

SOUTH ADAMS COUNTY FIRE DEPARTMENT 2021-2026 STRATEGIC PLAN



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Message from the Fire Chief

My story begins with being a life-long citizen of Commerce City (where I still reside today) and being associated (through my late father) with South Adams Fire Department since 1978. I have been a member of South Adams County Fire Department since 1995 (25 years), and that time has led me to realize what a vast, diverse, and amazing fire department and community we serve. We protect approximately 73 square miles, mostly made up of Commerce City with small areas of Adams County. In the past, South Adams County Fire Department was made up of all volunteers until 2014, when the beginning of career fire stations was put in place due to the vast growth of our fire district. The rich history of the SACFD dates back to 1942, where a group of WW2 veterans started the fire department with one station located at 69th and Dahlia. Since then, we have built five 24-hour staffed fire stations located throughout the city, a Head Quarters building, NGA Ambulance center, Training Facility, Building Maintenance facility, and Vehicle Maintenance facility. Since the beginning of SACFD's existence, the motto has always been to strive for great service, great leadership, use tax dollars wisely, and hire staff and firefighters that have pride and excellence in the community they serve.



Today we respond to roughly 9,000 calls per year, which covers the only refinery in the state of Colorado, major highways, large industrial, commercial and residential properties. This is a special place with traditional roots, heart, passion, and dedication that will always strive for what is best for our community and citizens. As an organization, we pride ourselves on what is written on our fire apparatus "Serving our community with pride and excellence."

Since 2015 SACFD has hired over 66 firefighters and counting, hired over 15 administrative support staff, replaced much-needed fire apparatus, fire gear, and breathing apparatus, and in 2017 South Adams achieved an ISO Class 2 Fire Department! This was a huge accomplishment and an improvement from a rating of nearly a 6! Thanks to everyone who had a part in this incredible project! We hope that by better protecting the community we serve, we can pass along savings to the community as well!

Introduction

The South Adams County Fire Department (SACFD) provides an all-hazards approach in protecting the lives and property of the residents, businesses, and visitors of South Adams County, Colorado. SACFD 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 develop the 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 plan execution.

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Organizational Background

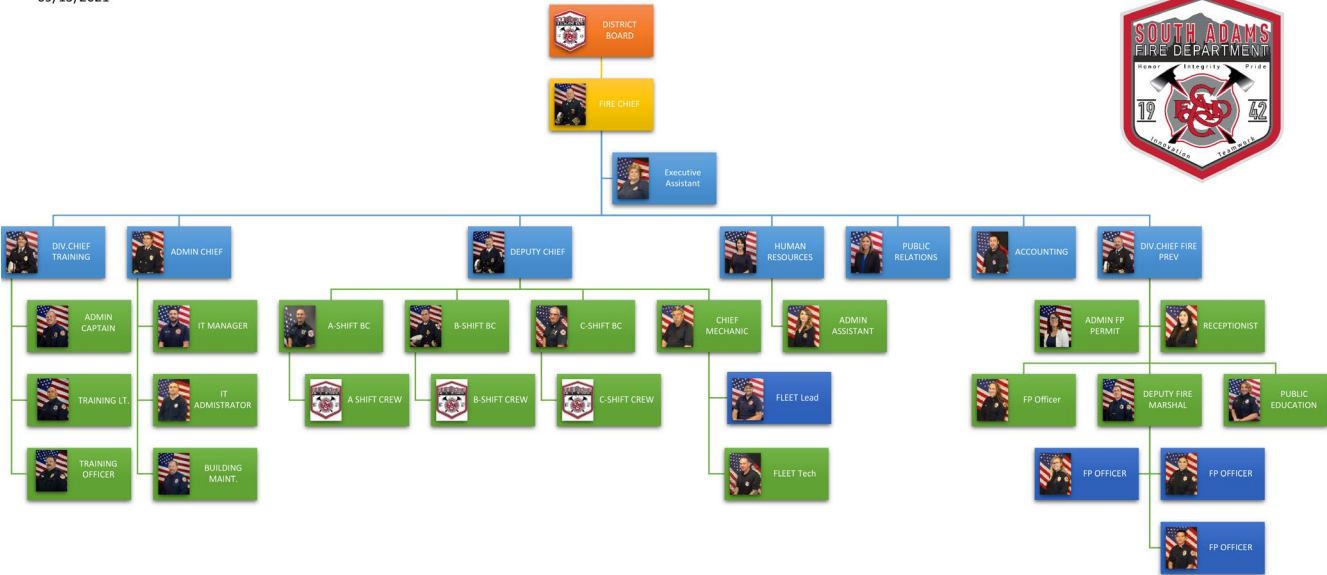
The South Adams County Fire Department was first organized in 1942 by a group of World War II veterans. Over the years, the organization evolved from its original all-volunteer form. In 1952, the South Adams County Fire District was created in response to the rapidly growing city and resource management concerns. Further evolution occurred in 2013 when the community voted to change to a combination department of reserve firefighters and a career staff. Today, the department is a career organization. The SACFD serves approximately 65,000 residents, plus thousands more employed within the community. Growth and increase in population have and will provide for specific risks for which the department considers, prepares, and deploys its resources.



Today, SACFD reflects on its history and remains committed to providing all-hazards emergency services and education to its community with honor, pride, integrity, innovation, and teamwork. The department continues to honor its community by providing quality services through its proactive focus on risks and deployment from five stations located strategically throughout the 72 square miles of coverage area. Staffed to support the community, SACFD embraces its future vision and excellence in service delivery.

Organizational Structure

09/15/2021



Community-Driven Strategic Planning

For many successful organizations, the community's voice drives their operations and charts the course for their future. A community-driven emergency service organization seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that 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. 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 regularly, 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 and 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.

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 Kevin Vincel and the team of professionals that participated for their leadership and commitment to this process.

Development of this strategic plan took place in June 2021, beginning with meetings hosted by a representative from the CPSE for community members (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 South Adams County Fire Department's coverage area and some who were recipients of SACFD's service(s).

South Adams County Fire Department Community Stakeholders				
Frank Betz	Joy Bishop	Debra Bullock	Rene Bullock	R.J. Fernandez
Dueward Finkenbinder	Susan Garcia	Esther Hall	Ray Haworth	
Maria Koger	Heather LaCrue	Gene Leffel	Dale Mingilton	Lisa Noel
Michael Scanlon	Alicia VanMetre	Celeste Vincel	Ralph Watts	

Community Group Findings

A key element of the South Adams County Fire Department's organizational philosophy is having a high commitment to the community and recognizing the importance of community satisfaction. Thus, the department 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) and 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.

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Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the South Adams County Fire Department 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	67
Fire Suppression	2	62
Emergency Management	3	45
Technical Rescue	3	45
Hazardous Materials Mitigation	5	39
Fire Prevention	6	32
Public Education	7	29
Fire Investigation	8	17

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



Department Stakeholder Group Findings

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

South Adams County Fire Department Stakeholders			
Garry Aranda	James Blei	Emma Connors	Ryan Doherty
Chris Elliott	David Fancher	DeWayne Keeton	Kevin Kellar
Ken Koger	Jonathan Kulp	Alvin Lamle	Kelsey Lowney
Kristen Marrs	David Metish	Christian Orizaba	Jackie Reynolds
Nathaniel Romero	Derek Ross	Robert Schuman	Alexander Stone
Ryan Thompson	Chris VanDijk	Dean Vitale	John Warmuth
Melissa Wartman	Jeff Woog	Zach Wychulis	Trey Zima



Department Stakeholders

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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?

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

The South Adams County Fire Department is dedicated to protecting life, property, and the environment through prevention, emergency response, and public education. We maintain a work environment that fosters diversity, promotes innovation, and delivers the highest quality of service to all with pride and excellence.



Department Stakeholders Work Session

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 a revision that was discussed, enhanced further, and agreed upon by the entire group:

- **Continuous dedication to our community**
- **Unquestionable integrity**
- **Pursuit of excellence**
- **Fearless innovation.**

Vision

We will dominate and pioneer progress by setting the standard of operational excellence, member collaboration, and community support to achieve our ultimate mission to serve with pride and excellence.

The mission, values, and vision are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that they guide the individuals who make up the South Adams County Fire Department to accomplish the goals, objectives, and day-to-day tasks.

Programs and Services

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 department. Supporting services are the internal and external programs and services that help the SACFD 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 department'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 many local, state, and national services support its delivery of the identified core programs.

Through a facilitated brainstorming session, the department stakeholders agreed upon the core programs provided to the community and 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.

SWOT Analysis

An organization can identify its positive and negative attributes through a SWOT analysis (strengths, weaknesses, opportunities, and threats). The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize and those that pose a danger. Department stakeholders participated in this activity to record SACFD’s strengths and weaknesses and the possible opportunities and potential threats. Information gathered through this analysis guides 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 department’s SWOT identification and review, 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.

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 developing goals and objectives.

South Adams County Fire Department’s Strategic Initiatives			
External Communications	Staffing	EMS Delivery	Training
Internal Communications	Technology		Accreditation

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Goals and Objectives

To continuously achieve the mission of the South Adams County Fire Department, realistic goals and objectives with timelines for completion must be established. These will enhance strengths, address identified weaknesses, provide a clear direction, and address the community's concerns. 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 SACFD's leadership.

Goal 1	Establish and maintain clear and concise communications to improve relationships between SACFD and the public.		
Objective 1A	Provide feedback avenues, such as surveys and open forums, to obtain baseline information on SACFD relationships status.		
Timeframe	60-90 days	Assigned to:	PR, Prevention, IT
Critical Tasks	<ul style="list-style-type: none">• Determine the appropriate survey source based on the targeted audience, such as digital, print, in-person, telemarketing.• Develop a survey asking questions related to the current relationship status, such as community needs, expectations, and areas for improvement.• Create an account and log in to the existing digital survey site. Contact and notify all identified printing providers.• Apply the access link to all social media sites (i.e., Facebook, Twitter, and Instagram).• Provide community and feedback surveys at hosted in-person events.• Allow 30 days for feedback submittal and perform an in-depth review of submittals.• Collect and analyze the results of the surveys.• Recommend changes to the appropriate division(s) based on the survey analysis, and to be implemented over the next 12 months.		
Funding	Capital Costs: none	Consumable Costs: \$1,000	
Estimate	Personnel Costs: \$5,000	Contract Services Costs: none	
Objective 1B	Provide accurate and timely information, including but not limited to emergency incidents, status updates, and community events through various information outlets.		
Timeframe	3 months	Assigned to:	Prevention, PR, HR
Critical Tasks	<ul style="list-style-type: none">• Clearly define the roles of public relations and the PIO.• Collect contemporary information relevant to specific events through means such as in-person contact, email, or phone.• Promptly disperse knowledgeable and accurate information via appropriate outlets.		
Funding	Capital Costs: none	Consumable Costs: \$500	
Estimate	Personnel Costs: \$1,000	Contract Services Costs: none	

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Objective 1C	Create and provide life safety and prevention resources to meet the needs of all diversities throughout the community and beyond.		
Timeframe	48 months	Assigned to:	Public Education, Prevention
Critical Tasks	<ul style="list-style-type: none">• Identify the targeted audience (i.e., children, adults, and senior citizens).• Develop programs tailored to the targeted audience.• Develop material, i.e., via digital, print, or in-person.• Gauge the audience’s retention of presented information via appropriate means of feedback.		
Funding Estimate	Capital Costs: \$50,000	Consumable Costs: \$100,000	
	Personnel Costs: \$450,000	Contract Services Costs: \$20,000	
Objective 1D	Establish a system to summarize and measure the effectiveness of the overall external communications and relationships between SACFD and the community.		
Timeframe	8 months	Assigned to:	Chief Staff, PR, Prevention, IT
Critical Tasks	<ul style="list-style-type: none">• Determine and obtain the appropriate data platforms needed to complete the review.• After 12 months, the appropriate staff will analyze community feedback, existing programs, and communication platforms.• Distribute the end-of-year report to the community.		
Funding Estimate	Capital Costs: none	Consumable Costs: \$5,000	
	Personnel Costs: \$5,000	Contract Services Costs: \$2,000	

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Goal 2	Establish a data-driven process that identifies appropriate staffing levels for the organization to provide effective services and safety for all.		
Objective 2A	Perform data collection of current staffing vs. current population and planning zones based on risk analysis.		
Timeframe	5 years	Assigned to:	Chief Staff, IT, Operations, Prevention
Critical Tasks	<ul style="list-style-type: none"> • Define the risk levels to be used in the staffing analysis. • Identify the data through the use of reliable sources in regards to the population served and planning zones. • Analyze the department call data against the population served and planning zones. 		
Funding Estimate	Capital Costs: \$30,000 Personnel Costs: \$75,000		Consumable Costs: \$5,000 Contract Services Costs: \$60,000
Objective 2B	Identify staffing needs based on department and community input to determine future staffing needs.		
Timeframe	18 months	Assigned to:	Executive Chiefs and Division Heads
Critical Tasks	<ul style="list-style-type: none"> • Analyze the goals of each Division at least twice a year to identify staffing needs to complete goals. • Analyze community feedback, existing programs, and communication platforms that relate to staffing needs • Evaluate community growth and development. • Create a prioritized recommendation list for the identified job functions/positions. • Chief to address the department annually about the future of staffing for the next fiscal year. 		
Funding Estimate	Capital Costs: none Personnel Costs: \$3,500		Consumable Costs: \$250 Contract Services Costs: none
Objective 2C	Conduct a cost analysis of the prioritized job function/position list to provide information for inclusion in the current budget process.		
Timeframe	1 month	Assigned to:	Fire Chief, District Board, HR
Critical Tasks	<ul style="list-style-type: none"> • Prioritize the department's highest needs by compiling and creating a list of staffing requirements. • Using historical data on salaries, benefits, training, and any additional cost, apply or project future costs. • Utilize current budget processes to acquire funding for the prioritized list. 		
Funding Estimate	Capital Costs: none Personnel Costs: \$30,000		Consumable Costs: \$250 Contract Services Costs: \$1,000
Objective 2D	Review the hiring process using data collected and the cost analysis summary.		
Timeframe	12 months	Assigned to:	HR, Local 5124, Fire Chief
Critical Tasks	<ul style="list-style-type: none"> • Allocate funds for the hiring process. • Annual review of the process for effectiveness and change as needed. 		
Funding Estimate	Capital Costs: none Personnel Costs: \$8,000		Consumable Costs: \$250 Contract Services Costs: none

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Goal 3	Enhance our EMS service delivery to the community through an increased level of fire-based EMS, to improve patient care.		
Objective 3A	Analyze the current service delivery pertaining to fire-based EMS response by identifying areas for improvement.		
Timeframe	6 months	Assigned to:	Operations Chief, NGA, EMS workgroup
Critical Tasks	<ul style="list-style-type: none"> • Assemble an EMS work group to collect and analyze data. • Collect current and past data to identify any trends for response and patient care. • Make recommendations based on trends identified. • Compile a list of recommendations to identify if fire-based EMS response will be beneficial. • Based on data gathered, determine the need for an EMS Coordinator and division. 		
Funding Estimate	Capital Costs: none Personnel Costs: \$12,000		Consumable Costs: \$500 Contract Services Costs: none
Objective 3B	Create a program to enhance a higher level of fire-based response as determined by analysis.		
Timeframe	36-48 months	Assigned to:	EMS Coordinator and Operations Chief
Critical Tasks	<ul style="list-style-type: none"> • Analyze the roles and responsibilities of the EMS staff to identify what will be needed in a determined budget. • Seek approval from the board and Fire Chief using data for adding an EMS Coordinator. • Hire staff based on the needs of the program. • Determine compliance/regulations and requirements for fire-based EMS division. • Develop SOP's/SOG's for the EMS division. • Continue to collect and analyze data. • Annually evaluate the program based on the collected data. 		
Funding Estimate	Capital Costs: none Personnel Costs: \$1,000,000		Consumable Costs: \$5,000 Contract Services Costs: \$10,000
Objective 3C	Develop a Paramedic selection and training process.		
Timeframe	12 months	Assigned to:	EMS Coordinator
Critical Tasks	<ul style="list-style-type: none"> • EMS division will research and provide data from other similar fire-based EMS systems to create a strong curriculum for the selection and training process. • Create curriculum for training on deliverable elements in collaboration with NGA for use by the department. • Identify candidates for the program. • Implement the training curriculum. • Make need adjustments to the program based on performance and feedback. 		
Funding Estimate	Capital Costs: none Personnel Costs: \$30,000		Consumable Costs: \$500 Contract Services Costs: \$2,500

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Objective 3D	Implement the advanced EMS fire-based program to increase the capabilities of EMS service delivery.		
Timeframe	36 months	Assigned to:	Operations, EMS Coordinator
Critical Tasks	<ul style="list-style-type: none"> • Implement the advanced EMS fire-based program to increase the capabilities of the EMS service delivery. • Update and add equipment to the apparatus in support of the advanced EMS staffing. • Train new staff on the use and placement of the equipment. • Surveys after calls are completed to determine the new program's effectiveness. • Analyze the surveys quarterly to make recommended changes and improvements. 		
Funding	Capital Costs: \$350,000		Consumable Costs: \$25,000
Estimate	Personnel Costs: \$800,000		Contract Services Costs: \$25,000
Objective 3E	Analyze the new fire-based EMS program to ensure better patient care has been achieved.		
Timeframe	24 months-ongoing	Assigned to:	Operations, EMS Coordinator
Critical Tasks	<ul style="list-style-type: none"> • Collect data from the beginning of the new process to be used to evaluate the EMS program. • Analyze the collected data to determine effectiveness. • Using the data, make recommendations for updates and changes to the program to improve the quality of service to the community. • Implement the revised program. • Annually collect and analyze data to determine the effectiveness and revise as needed. 		
Funding	Capital Costs: \$10,000		Consumable Costs: \$250
Estimate	Personnel Costs: \$5,000		Contract Services Costs: none

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Goal 4	Create a transparent, consistent, and open communication model that leads to a respectful, honest, and clear dialogue promulgated throughout the organization.		
Objective 4A	Prioritize and streamline communication hubs currently in use, and eliminate all other unnecessary and redundant communication hubs.		
Timeframe	12 months	Assigned to:	IT and Division Heads
Critical Tasks	<ul style="list-style-type: none"> • IT to streamline all current communication hubs into as few hubs as possible. • Review the need to keep legacy systems prior to budget submission on an annual basis. • Communicate changes and train all members on all platforms. • Review annually to ensure any consolidation of hubs is effective and revise as needed. 		
Funding Estimate	Capital Costs: \$15,000 Personnel Costs: \$45,000		Consumable Costs: \$5,000 Contract Services Costs: \$5,000
Objective 4B	Create a standardized documentation storage and sharing procedure.		
Timeframe	12 months	Assigned to:	IT and Division Heads
Critical Tasks	<ul style="list-style-type: none"> • IT shall assemble all current operations information and files. • Determine and select the relevant file and information and move them to one single accessible platform. • Eliminate any information or file locations deemed no longer needed. • IT shall communicate and train all members. • Annually review the consolidation of files and information into one platform to determine the effectiveness of the change, revise as needed. 		
Funding Estimate	Capital Costs: \$40,000 Personnel Costs: \$60,000		Consumable Costs: \$250 Contract Services Costs: \$5,000
Objective 4C	Create an environment that encourages open and honest conversations about difficult and/or uncomfortable subjects in a timely manner without fear of retaliation for all parties.		
Timeframe	12 -18 months	Assigned to:	All members
Critical Tasks	<ul style="list-style-type: none"> • Find and implement difficult conversations/conflict resolution training using an outside source offered annually. • Address performance/personnel issues as soon as they are identified, using an in-person format. • Evaluate current online evaluation forums and make changes. • Annually review the evaluation and communications process to determine their effectiveness and revise as needed. 		
Funding Estimate	Capital Costs: none Personnel Costs: \$2,500		Consumable Costs: none Contract Services Costs: none

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Objective 4D	Define what information needs to be communicated through the chain of command, such as, but not limited to operations, and streamline processes that do not, such as but not limited to, human relations, and payroll.		
Timeframe	Ongoing	Assigned to:	Fire Chief
Critical Tasks	<ul style="list-style-type: none"> • Fire Chief to define and separate operations matters vs. personnel matters. • Fire Chief will establish the chain of command communications, such as, but not limited to, operations, fleet, facilities, and IT. • Fire Chief will establish direct communications of personnel matters, such as but not limited to human relations and payroll. • Fire Chief will annually review the communications model to determine that the changes have been effective and revise as needed. 		
Funding	Capital Costs: none		Consumable Costs: none
Estimate	Personnel Costs: \$3,000		Contract Services Costs: none

Objective 4E	Create an open and documented operationally based communication system to share information including but not limited to training, experiences, insight, tactics, and/or after-action reports and encourage mentorship and consistency across shifts.		
Timeframe	12 months	Assigned to:	Operations and Training Divisions
Critical Tasks	<ul style="list-style-type: none"> • Operations personnel attending outside training will develop and administer training on the subject matter, when applicable to their crew, shift, and/or training division to provide department-wide training. • House captains, with input from company officers, will post their general expectations of crews within the station. • Incident commander will complete the formal after-action report that will be posted in VectorSolutions. • Safety committee will review and share critical incidents with pertinent information (i.e., maydays, close calls, accidents, etc.) 		
Funding	Capital Costs: \$500		Consumable Costs: \$500
Estimate	Personnel Costs: \$20,000		Contract Services Costs: none

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Goal 5	Deliver clear and effective training to enhance our service delivery which will provide a high level of proficiency.		
Objective 5A	Identify and analyze current systems, processes, staffing, and standards utilized in the training program.		
Timeframe	3 months	Assigned to:	Executive Chiefs, Division Heads
Critical Tasks	<ul style="list-style-type: none"> • Identify the current systems, processes, staffing standards, and programs in place. • Create a training strategic plan for all divisions. • Identify opportunities to meet the needs of professional development for all members. • Annually review the changes and revise as needed. 		
Funding Estimate	Capital Costs: none Personnel Costs: \$10,000		Consumable Costs: \$100 Contract Services Costs: none
Objective 5B	Maintain current appropriate staffing and curriculum delivery standards based on analysis for the investment in the future development of operations personnel.		
Timeframe	6 months - ongoing	Assigned to:	Training Chief
Critical Tasks	<ul style="list-style-type: none"> • Review the current curriculum and teaching methods. • Establish the professional development for the training staff from the reviews completed. • Identify qualified instructors. • Annually review all changes to determine effectiveness. 		
Funding Estimate	Capital Costs: none Personnel Costs: \$5,000		Consumable Costs: \$250 Contract Services Costs: none
Objective 5C	Complete a needs assessment to determine the required equipment to meet the members' training needs.		
Timeframe	12 months-ongoing	Assigned to:	Training Chief
Critical Tasks	<ul style="list-style-type: none"> • Collect data of training hours, district needs, certifications, renewals, industry standards, and continuing education. • Inventory equipment and supplies. • Perform an annual review of the process and revise as needed. 		
Funding Estimate	Capital Costs: none Personnel Costs: \$8,000		Consumable Costs: \$250 Contract Services Costs: none

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Objective 5D	Build and enhance operations division programs based on previously collected information that fosters professional development and career advancement, focusing on our core services.		
Timeframe	1 month-ongoing	Assigned to:	Training Division
Critical Tasks	<ul style="list-style-type: none"> • Build and enhance the professional development programs. • Deliver enhanced training programs focusing on creativity and customization based on the members' professional goals to provide the highest level of service to the community. 		
Funding	Capital Costs: \$8,000,000		Consumable Costs: \$200,000
Estimate	Personnel Costs: 500,000		Contract Services Costs: \$200,000
Objective 5E	Continue the established budget process specific to training programs and prioritizes appropriation.		
Timeframe	ongoing	Assigned to:	Executive Chiefs, Division Heads
Critical Tasks	<ul style="list-style-type: none"> • Based on the staffing model, assign the appropriate staff to review and update every budget process. • Perform an annual review of the budget process and revise as needed. • Conduct a cost analysis of hours, equipment, maintenance, and tuition. • Based on the cost analysis, prioritize the needs and make changes to the budget. 		
Funding	Capital Costs: none		Consumable Costs: \$100
Estimate	Personnel Costs: \$5,000		Contract Services Costs: none
Objective 5F	Create an evaluation process for the operations division that provides a thorough and fair evaluation to capture the organization's training needs.		
Timeframe	12 months-ongoing	Assigned to:	Operations Chief, Training Chief
Critical Tasks	<ul style="list-style-type: none"> • Enhance the evaluation system to collect data points required for the evaluation process. • Establish baselines for performance with feedback that sets benchmarks for compliance with standards. • Forecast adjustments based on performance and feedback. • Collect timely summarized feedback from the training division. • Perform an annual review of the evaluation process and revise as needed. 		
Funding	Capital Costs: none		Consumable Costs: \$250
Estimate	Personnel Costs: \$100,000		Contract Services Costs: \$15,000

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Goal 6	Enhance our information technology department by optimizing current and future technology to improve organizational efficiency.		
Objective 6A	Identify and analyze current information technology system processes to identify areas of improvement.		
Timeframe	6 months	Assigned to:	IT, Division Heads
Critical Tasks	<ul style="list-style-type: none">• Identify all IT systems and processes.• Analyze roles and responsibilities for the IT staff.• Division heads to meet annually to identify organizational inefficiencies.• Collect feedback from all internal stakeholders for assessment.• The IT workgroup will create a plan of action to address the identified inefficiencies and recommend future enhancements.		
Funding Estimate	Capital Costs: none Personnel Costs: \$25,000	Consumable Costs: \$250 Contract Services Costs: none	
Objective 6B	Implement recommended enhancements to the information technology systems and processes.		
Timeframe	Ongoing	Assigned to:	IT, Division Heads
Critical Tasks	<ul style="list-style-type: none">• Develop a plan for the IT system enhancements.• Present a pilot program to a selected set of stakeholders.• Analyze the effectiveness of the pilot program and adjust accordingly.• Implement the enhanced program and analyze it annually for effectiveness.		
Funding Estimate	Capital Costs: \$15,000 Personnel Costs: \$300,000	Consumable Costs: \$1,000 Contract Services Costs: \$7,000	
Objective 6C	Evaluate implemented information technology processes for organizational efficiency.		
Timeframe	3 months-ongoing	Assigned to:	IT, Division Heads
Critical Tasks	<ul style="list-style-type: none">• Collect data from all implemented enhancements.• Determine benchmarks to measure organizational efficiency and optimization.• Perform a gap analysis against benchmarks to evaluate improvements in efficiency.• Re-assess annually and make changes as needed.		
Funding Estimate	Capital Costs: none Personnel Costs: \$100,000	Consumable Costs: \$500 Contract Services Costs: \$35,000	

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Goal 7

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

Objective 7A

Form team structures with management components as needed to pursue and maintain accreditation.

Timeframe	12 months	Assigned to:	Executive Chiefs, Division Heads, Accreditation manager
Critical Tasks	<ul style="list-style-type: none"> • Identify the needed team structure(s) for the various components of the accreditation process. • Create the management oversight positions to lead the teams, as well as the process overall. • Establish team member criteria. • Determine the composition of the teams or committees. • Solicit participation to meet the composition of the teams. • Develop and complete the selection process. • Provide the needed educational components through the Commission on Fire Accreditation International to ensure the relevant members have the required training. 		
Funding	Capital Costs: none		Consumable Costs: \$2,500
Estimate	Personnel Costs: \$600,000		Contract Services Costs: \$100,000

Objective 7B

Develop a community-driven strategic plan.

Timeframe	3 months, on-going	Assigned to:	Executive Chiefs and CPSE TAP
Critical Tasks	<ul style="list-style-type: none"> • Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns, and strengths perceived about SACFD. • 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. • Establish critical issues and service gaps. Determine specific strategic initiatives. • Develop goals, objectives, critical tasks, and appropriate timelines, including measurability levels, to achieve over five years. • Create a vision for the developed strategic plan. • Publish and distribute the formal strategic plan to stakeholders as determined by the organization. 		
Funding	Capital Costs: none		Consumable Costs: \$3,500
Estimate	Personnel Costs: \$25,000		Contract Services Costs: \$17,000

Objective 7C

Implement the community-driven strategic plan.

Timeframe	3 months, on-going	Assigned to:	Executive Chiefs and Strategic plan workgroup
Critical Tasks	<ul style="list-style-type: none"> • Create a strategic planning workgroup to review the draft strategic plan. • 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. • Evaluate goals and objectives within the draft plan and further define critical tasks as needed to ensure clarity with each goal. • Determine a work plan for the accomplishment of each goal and implement the plan. • Annually evaluate objectives accomplished with the plan. • Report annual plan progress to internal and external stakeholders. 		
Funding	Capital Costs: none		Consumable Costs: \$2,000
Estimate	Personnel Costs: \$18,000		Contract Services Costs: none

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Objective 7D	Conduct a community hazards and risk assessment and publish a Community Risk Assessment-Standards of Cover document.		
Timeframe	6 – 36 months	Assigned to:	Executive Chiefs, Accreditation Manager, CPSE TAP
Critical Tasks	<ul style="list-style-type: none">• Obtain instruction on hazard and risk assessment and standards of cover preparation.• Perform community hazards and risk assessment.• Evaluate historical community emergency response performance and coverage.• Establish benchmark and baseline emergency response performance objectives.• Establish and publish the community risk assessment-standards of cover.• Maintain and annually update the community risk assessment-standards of cover document.		
Funding Estimate	Capital Costs: none Personnel Costs: \$200,000	Consumable Costs: \$5,000 Contract Services Costs: \$70,000	
Objective 7E	Conduct and document a self-assessment of the department utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual criteria.		
Timeframe	6 months	Assigned to:	Executive Chiefs, Accreditation Manager, CPSE TAP
Critical Tasks	<ul style="list-style-type: none">• Obtain instruction on writing a CFAI self-assessment manual.• Assign self-assessment manual category and criterion writing to the department accreditation committee/team members as appropriate.• Review self-assessment and ensure all reference items are in order.		
Funding Estimate	Capital Costs: none Personnel Costs: \$60,000	Consumable Costs: \$3,000 Contract Services Costs: \$37,000	
Objective 7F	Achieve agency accreditation by the CFAI.		
Timeframe	4 years	Assigned to:	Executive Chiefs, Accreditation Manager, CPSE TAP
Critical Tasks	<ul style="list-style-type: none">• Apply for “Candidate Agency” status with the CFAI.• Prepare for CFAI peer assessment team visit.• Upload strategic plan, community risk assessment-standards of cover, and self-assessment manual for review and comment by CFAI peer assessment team.• Host the CFAI peer assessment team site visit for accreditation review.• Receive the CFAI peer assessment team recommendation to CFAI for Accredited status.• Receive vote during the CFAI hearings in favor of accredited status.		
Funding Estimate	Capital Costs: none Personnel Costs: \$100,000	Consumable Costs: \$25,000 Contract Services Costs: \$2,000	
Objective 7G	Maintain accreditation with the CFAI.		
Timeframe	Ongoing	Assigned to:	Executive Chiefs, Accreditation Manager, Internal Workgroup
Critical Tasks	<ul style="list-style-type: none">• Submit required annual compliance reports.• Attend CFAI “Dayroom Discussion” web meetings for continued education.• Participate in the accreditation process by providing “peer assessors” for external department review and identification of possible best practices.• Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies.• Submit annual compliance reports as required by CFAI policies.• Establish succession development of internal accreditation team in preparation for next accreditation cycle.		
Funding Estimate	Capital Costs: none Personnel Costs: 150,000	Consumable Costs: \$30,000 Contract Services Costs: \$10,000	

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 the department stakeholders designed. 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

South Adams County Fire Department's 2026 Vision

is to establish themselves as an internationally accredited and innovative organization, illustrating progressive department leadership striving for continuous improvement of service delivery.

The department will strengthen external relationships with the community we serve through comprehensive communication and contemporary public education. We strive to be a forward-thinking department with proactive and enhanced emergency medical service delivery designed to prioritize the health and well-being of our community.

In recognition of our greatest resource of human investment, we will make every effort to develop, support, mentor, and prepare our members to be the best they can be. Our concept is to achieve this through appropriate staffing models, modern-day training, and consistent open communication. We see a diverse department that recruits and welcomes new innovative members with expertise and demonstrative values of integrity and compassion.

We will always seek professional excellence as an initiative-focused department while holding each other accountable in the delivery of our mission, living our values, and making this vision a reality.

Performance Measurement

To assess and ensure that an organization delivers on the promises made in its strategic plan, its leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on assessing 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.

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.

- 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

The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and organization members during the development stage of the planning process. The department used professional guidance to conduct a community-driven strategic planning process to assist in developing this plan. The success of this strategic plan will not depend upon the implementation of goals and related objectives but on 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.

Glossary of Terms, Acronyms, and Initialisms

Accreditation	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.
ACSO	Adams County Sheriff's Office
ACFR	Adams County Fire Rescue
ADCOM	Adams County communications
BFRD	Brighton Fire Rescue Department
CCPD	Commerce City Police Department
CFAI	Commission on Fire Accreditation International
CMBC	Colorado Metropolitan Certification Board
CPSE	Center for Public Safety Excellence
Customer(s)	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.
EAP	Employee Assistance Program
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMD	Emergency Medical Dispatch
EMS	Emergency Medical Services
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the organization's boundaries.
EPA	Environmental Protection Agency
Input	A performance indication where the value of resources is used to produce an output.
IT	Information Technology
MDT	Mobile Data Terminal
Mission	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.
NFPA	National Fire Protection Association
NGA	Northglenn Ambulance
NICET	National Institute for Certification in Engineering Technologies
Outcome	A performance indication where qualitative consequences are associated with a program/service, i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
PIO	Public Information Officer
POST	Police Officer Standards and Training

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SOG	Standard Operating Guideline
SOP	Standard Operating Procedure
Stakeholder	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.
Strategic Goal	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 in moving forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	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.
Strategic Planning	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.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TFD	Thornton Fire Department
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

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.

Respondents were asked to list, in priority order, up to five subjects relative to the expectations they have for the South Adams County Fire Department. 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, it received five weighted points. Weighting gradually decreased so that if it was the respondent’s fifth entry, it received one weighted point. The weighted themes were 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 South Adams County Fire Department
(in priority order)

- 1. Rapid response to emergency calls. Timely response. Quick response times (check!) Response time. Quick response time. Fire response time. Quick response. Increase time frames for responding to calls. Quick response time. (43)
- 2. Outreach to the community - programs. Teach the community. Educate the community. School education to all students. School education on fire prevention. Become involved in the schools and community in teaching. Public education. (22)
- 3. High-quality training. Trained and certified firefighters/paramedics. Excellent training. Well trained/experienced. Education of the firefighters. Best possible training for officers and firefighters. (21)
- 4. Have the necessary resources to keep the community safe? Protect the community. Respond to fire and medical emergencies. Fire safety and emergency services in our community. Top-notch first aid. (21)
- 5. Strong visibility by ALL of the senior management when possible. Active members of and in the community. Community relations. Community involvement. Community participation and relations. Share with youth what can be achieved to encourage growth. (14)
- 6. Properly working equipment. Good operating equipment. Necessary equipment. Equipment kept up to date. Modern and updated trucks and equipment. (12)
- 7. Good leadership and organization. Top-notch firefighting personnel. Top-notch leadership. (11)
- 8. Medical service. Emergency medical services. (8)
- 9. Professional approach at all times (check!) Professionalism. Respectful. (7)
- 10. Building inspections and corrections needed for old buildings. Fire prevention. (7)
- 11. Growth. (5)
- 12. Show the same pride in their job as the volunteer group showed. (5)
- 13. Good stewards of the public’s funds (check!) Good fiscal management. (4)
- 14. Efficiency / knowledgeable response. (4)

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15. Familiarity with location. All firefighters need to know the layout of the district. (3)
16. Hazmat mitigation. (3)
17. Quick response to community communication. (2)
18. Diversity, equity, and inclusion program. (2)
19. Keep insurance rates as low as possible. (2)
20. Continue to be one of the most highly regarded institutions in Commerce City (check!) (1)
21. Expect the unexpected. (1)

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 be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

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, it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, it received one weighted point. The weighted themes were 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 South Adams County Fire Department (verbatim, in priority order)

1. Providing good training. Staying up to date on education/training. The amount of training and equipment needed prices going up. Training, training, and more training. They do not have necessary training or equipment for a large-scale emergency or natural disaster. (16)
2. Growth of the department. Is the funding mechanism keeping up with growth? The city growing so fast to keep up with the demand. They are going to need a lot of additional funding in the near future. (15)
3. Community relations - communication and transparency. Communication to public members about events. School outreach drop due to COVID. Around the public, they are not engaged in the public. Education piece needs to include adults new to the community, especially apartment dwellers. (13)
4. Well-staffed. Keep enough staff/firefighters on staff. Ability to hire enough employees. (12)
5. Retention of firefighters / paramedics. Recruitment of new firefighters. (9)
6. Mental health of first responders. Provide staff with physical and mental health resources. (7)
7. Train blocking 112th & Hwy 85. (5)
8. Visibility of senior management at community events not related to fire. (5)
9. Staying out of businesses because of COVID / down in inspections. (5)
10. The Arsenal Refuge sits in the middle of the city. (5)

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11. Ability to reach my location. (5)
12. I have people make comments that the firefighters are going shopping with fire trucks. (5)
13. That they come if my house is on fire. (5)
14. Racial problems. (5)
15. Physical safety of our first responders. (4)
16. This is obvious, what is the vision for the future mergers or no mergers. (4)
17. Well paid. Wages have to be on a scale to match other departments. (4)
18. Bilingual firefighters on staff. (4)
19. Familiarity with surrounding operations/ operators. (4)
20. Working together with other government representatives. (4)
21. The addition of apartment complexes and high-density housing poses new and complex problems. (4)
22. Should the partnership with Northglenn continue or be brought in house. (3)
23. Areas of advancement. (3)
24. Emergency services to the elderly. (3)
25. Not living in the community shows no interest in where they work. (3)
26. "Old boys' network." (2)
27. Fire engines going to accidents. (2)
28. As long as we have good leadership, we are okay. (2)

Positive Community Feedback

The CPSE promotes the belief that the community's view on the organization's strengths must be established for a strategic plan to be valid. 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 identified weaknesses.

Positive Community Comments about the South Adams County Fire Department (verbatim, in no particular order)

- When asked, supportive of the community.
- New stations are opening up.
- Use of some of the facilities for community when available and no COVID.
- Keeping up with the growing community.
- Great with relating to children in children/schools, during presentations, emergencies, and at events.
- Being active in the community.
- Great reputation. Literally, everyone loves you guys.
- The response times are so phenomenal I do not know how they can get better. Downside, it is now an expectation.
- They did not get shut down over COVID. Wow! Puts them in 1% or less of society. I keep telling people SACFD rocks!

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- They handle some of the most industrial size fires you can imagine. They are staffed to the rafters with heroes.
- Firehouses placed in good locations.
- New training facility.
- Love firefighters interacting with public (playing basketball with neighborhood kids).
- Always there when you need them.
- Willing to go the extra mile to help.
- Community-oriented.
- Friendly/helpful.
- Well trained.
- Good morale.
- Longevity.
- The look of the fire department is exceptional.
- The staff/firefighters are very friendly.
- Public is respecting the department.
- Firehouses are very up-to-date.
- Strong positive leadership.
- Great response times.
- Friendly crews.
- Knowledgeable and efficient staff.
- Community concern.
- Good wages for fire department employees.
- Good benefits for fire department employees.
- Good training.
- We have good equipment and engines.
- All paid fire department makes it a career.
- I have had very little interaction with our department.
- The emergency services that my elderly parents received was outstanding when they had an emergency.
- Community involvement with the summer picnics.
- Continue with the volunteer firefighters.
- Many longtime residents.
- Well invested in the community.
- The more seasoned staff seem to be approachable.
- They have all the supplies there needed to do a professional job.
- I am sure they keep their skill levels at a priority level to be comfortable in their job performance.
- They are always there to help with whatever is needed.
- They are well trained.
- The equipment is kept up to date.

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- The leadership is well trained.
- The department is top-notch in everything they do.
- Great leaders and firefighters.
- Best possible equipment as needed.
- Safety is a must for all involved.
- Response times are in a timely manner.
- Treat the public as if, we are all in this together.

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 South Adams County Fire Department (verbatim, in no particular order)

- There is always confusion about the fire department and the fire association.
- I am always impressed with the professionalism of our firefighters.
- My diversity, equality, inclusion comments are in no way an “attack” I am asking it of everyone I see in all aspects of society.
- Start a program in high school to recruit and keep them in the community,
- Wish we could see them out more. Just being present.
- Opportunity for advancement and promotions.
- Never get lazy on improving areas that are needed.
- Always respect taxpayer money.
- Keep the community happy.
- Try to keep the history of the department going and respected.
- Very proud of SACFD and their continued achievements.
- I would like to see firefighters go door to door and talk to the community.
- Being engaged in the community they work in, share with the community.
- Have groups at the recreation center for other groups that have questions or statements.
- Being a retired firefighter, am willing to discuss issues.
- KEEP THE CHIEF STRAIGHT.

Appendix 2

Strengths

Any organization needs 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, identifying organizational strengths leads to channeling efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths or the organization's primary function 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 South Adams County Fire Department	
Internal committees-de-centralized command/research delegation toward decisions for all staff	Community engagement-schools, events, spaghetti dinners, COVID drive-by, truck and engine tours, sports with kids
Peer-fitness certified, annual wellness evaluation by certified fitness trainers	Facilities-new with up-to-date technology, dedicated maintenance for facilities
The department has an internal information and technology program that is state of the art and responsive	Colorado Metropolitan Board Certification (CMBC) give access to larger department training, allows to advance skills without re-visiting basics
Education-department investment in furthering personnel education, outside training opportunities	Structural gear PPE - versatile to choose different options, i.e., gloves and helmets
Strong tax base- revenue is good, impact fees for industrial and residential	Command staff empowers subordinates to foster a bottom-up leadership system
Team members devoted to training and bettering their selves	In-house training facilities-have the availability to train in district with expansion possibly coming
Professionalism-officers, line staff, education	We are currently financially stable
Young, healthy workforce-open to innovation	Supportive teamwork environment
The operational readiness of department apparatus	Strong investigations program both company officer and bureau
The developmental structure of SOG, SOP	Community partnerships supporting our delivery
Peer support-EAP, partnership with multiple mental health organizations	String allocation of fitness through budgets developed by chief staff and board members
Willingness to learn	Training division-quality, quantity, and leadership
Educational assistance program, tuition reimbursement	The comprehensive nature of the department's funding audit process
Personnel matters are handled well	Comparable pay to other departments
Family-oriented department, supporting each other, support from chiefs	Strong training division/chief allowing us to attend outside training
Member retention/low turnover	Employee buy-in
Strong history/tradition	Diverse community/workforce
High-quality equipment	Working relationships with surrounding agencies
Local 5124 support to the department	Published financials and budget
Welcome new ideas and innovations	Improved budget process
Good workplace balance	The department is well managed
The level of fitness of the department's membership	Overall attitude of the department is positive
Great place to work	Great benefits, retirement plan
Officer development program	Good internal working relationships
Our smaller size keeps us tightly knit	Supportive chief staff- willing to say yes

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Weaknesses

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

Weaknesses of the South Adams County Fire Department	
Old traditions make it difficult to progress as a department	Lack of communications (organizational communications)
Lack of follow-up and evaluation of projects	Lack of re-evaluation of completed evaluations
Rapid growth and filling positions without enough mentorship the right person in position in some cases	Single point of failure for technology (radios, MDT's, internet)
Lack of communication of department future plans to line members and no transparency	Lack of follow-through on decisions made by committees, no decision made consistently
Death by email	Lack of adequate space-office and storage
No dedicated replacement plan for aging apparatus	EMS training is lacking compared to fire training
Lack of staffing to cover all shifts and admin	Lack of tenured personnel
Organization lacks patience	Unrealistic expectations for deadlines
The time dedicated to data entry in solutions	Lack of cross-department feedback
The level of input into the apparatus design and specification process creating end-user challenges	Fire department related EMS training
Lack of mentorship for officers, engineers, firefighters	Lack of operational support staff
Emails and chain of command requirements - should keep emails to lowest level possible	Lack of an EMS/EMT chief
Internal communications from the chief staff	Lack of time management training to prepare our membership
Concern in losing the value of the family feel due to growth in department size	Lack of accountability when standards are not met
The department's internal state testing preparation process	The consistency of certain training, operations, and administrative processes across the shifts
Out-dated rescue/HAMMER with equipment -unfunded specialty teams	Agency not willing to look outside for qualified positions
Too many committees and too many of the same people	Wildland team has no direction or opportunity-not utilizing personnel with real-world experience
On-boarding process-lack of structure	Staffing levels that place members in misaligned positions
Clarity in job description	Construction development outpacing plans review
Decision task overload	After-action follow up process
Feedback loop ends/stops	PIO not active as possible in the community
Disconnect between administrative offices/floors	Working relationships with city on many projects
Lack of PIO for communication with the community	Lack of facility maintenance personnel
A lack of support for and from support personnel	Lack of input from SACFD to NGA
Lack of ability to set up fire apparatus for first due area	Human resources process
Lack of workforce diversity	Lack of apparatus and equipment replacement plan
Personnel not making decisions regarding personnel matters	The department challenges associated with the mandated technological advances to apparatus

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Opportunities

The opportunities for an organization depend on identifying 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 inside and beyond the traditional service area. The department stakeholders identified the following potential opportunities:

Opportunities for the South Adams County Fire Department	
City expansion-commercial/residential expansion	Merger with neighboring departments
Advanced life support-paramedics on fire apparatus	Training with dispatch – how does the system work
Collaboration with community partners	More collaboration with CMBC
Training center-collaborative effort to build an amazing facility	Opportunities of advancement with new stations and potential of mergers
A new training facility could bring in revenue and new training opportunities	Increase department capacity and capabilities as points of service demands increase associated with new growth in the community
More language diversity training	
Small community events	Local 5124-more community involvement
Wildland deployments	Fire medics-paramedic school for employees
Increasing revenue outside of tax dollars	USAR team opportunities
Fire department citizens academy	Accreditation-what is to come from analysis/results
Community involvement-informing citizens of accreditation	Outreach using newcomers to new community members
Improve relationships with ADCOM, CCPD, ACSO	Junior firefighter program or internship
Suncor training	More joint training
More community engagement and involvement	Joint training with SACFD and NGA
NGA's ability to go through our development	Adequate education-expand the current program
Expansion of community outreach to include high school interactions for education and recruitment	North Area Consortium-external organization and involvement
Stronger relationships with City of Commerce	Inter-department training with external partners
Wildland deployment-part time employees for deployment/seasonal	Hazmat opportunities with businesses and training with Adams-Jeffco hazmat team
Utilize the training center for a multitude of opportunities	Sending members to Task Force 1 (beginning membership)
Hazmat to form co-op with local businesses to fund equipment	Fire prevention specialties/plans reviewer investigator/inspector
Geographically have room for expansion	Improve relationships with urban development
Financing opportunities for various options	Career fairs with school districts
Fire prevention requiring all commercial structures to have sprinklers...and residential	Social media improvement-day in the life of a firefighter videos
Industrial emergency management plan	Dick's sporting goods relationship improvement
State grants	Regularly open forum for community (to schedule)
Paramedic school	Diversity of public education programs
Phillips 66/Suncor/Magellan/Sinclair grants	Aerial support via unmanned aircraft
POST certified investigators so cases can be presented to the district attorney	Our unique hazards = grain mill, Veolia, etc. Opportunities expand our knowledge of their process
Partner with Colorado Division of Fire Prevention and Control to improve standards for fire protection engineer and NICET personnel	Phillips 66, Suncor, Magellan trainings Training with Commerce City police department/ Adams County Sheriff/State Patrol on active shooter

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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 South Adams County Fire Department	
The restrictive, bureaucratic processes the city requires slowing SACFD expansion	Hazardous materials incident at aging Suncor or another commercial site
Oil site release and fire	Growth outpacing funding
Loss of Northglenn ambulance	Decreasing/aging city infrastructure
Response times increased due to city infrastructure (roads and railways)	Hackers and cybersecurity on ADCOM/radio communications
Increase in the homeless population	Direction of ADCOM and potential assessment increases
Material shortages for fleet, ops, etc.	Pandemic
Hostile city council and lack of support	Inter-agency conflict
The media, negative impact on our SACFD image	Drought
Increase in illegal drugs and usage	Station security and lack of protection
Natural-pandemic and the environment	The threat of growth outpacing service delivery
The public (i.e., mass shootings, civil unrest) and taxpayers (potential to lose support)	City could take fire code application and enforcement from us
Future laws and amendments	Building construction quality-materials, design and floor plans, lot layout
Running on large-scale incidents with a lack of resources	Economic down-turn and assessment value
Cities (building services, law enforcement officers, water district) not wanting to support fire department needs	Plane crash with proximity to Denver International Airport
City contracts for service with other agencies or entities leading to takeover of department service delivery	Social media activists on scene of calls interfering with patient care and firefighting operations
Lack of police presence on calls	Rapid growth without enough resources
Environmental change and the EPA	NGA turnover of medics, staff/EMT-stepping stone of agency
Economy tanks	Future district board and city councils
Burnout on the EMS staff	Cost of equipment and operations costs
Detox returns to the district	Vendors - lack of supplies and demand
Closure of hazmat on I-70, increase of traffic for I-270 and E-470	Strained relationships with neighboring departments
Loss of qualified immunity for firefighters shift police department presence	Turn-over within city
Decreased economically of Denver, looking at taking Commerce City	Possible decrease in relationships with the union and department
Construction for the best ten years highway 85	Limited brick and mortar white-collar jobs in the district impacting funding resources
Terrorism-trains, RTD, light rail, planes	The negative impact of external influences on local political processes
Mustard gas at Rocky Mountain Arsenal	Cultural shift-i.e., bodycams
Lack of commercial and infrastructure diversity in the community	Lack of hospitals
	Lack of training for RTD and light rail

Appendix 3

The following information is the raw data comprised from the deliberation of the two workgroups. 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
External Communications	Community Communication <ul style="list-style-type: none"> ○ No PIO ○ Lack of bilingual staff ○ Access issues-social media lacking for some citizens ○ No community feedback method ○ No sharing of public service announcements for emergencies ○ Pandemic ○ Daily schedules ○ Education ○ Department specifics ○ Expectations/priorities ○ Diversity ○ Targeted audience ○ Program's development 	External Communications <ul style="list-style-type: none"> ○ Culture ○ Long-diversity contract ○ Social media-additional media ○ Feedback ○ Related info ○ Inaccurate info

Initiative Link	Group 1	Group 2
Staffing	Staffing <ul style="list-style-type: none"> ○ Limited support services personnel ○ Experienced/tenured ○ Organizational staffing ○ Excessive workload ○ Recruitment ○ Hiring seasoned personnel with real-world experience ○ Lack of diversity 	Staffing <ul style="list-style-type: none"> ○ 1710 standard ○ Tenured personnel ○ Qualifications and certifications ○ Overtime funding ○ Hiring process/internal growth ○ Burnout ○ Training ○ Growth

Initiative Link	Group 1	Group 2
EMS Delivery	EMS Performance <ul style="list-style-type: none"> ○ Leadership (no command staff) ○ Lack of internal training ○ No field training officer ○ Inconsistencies ○ Incorporate mission and values within EMS 	EMS Delivery <ul style="list-style-type: none"> ○ Crew consistency/turnover ○ Contract details ○ Joint training ○ Equipment/capabilities ○ EMS officer ○ Points of service ○ Vehicle wear and tear

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Initiative Link	Group 1	Group 2
Internal Communications	Internal Communications <ul style="list-style-type: none"> ○ Ego's-no open two-way communication ○ Lack of transparency ○ Communication training ○ Fear of being able to speak honestly ○ Employee value ○ Lack of transfer for valuable knowledge ○ Speed of development ○ Lack of chain of command ○ Separation of admin and operations ○ 360 feedbacks 	Internal Communication <ul style="list-style-type: none"> ○ Emails ○ Time management ○ Lack of meetings ○ Details ○ Follow through and follow up ○ Priority ○ Chain of command ○ Fear perception/consequence ○ Expectations ○ Received perception ○ Messaging ○ Consistency ○ Established processes

Initiative Link	Group 1	Group 2
Training	Training <ul style="list-style-type: none"> ○ No mentorship ○ Inconsistency between shifts ○ Funding ○ Relevance ○ Real-world training and events ○ Evaluation vs. education ○ Different philosophies ○ Inter-governmental training (i.e., police department) 	Training <ul style="list-style-type: none"> ○ Lack of EMS internal training ○ Training positions/staffing/overtime-backfill ○ Outside training opportunities ○ Program development, including communication ○ Audio//video recording ○ Paramedic school ○ Fleet/fire prevention/admin/public education ○ District coverage/response times ○ Time management ○ Wear and tear on apparatus, equipment, tools

Initiative Link	Group 1	Group 2
Technology	Technology <ul style="list-style-type: none"> ○ Ticket's response time ○ Too much technology ○ Prioritization of technology ○ Lack of training ○ Over-dependency on technology ○ Vetting process ○ Replacement plan 	Emergency Medical Dispatch <ul style="list-style-type: none"> ○ Staffing ○ Training ○ Funding ○ Call volume ○ Technology-too much/too little ○ Patience between organizations ○ Technology-fireground to center

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The following information is the raw data comprised from the deliberation of the two workgroups. The information in each table is not linked directly to a strategic initiative but remains important. The department is best served to understand and embrace this other information as it moves forward for deliberative purposes and consideration of support of the strategic initiatives.

Critical and Service Gap Issues Identified by the Department Stakeholders

Topic	Group 1	Group 2
Accountability	Accountability <ul style="list-style-type: none"> ○ Unbecoming activity ○ Lack of follow up ○ Lack of documentation ○ Lack of transparency ○ Evaluations 	N/A

Topic	Group 1	Group 2
Right People for the Right Job	N/A	Right people for the right job <ul style="list-style-type: none"> ○ Lack of willingness to go outside for positions ○ In-experienced personnel in roles they are unqualified for ○ Vetting process ○ Invested stakeholders making decisions ○ Committees-vetting/decisions



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