the implementation of a citizen's academy model to include a future strategic planning aspect for the next accreditation planning cycle

- Develop an employee/citizen recognition/award program

- Incentivize staff membership in local civic groups (Chamber of Commerce, Rotary, etc.)

Strategic Objective – 3.2 Mitigate Fire Related Damage to Allow Occupants to Remain in the Impacted Structure after Suppression Operations

Outcome Measurements

3.2.1 Contain structure fires to the room of origin for 65% of incidents

Supporting Goals

- First unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring the use of personal protective equipment within 10 minutes, 90 percent of the time (emergent calls, 911 to arrival)

- Process 911 fire/rescue calls for service (alarm handling) within 2 minutes, 90 percent of the time (emergent calls, 911 pick up to unit alert)

- Turnout times for emergent fire/rescue calls within 2 minutes, 90 percent of the time (emergent calls, unit alert to wheels rolling)

- Develop and implement a risk-based fire prevention inspection cycle

- Advocate for the adoption of residential fire sprinkler codes

- Enhance fire station alerting systems

- Enhance the "closest unit response" system of deployment district-wide

- Develop a smoke/carbon monoxide alarm installation policy

- Incorporate "risk-based" deployment models within a Standards of Cover process

  o Review response mode to fire alarms, low acuity medical calls, lift assists, etc.

- Develop policy and training to emphasize early notification to a qualified restoration company

- Develop a policy that directs the priority of salvage operations

- Promote the value of homeowner/renter insurance policies

- Develop a performance measurement for the percentage of property and contents threatened by fire but saved by suppression efforts

Strategic Objective – 3.3 Provide Downward Pressure on Fire Insurance Premium Costs within the Community

Outcome Measurements

3.3.1 Keep annual growth rate of structure fire instances at or below annual population growth

3.3.2 Contain structure fires to the room of origin for 65% of incidents

3.3.3 Maintain ISO rating of Class 2/2y or better

Supporting Goals

- First unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring the use of personal protective equipment within 10 minutes, 90 percent of the time (emergent calls, 911 to arrival)

- Process 911 fire/rescue calls for service (alarm handling) within 2 minutes, 90 percent of the time (emergent calls, 911 pick up to unit alert)

- Turnout times for emergent fire/rescue calls within 2 minutes, 90 percent of the time (emergent calls, unit alert to wheels rolling)

- Develop and implement a risk-based fire prevention inspection cycle

- Advocate for the adoption of residential fire sprinkler codes

- Enhance fire station alerting systems

- Enhance the "closest unit response" system of deployment district-wide

- Develop a smoke/carbon monoxide alarm installation policy

- Incorporate "risk-based" deployment models within a Standards of Cover process

    o Review response mode to fire alarms, low acuity medical calls, lift assists, etc.

- Develop policy and training to emphasize early notification to a qualified restoration company

- Promote the value of homeowner/renter insurance policies

Strategic Objective – 3.4 Provide Value Beyond the 911 Call

Outcome Measurements

3.4.1. Community Outreach Programs will reflect the risks posed to the community based on historical, current, and potential risks to customers.

3.4.2. Develop and deliver the program on the need to evaluate and update home insurance policies

Supporting Goals

- Develop and deliver a program on emergency evacuation

- Provide information on emergency notification systems

- Distribute support literature to victims of traumatic events, medical calls, fires, etc.

- Explore Foundation support of public outreach activities that are not generally supported by traditional budget expenditures

- Develop a policy regarding MVFRD support of community groups/events
  (support agencies with a public safety support mission)

Two new "Themes" have been added to the Strategic Plan. The additions are as follows:

Theme #4
"How do we become better stewards of our environment?"

Strategic Objective – 4.1 Reduce Carbon Footprint from District Apparatus, Facilities, and Operations

Outcome Measurements

4.1.1 Reduce fossil fuel consumption by 25% by 2027

4.1.2 Decrease district water consumption by 25% by 2027

4.1.3 Build all new facilities to comply with LEED certification

4.1.4 Reduce the use of paper by 80%

Supporting Goals

- Convert 50% of staff type vehicles to electric propulsion by 2027

- Incorporate passive energy-saving designs into all future construction

- Add solar power generation to all district facilities

- Apply for grants to fund green initiatives

- Convert all facilities to energy-efficient lighting

- Convert water-intensive landscaping to xeriscape where possible

- Incorporate water-saving technology into all current and new station construction

- Research and implement methods to reduce or recycle water used for training, hose testing, pump testing, and apparatus washing.

Strategic Objective – 4.2 Protect Natural Resources, Watersheds, and Habitats from Fire and Fire-Related Damage

Outcome Measurements:
4.2.1   Contain all wildland and WUI fires to less than 1 acre

4.2.2   Keep fire out of watershed areas

4.2.3   Utilize minimal impact suppression tactics where possible

Supporting goals:
- Upgrade staffing at station 10

- Implement FireWise program in the appropriate areas

- Work with property owners to mitigate wildland fire

- Preplan interface areas for access, water supply, landing, and staging areas

- Reinforce agreements with wildland fire partners and stakeholders

- Train all-district suppression personnel in wildland fire tactics and techniques

- Reestablish seasonal wildland fire module

- Evaluate fleet to assess wildland fire capability

- Evaluate and establish aid agreements with surrounding wildland partners

- Incorporate all WUI, including areas in suburban neighborhoods

Theme #5
"How do we maintain and enhance a competent, engaged, and sustainable workforce."

Strategic Objective – 5.1 Provide Resources to Maintain and Enhance Employees' Hands-On Skills and Abilities

Outcome Measurements

5.1.1   Become a regional training center offering and hosting regional training classes

5.1.2   Training plan developed District-wide for all divisions

Supporting Goals

- Provide a district-owned training facility within district boundaries

- Training is delivered by internal SME 50% of the time

- Personnel complete advancement process on-time 95% of the time

- Training plan includes advanced skills above the basic JPR requirements

Strategic Objective – 5.2 Ensure Employees are Prepared to Move to a Higher-Level Position

Outcome Measurements

5.2.1   Turnover rate is less than 10% district-wide

5.2.2   90% of vacancies are filled with internal personnel

5.2.3   Mountain View University is the internal advancement preparation

Supporting Goals

- Create a clear road map illustrating career development paths from "cradle to grave."

- Implement a new personnel management process.

  o   Include a career development portion of the process.

- Thoughtful design of the hiring and promotional processes to ingrain district values into the processes

Strategic Objective – 5.3 Acknowledge Employees for Extraordinary Achievement and/or Service to the District

Outcome Measurements

5.3.1   Established formal process and criteria

5.3.2   All achievement is recognized in 30 days or less

5.3.3   All personnel district-wide are eligible

Supporting goals
- Institute a formal recognition program.
    - Ensure that it is public and celebrates a wide variety of accomplishments.