

# GREELEY FIRE DEPARTMENT 2019-2024 STRATEGIC PLAN



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## Introduction

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The Greeley Fire Department (GFD) provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors of Greeley, Colorado. GFD 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 in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual 9<sup>th</sup> Ed.* and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

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

# GREELEY FIRE DEPARTMENT | STRATEGIC PLAN

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## Organizational Background

The City of Greeley was originally incorporated as a city in 1885 after its founding in 1869 as the Union Colony during the Pike's Peak Gold Rush. The city was later named in honor of Horace Greeley, the editor of the New York Tribune after he came to the area in 1859. The city is the county seat of Weld County and is located north-northeast of Colorado's state capitol, Denver. Greeley is a major city of the



Front Range Urban Corridor and is a mix of residential, business, and industrial impacts that drive the local economy. Boasting an approximate residential population of 105,000, within its approximate 48 square miles, the community provides variety and is a blend of modern and historical representation indicative of the true, vast history of the area. Greeley is a hub for energy, education, and other manufacturing, providing for a strong economy and a quality way of life.

The city continues to grow and evolve, contributing to the various risks that impact emergency services. Greeley is a diverse city that supports a variety of cultures, based on its populace. The city acknowledges its past while embracing the changes and challenge encountered with growth.



The Greeley Fire Department's genesis dates to 1871 after being inspired by the devastation of the Great Chicago Fire in the same year. While the city built its first fire station, the staffing was accomplished by volunteer hose companies and hook-and-ladder companies within the area. In 1913, the department transitioned to staffing with professional municipal firefighters and has continued to grow and evolve

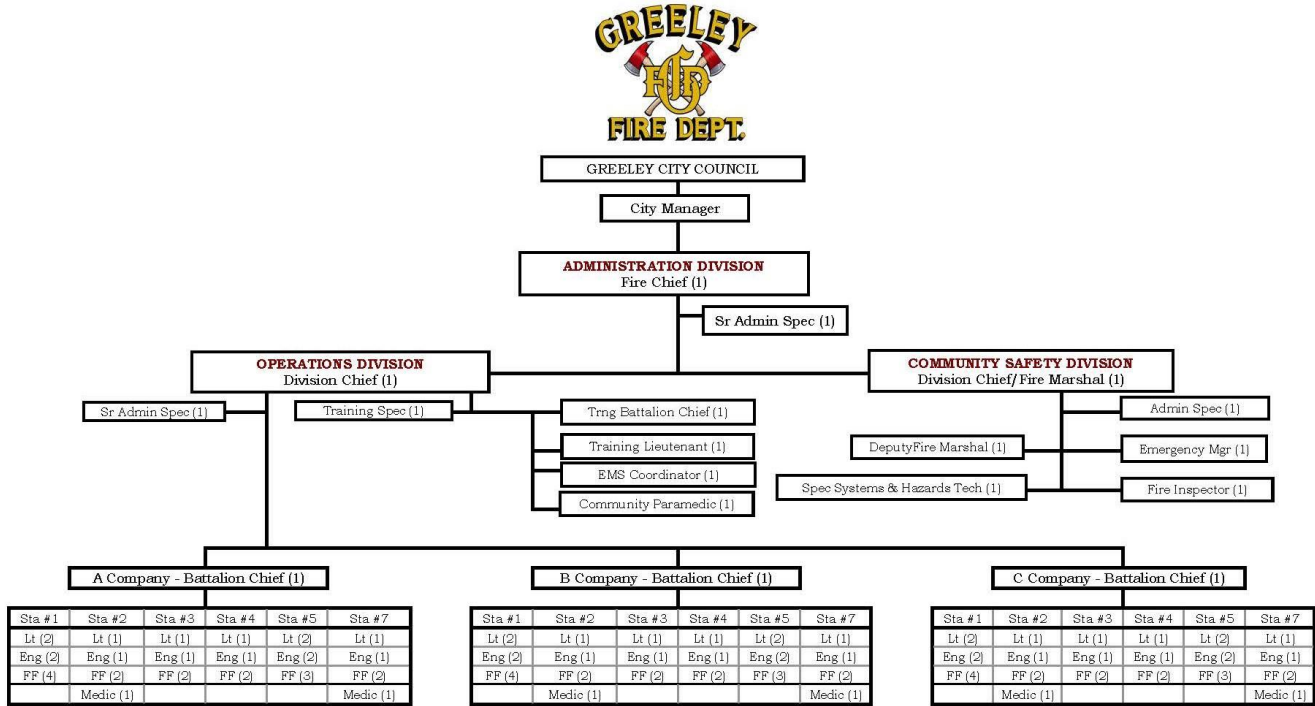
based on the changes encountered within the city and the various demands placed on them.

Today the department provides its services from fire stations and apparatus located strategically throughout the city, based on risk and demand. Staffed with 117 uniformed and civilian professionals, the department strives to create and maintain a safe and healthy community by the delivery of world-class emergency services. The Greeley Fire Department continues to remain mission-focused and is dedicated to those it serves.





# Organizational Structure



## Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A community-driven emergency service organization is one that seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure 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 use of resources. The process of strategic planning can be defined as “a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.”<sup>1</sup>

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



Community Stakeholders Work Session

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



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

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

## **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 Dale Lyman and the team of professionals that participated for their leadership and commitment to this process.

Development of this strategic plan took place in March 2019, beginning with meetings hosted by a representative from the CPSE for members of the community (as named in the following table). The department identified community stakeholders to ensure broad representation. The community stakeholders were comprised of some who reside or work within the Greeley Fire Department’s coverage area, and some who were recipients of GFD’s service(s).





# STRATEGIC PLAN 2019-2024



## Greeley Fire Department's Community Stakeholders

Amanda Albano	Susan Anschutz	Bill Baker	Dave Baker
Mary Jo Brockshus	Rosemary Fri	Bill Gillard	Nancy Haffner
George Heath	Ron Heil	Paul Henneck	Wendell Heyen
Don Hobart	Dr. Matthew Hortt	Whitney Janzen-Pankratz	Mike Ketterling
Ruth Leitel	Jeanne Lipman	Lavonna Longwell	Larry Modlin
Craig Montgomery	Roger Muller	Charles Odenhal	Jon Rarick
Rick Reeser	Rhoda Rogers	Loretta Scott	Randy Souther
Kate Stewart	Annie Wickum	Kristin Zasada	

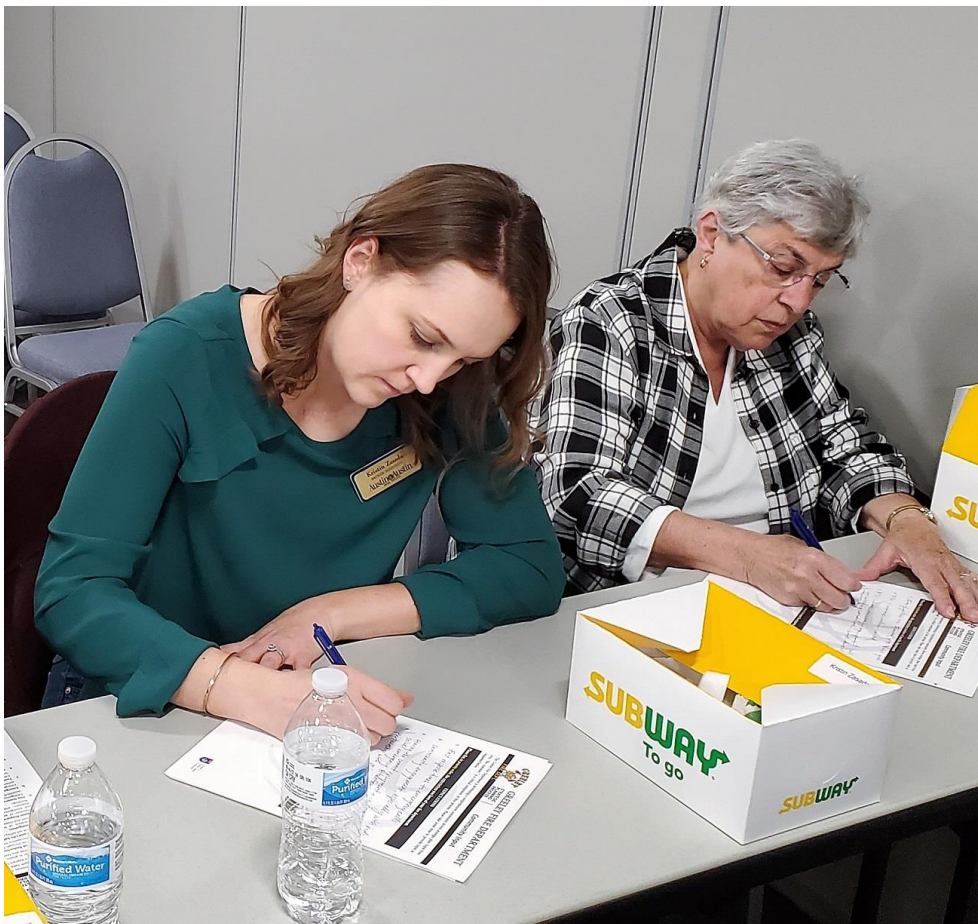


**Community Stakeholders Work Session**



## Community Group Findings

A key element of the Greeley Fire Department’s organizational philosophy is having a high level of commitment to the community, as well as 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), as well as positive and other comments about the organization. Specific findings of the community stakeholders are provided in the appendix of this document. The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholders’ feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.



**Community Stakeholders Work Session**



## Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the Greeley 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
Fire Suppression	1	233
Emergency Medical Services	2	206
Technical Rescue	3	186
Community Medical Unit	4	175
Hazardous Material Mitigation	5	138
Community Risk Reduction	6	97
Disaster Preparedness Planning and Response	7	91
Wildland Fire Services	8	83
Fire Investigation	9	82
Public Fire and Life Safety Education	10	59

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



**Community Stakeholders Work Session**



## Department Stakeholder Group Findings

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

Greeley Fire Department Stakeholders				
Greg Becker <i>Engineer</i>	Rick Cudworth <i>Lieutenant</i>	Rob Fagler <i>Engineer</i>	John Forster <i>Lieutenant</i>	Susan Frame <i>Training Specialist</i>
Bob Fries <i>Battalion Chief</i>	Brian Kuznik <i>Division Chief</i>	Dale Lyman <i>Fire Chief</i>	Kevin Maloney <i>Battalion Chief</i>	Adam Marcove <i>Engineer</i>
Chris Mirowski <i>Lieutenant</i>	Pete Morgan <i>Division Chief</i>	Ben Ojinaga <i>Battalion Chief</i>	Eric Page <i>Engineer</i>	Janice Perekrestenko <i>Senior Administrative Specialist</i>
Dayne Schaeffer <i>Engineer</i>	Wes Scott <i>Lieutenant</i>	Rick Smith <i>Lieutenant</i>	Randy Sparkman <i>Firefighter</i>	Greta Steinmetz <i>Senior Administrative Specialist</i>
Ryan Swain <i>Firefighter</i>	Luke Zimmermann <i>Firefighter</i>			



Department Stakeholders



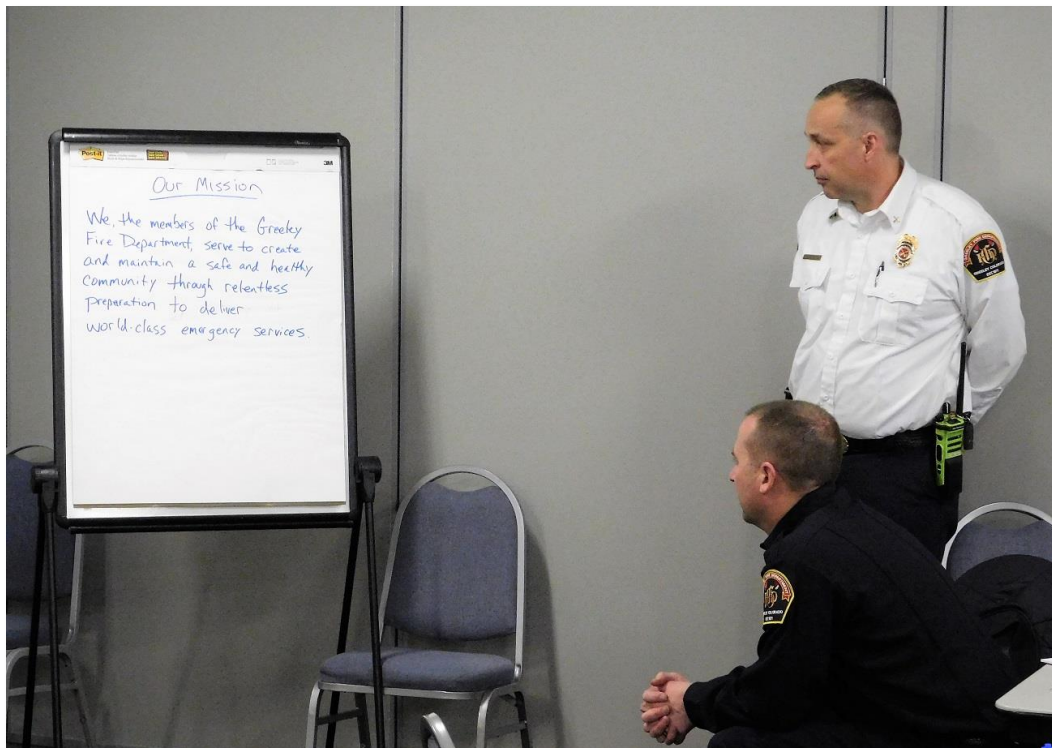
## Mission

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:

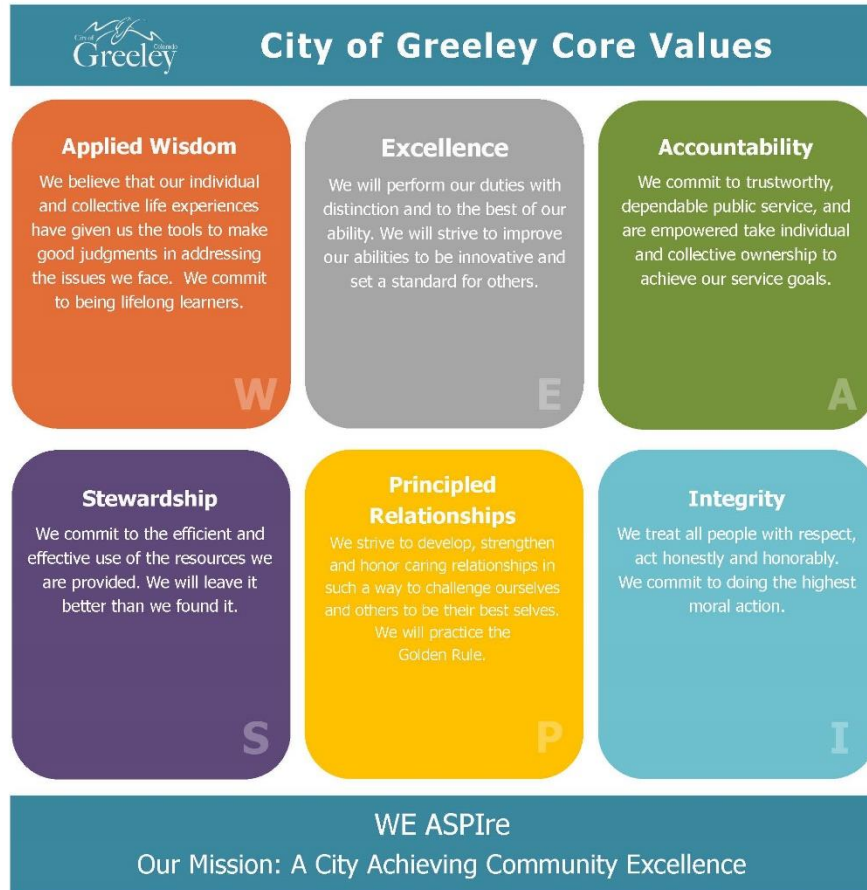
**WE, the members of the Greeley Fire Department,  
serve to create and maintain a safe and healthy community  
through relentless preparation and delivery of world-class emergency services.**



**Department Stakeholders Work Session**

## Values

Organizational core values are an important foundational piece, which must align with not only the community, but with the governance that creates the organization’s existence. In 2016, the City of Greeley established the broad core values for the city as a basis for all departments within the governance structure. The City of Greeley core values are:



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Core values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture specific to the department. With respect of the City's core values, a workgroup met to revisit the existing departmental core values and proposed a revision that was discussed. These will be known as the department Operating Principles and each is tied directly to one of the City's core values:

**Dedication:** We are devoted and accountable to those we serve and each other. (Accountability)

**Excellence:** We strive to provide the highest quality in everything we do. (Excellence)

**Honor:** We are driven to serve and do so with humility. (Stewardship)

**Integrity:** We commit to achieving the highest moral action. (Integrity)

**Respect:** We will show due regard to our citizens and each other. (Principled Relationships)

**Safety:** We will wisely manage our risks in all situations. (Applied Wisdom)

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



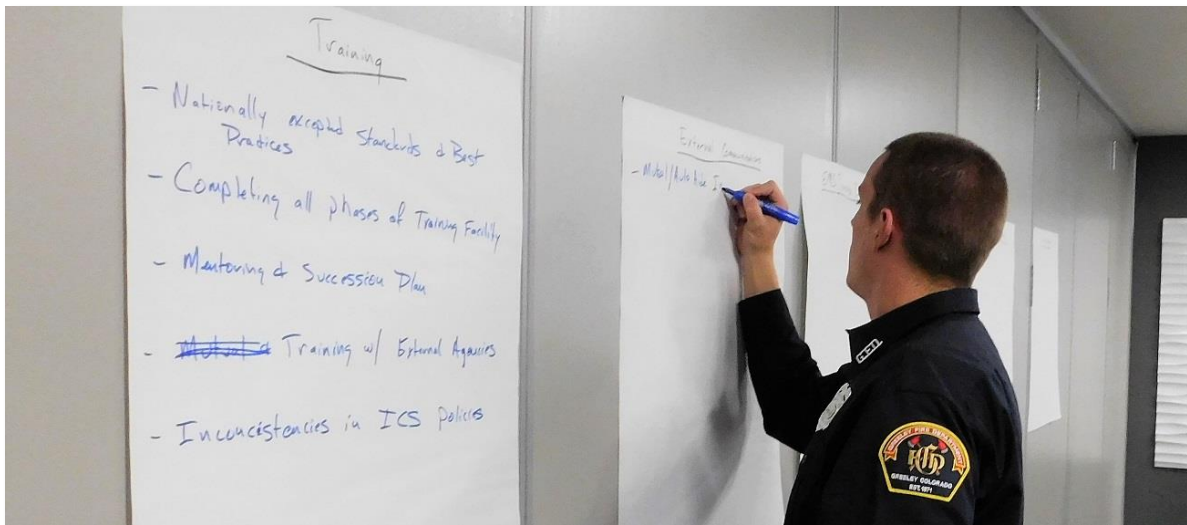
Department Stakeholders Work Session



## Programs and Services

The department stakeholders identified the core programs provided to the community, as well as many of the services that enable the organization to deliver those programs. The department’s core programs are provided below, while supporting services are provided in Appendix 2.

Core Programs of the Greeley Fire Department			
Fire Suppression	Emergency Medical Services	Technical Rescue	
Community Medical Unit	Hazardous Materials Mitigation	Community Risk Reduction	
Disaster Preparedness Planning and Response	Wildland Fire Services	Fire Investigation	Public Fire and Life Safety Education



**Department Stakeholders Work Session**

## SWOT Analysis

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

*Appendix 3 consists of the SWOT data and analysis collected by the department stakeholders.*





## Critical Issues and Service Gaps

Following the identification and review of the department’s SWOT, two separate groups of department stakeholders met to identify themes as primary critical issues and service gaps (found in Appendix 4). The critical issues and services gaps identified by the stakeholders provides further guidance toward identification of the strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.



Department Stakeholders Work Session

## Strategic Initiatives

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

Greeley Fire Department’s Strategic Initiatives			
EMS Service Delivery	Internal Communications	External Communications	Training
Health, Wellness, and Safety	Human Resources	Physical Resources	Accreditation



Department Stakeholders Work Session



## Goals and Objectives

To continuously achieve the mission of the Greeley Fire Department, realistic goals and objectives with timelines for completion must be established. These will serve to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the department’s efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established work groups 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 GFD’s leadership.

<b>Goal 1</b>	<b>Enhance the department’s EMS service delivery to ensure excellence in patient care and outcomes.</b>	
<b>Objective 1A</b>	<b>Assess both GFD’s and Banner Health Paramedic Services’ current capacity to enhance EMS delivery to the community.</b>	
<b>Timeframe</b>	4 months	<b>Assigned to:</b>
	<ul style="list-style-type: none"> <li>• Identify the logistical needs of the already formed Joint EMS Task Force to complete an internal assessment process.</li> <li>• Analyze the current GEMS contract regarding incident safety and management, staffing, equipment, and overall contract compliance.</li> <li>• Identify strengths or weaknesses in current operational staffing and deployment model.</li> <li>• Research both agencies personnel management, policies, and procedures as it relates to emergency service delivery.</li> <li>• Research the ability to effectively utilize incident command system procedures, accounting for safety, accountability, and effectiveness on emergency scenes.</li> </ul>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Research both agency safety and accountability procedures.</li> <li>• Analyze ability to provide effective and current training practices backed with adequate record keeping.</li> <li>• Analyze agency response times to all City of Greeley jurisdictional response areas.</li> <li>• Analyze hiring and promotional procedures regarding initial vetting of candidates, as well as qualifications for advancement.</li> <li>• Research agency capacity to ensure adequate vehicle maintenance and repair procedures.</li> <li>• Identify the ability to conduct quality assurance/improvement and post incident analysis.</li> <li>• Report all findings and recommendations to the leadership team for further consideration and direction.</li> </ul>	
<b>Funding</b>	Capital Costs:	Consumable Costs:
<b>Estimate</b>	Personnel Costs:	Contract Services Costs:



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<b>Objective 1B</b>	<b>Review and measure EMS service delivery based on current system to evaluate performance deficiencies presently and in the future.</b>	
<b>Timeframe</b>	9 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a comprehensive survey and solicit feedback from current GFD service providers on status and proposed model(s) of EMS delivery.</li> <li>• Seek funding for an independent consultant and draft an all-encompassing RFP that will meet the needs of our research.</li> <li>• Utilize the task force to specify, interview, and select an independent consultant.</li> <li>• Contract with an independent consultant to evaluate the EMS delivery.</li> <li>• Evaluate findings to determine the course of EMS in the community.</li> <li>• Identify the immediate needs to implement study findings.</li> <li>• Identify a plan that provides the highest possible level of EMS delivery within the department’s jurisdiction.</li> <li>• Develop a presentation to city leaders to include findings from an internal assessment as well as an independent third-party consultant.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1C</b>	<b>Develop a comprehensive plan based upon assessment results to preserve or improve EMS delivery.</b>	
<b>Timeframe</b>	18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Utilizing the independent study and selected GFD stakeholders to determine the feasibility of how EMS delivery is provided within GFD’s jurisdiction.</li> <li>• Assess different options for EMS service delivery within the department’s jurisdiction.</li> <li>• GFD EMS Labor/Management Task Force will develop comprehensive plan of action for implementation of identified model.</li> <li>• Obtain approval from city leadership to implement the selected EMS delivery model.</li> <li>• Secure funding for implementation of EMS delivery model.</li> <li>• Utilize GFD EMS Labor/Management Task Force to implement the plan.</li> <li>• Evaluate implemented delivery model annually.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



<b>Goal 2</b>	<b>Enhance the department’s internal communication procedures to ensure an effective transfer of information to all personnel.</b>	
<b>Objective 2A</b>	<b>Identify the strengths and weaknesses of existing internal communication procedures and implement best practices.</b>	
<b>Timeframe</b>	6 – 12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Form a committee consisting of all ranks to review current communication formats.</li> <li>• Review effectiveness of all formats.</li> <li>• Determine issues or deficiencies in current communications.</li> <li>• Determine what the department is doing right.</li> <li>• Determine untapped resources and technology that may be used for communication enhancement.</li> <li>• Evaluate other organizations that have successful lines of communication.</li> <li>• Select the most appropriate lines of communication for GFD.</li> <li>• Develop and write a new communication SOP.</li> <li>• Develop training to educate the organization.</li> <li>• Review efficacy of new procedures.</li> <li>• Seek feedback regarding new procedures.</li> <li>• Implement changes as needed.</li> <li>• Revise based on feedback.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2B</b>	<b>Develop a method to enhance the department’s program management procedure to eliminate redundancy and missed information within all ranks.</b>	
<b>Timeframe</b>	6 – 12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Command staff will identify all current programs and project managers, as well as special teams and team leaders.</li> <li>• Analyze current roles and responsibilities for project and program managers.</li> <li>• Determine issues or deficiencies in current program management model.</li> <li>• Develop an outline of the roles and responsibilities.</li> <li>• Develop a process and define program oversight for effective program management.</li> <li>• Establish goals and objectives.</li> <li>• Create a budget template for beginning and end of year reports.</li> <li>• Inform and disseminate information prior to program roll out.</li> <li>• Train all personnel on new program management model.</li> <li>• Implement the new process.</li> <li>• Review process annually.</li> <li>• Revise as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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<b>Objective 2C</b>	<b>Develop a systematic approach to deliver information that will standardize operations between shifts to ensure continuity.</b>	
<b>Timeframe</b>	12 – 24 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Form a committee consisting of all ranks from each shift, to review differences in operations and information delivery.</li> <li>• Identify the differences between the shifts (in-house, operations, service delivery), then the level at which the differences are occurring.</li> <li>• Determine what we are doing right.</li> <li>• Analyze root causes of the differences.</li> <li>• Evaluate other organizations and other industries that have successful standardized models.</li> <li>• Develop a training program for battalion chiefs to standardize operations across the shifts.</li> <li>• Develop the actual processes to be used to ensure cohesiveness between shifts.</li> <li>• Seek approval from the operations division.</li> <li>• Implement the new internal training program.</li> <li>• Review process annually.</li> <li>• Revise as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2D</b>	<b>Review and analyze all GFD policies and procedures to identify deficiencies and make improvements.</b>	
<b>Timeframe</b>	12 – 24 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create a task force consisting of labor and management.</li> <li>• Develop a sustainable process for the review and revision of all policies.</li> <li>• Identify any policy over one year old.</li> <li>• Analyze and/or evaluate the relevancy of GFD’s Administrative Policies and Procedures (Volume 1).</li> <li>• Analyze and/or evaluate the relevancy of GFD’s Incident Command Book (Volume 2).</li> <li>• Analyze and/or evaluate the relevancy of GFD’s Facility and Equipment Maintenance (Volume 3).</li> <li>• Research current and new standards.</li> <li>• Remove or amend all outdated policies.</li> <li>• Add needed policies.</li> <li>• Use new process to create/subtract/maintain current policies and procedures.</li> <li>• Seek approval from the operations division.</li> <li>• Implement the new process.</li> <li>• Review process annually.</li> <li>• Revise as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



<b>Goal 3</b>	<b>Develop and implement a GFD external communication strategy to engage, inform, and serve our customers.</b>	
<b>Objective 3A</b>	<b>Develop a comprehensive social media program to increase communication with the Greeley community.</b>	
<b>Timeframe</b>	1 year	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create a workgroup including City of Greeley Community Engagement Office.</li> <li>• Identify platform moderators.</li> <li>• Research the social media practices of other fire departments.</li> <li>• Collaborate with all Greeley departments that have separate social media moderators.</li> <li>• Analyze gaps and opportunities.</li> <li>• Seek approval and funding then procure specific equipment.</li> <li>• Develop social media strategy and policy.</li> <li>• Establish plan for real time reporting of GFD activities.</li> <li>• Educate department and moderators on developed strategy and policy.</li> <li>• Implement training programs, review and revise programs annually.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 3B</b>	<b>Create an emergency communication plan to inform our citizens of significant events.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assign as a work program to the Incident Support Team.</li> <li>• Integrate with social media strategy.</li> <li>• Seek approval and funding.</li> <li>• Implement training programs, review and revise programs annually.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 3C</b>	<b>Create a recruitment strategy to reach a high quality and diverse applicant pool.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create a workgroup.</li> <li>• Identify deficiencies with current practices.</li> <li>• Research recruitment practices of other fire departments.</li> <li>• Identify high quality and diverse applicant pools.</li> <li>• Develop recruitment strategy to market GFD to identified applicant pools.</li> <li>• Seek approval and funding.</li> <li>• Implement recruitment strategy; review and revise recruitment prior to each hiring process.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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<b>Objective 3D</b>	<b>Create a non-emergency communication plan to educate and inform our community of activities, resources, challenges, and capabilities.</b>	
<b>Timeframe</b>	18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create a workgroup including City of Greeley Community Engagement Office.</li> <li>• Analyze gaps and opportunities.</li> <li>• Identify pertinent information to be shared.</li> <li>• Identify communication media.</li> <li>• Create a written strategy and policy for non-emergency communications.</li> <li>• Seek approval and funding.</li> <li>• Implement program, review and revise program bi-annually.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 3E</b>	<b>Enhance principled relationships with partnering agencies by developing an organized strategy to communicate activities, resources, challenges, and capabilities.</b>	
<b>Timeframe</b>	18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create an inter-agency communication workgroup.</li> <li>• Analyze communication gaps and opportunities.</li> <li>• Identify pertinent information to be shared.</li> <li>• Identify appropriate communication media.</li> <li>• Create a written strategy and policy for inter-agency communications.</li> <li>• Seek approval and funding, if required.</li> <li>• Implement strategy, review and revise program annually.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 3F</b>	<b>Create a comprehensive public education and outreach program to ensure the Greeley community is prepared and resilient.</b>	
<b>Timeframe</b>	24 – 36 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a Community Risk Reduction Workgroup.</li> <li>• Identify current processes utilized for community engagement.</li> <li>• Analyze what is working and what is not.</li> <li>• Research other opportunities for community engagement from fire departments in the region.</li> <li>• Identify at risk and/or underserved populations in our community.</li> <li>• Evaluate how other processes would work for our department.</li> <li>• Identify pertinent information to be shared.</li> <li>• Develop educational programs for at risk and underserved populations.</li> <li>• Identify appropriate communication media.</li> <li>• Create written strategy and policy for Community Risk Reduction programs.</li> <li>• Seek approval and funding, if required.</li> <li>• Implement strategy, review and revise program annually.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



<b>Goal 4</b>	<b>Assess and improve GFD’s safety, health, and wellness for all members from date of employment throughout the member’s retirement.</b>	
<b>Objective 4A</b>	<b>Implement cancer prevention and treatment strategies for all employees and retirees.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify cancer hazards faced by personnel.</li> <li>• Utilize recognized outside resources to enhance cancer prevention and treatment opportunities.</li> <li>• Review and enforce policies and procedures to ensure best practices for risk reduction.</li> <li>• Determine and implement methods to reduce exposure to personnel.</li> <li>• Provide administrative support to personnel who are diagnosed with cancer.</li> <li>• Develop record-keeping methods that automatically document potential exposures suffered by employees during employment.</li> <li>• Establish and provide instruction on safe handling of contaminated PPE.</li> <li>• Seek funding.</li> <li>• Annual reevaluation and continuation of best practices related to cancer prevention and treatment.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4B</b>	<b>Improve and provide mental health and wellness strategies, treatment, and resources for employees and retirees.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify mental health hazards faced by personnel.</li> <li>• Review our current peer support program and funding to identify potential improvements in our system.</li> <li>• Utilize recognized outside resources to enhance mental health opportunities.</li> <li>• Include retirees in voluntary post-employment checks and wellness opportunities.</li> <li>• Provide an annual voluntary mental health evaluation for employees.</li> <li>• Sponsor an annual voluntary mental health session for employee’s families.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





# STRATEGIC PLAN 2019-2024



<b>Objective 4C</b>	<b>Implement a comprehensive safety plan to address occupational hazards to enhance long-term health and wellness.</b>	
<b>Timeframe</b>	2 years	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify occupational hazards faced by employees.</li> <li>• Coordinate, review/revise current fire department and city safety policies and plans to identify deficiencies.</li> <li>• Continue to utilize best practices for peer fitness efforts for all employees.</li> <li>• Expand our peer fitness program to include retirees participating in a voluntary annual health risk assessment.</li> <li>• Conduct a feasibility study to determine the needs for a specialized resource to manage, coordinate, and conduct the Health and Wellness Program.</li> <li>• Assess and revise content and frequency of current physical/medical assessments based upon employee’s age and special team membership or higher-risk activities (e.g. HazMat, dive, etc.).</li> <li>• Develop a specific policy and procedure to follow any employees who may be exposed to a higher than normal hazard and provide prophylactic care (e.g. extreme exposures during natural or man-made disasters).</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4D</b>	<b>Develop post-injury/illness return to duty planning and support to any employee who suffers long-term injury or illness.</b>	
<b>Timeframe</b>	12 – 18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Implement a Return to Work Task Force selected by the labor/management team.</li> <li>• Review current city and fire department policies to determine best practices for return to work procedures.</li> <li>• Develop proposal of possible updates to return to work procedures.</li> <li>• Implement proposal of possibly new guidelines.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



<b>Goal 5</b>	<b>Build and maintain an effective workforce to support the department’s mission, vision, and values.</b>	
<b>Objective 5A</b>	<b>Identify anticipated workforce needs based on the city’s growth forecasted projections, to ensure adequate service delivery is maintained.</b>	
<b>Timeframe</b>	18 – 24 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Analyze federal, state, and local demographic information.</li> <li>• Review GFD Facilities Master Plan to drive or identify workforce needs.</li> <li>• Conduct an internal audit of current staff to forecast anticipated vacancies.</li> <li>• Conduct analysis of workload by position/assignment.</li> <li>• Develop recommendations for hiring and staffing master plan.</li> <li>• Determine administrative needs.</li> <li>• Determine operational needs (minimum staffing four (4) on each apparatus).</li> <li>• Collaborate with human resources and finance to ensure congruency with city staffing and funding model.</li> <li>• Seek funding for proposed staffing model.</li> <li>• Present recommendations to stakeholders.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5B</b>	<b>Develop a comprehensive recruitment, selection, and hiring plan to fulfill current and future staffing requirements.</b>	
<b>Timeframe</b>	18 – 36 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Review the current recruitment, selection, and hiring policies and practices.</li> <li>• Review the Fire Team test adequacy for GFD.</li> <li>• Review and compare GFD practices to similar organizations.</li> <li>• Develop a comprehensive advertising campaign that is reflective of the community’s diversity.</li> <li>• Collaborate with human resources to increase organizational visibility.</li> <li>• Evaluate on a continual basis, a comparison recruit wages from regional departments.</li> <li>• Develop a comprehensive recruitment and selection master plan, based on compiled information.</li> <li>• Present recommendations to stakeholders based on evaluations.</li> <li>• Implement approved recommendations.</li> <li>• Review and revise plan annually, making sure plan is meeting department needs.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



# STRATEGIC PLAN 2019-2024



<b>Objective 5C</b>	<b>Evaluate structure and pay steps for all GFD positions to enhance recruitment and retention efforts.</b>	
<b>Timeframe</b>	12 – 24 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Evaluate the current pay structures within the organization.</li> <li>• Collect, then compare data from similar and surrounding fire agencies.</li> <li>• Collaborate with Local 888 to ensure continuity from both sides.</li> <li>• Formulate a proposal for consideration by city management.</li> <li>• Implement recommendations after required approvals.</li> <li>• Review and revise, coinciding with city budgetary schedule.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5D</b>	<b>Evaluate current off-duty callback procedures to ensure appropriate jurisdictional coverage during multi-alarm and large-scale events.</b>	
<b>Timeframe</b>	6 – 12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Evaluate the current GFD callback policies and procedures.</li> <li>• Determine strengths and weaknesses of the current callback procedures.</li> <li>• Evaluate current trigger points for a second alarm.</li> <li>• Evaluate the current dispatch callback policies and procedures.</li> <li>• Determine strengths and weaknesses of current callback procedures.</li> <li>• Develop a membership survey to determine barriers to response.</li> <li>• Compile data from GFD and dispatch, related historic responses on second alarms, and staffing pages.</li> <li>• Evaluate the procedures of similar sized fire departments.</li> <li>• Evaluate alternative staffing plans.</li> <li>• Formulate recommendations and present to stakeholders.</li> <li>• Implement approved recommendations.</li> <li>• Review and revise plan annually, making sure the plan is meeting department needs.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



**Objective 5E**

**Enhance retention efforts through the creation of formal mentorship, succession planning, and professional development programs at all levels to ensure an effective workforce.**

**Timeframe**

36 – 48 months

**Assigned to:**

- Review current informal and formal mentorship methods to include but not limited to:
  - Task books
  - Professional development.

**Critical Tasks**

- Identify current mentorship expertise and explore current processes used.
- Research outside agencies and their current mentorship, succession planning, and professional development programs.
- Evaluate effectiveness of current formal and informal processes.
- Develop action items for formal mentorship, succession planning, and professional development programs at all positions.
- Formulate recommendations and present to stakeholders.
- Implement recommendations as approved.
- Review and revise plan annually, making sure the plan is meeting department needs.

**Funding Estimate**

Capital Costs:

Personnel Costs:

Consumable Costs:

Contract Services Costs:



**Department Stakeholders Work Session**



# STRATEGIC PLAN 2019-2024



<b>Goal 6</b>	Identify and forecast physical resource needs of GFD to enhance core program delivery.	
<b>Objective 6A</b>	Develop a facilities master plan in order to determine current and future facility needs in providing core program delivery.	
<b>Timeframe</b>	18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Form a committee to conduct facility assessments and perform critical tasks.</li> <li>• Obtain data on community growth and development from Community Development Department.</li> <li>• Obtain information from GFD incident reporting database to determine current service adequacy and needs.</li> <li>• Conduct an existing facilities assessment to determine repairs, modifications, additions, and replacements based on the evaluation.</li> <li>• Coordinate with City of Greeley Facilities management on facility repair and maintenance schedule to ensure congruency.</li> <li>• Conduct an assessment of current GFD special program locations to determine proper geographic location, facility features, and capabilities.</li> <li>• Evaluate collected data and information to determine current gaps and project future needs.</li> <li>• Report all findings and recommendations to the leadership team for further consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



Department Stakeholders Work Session



<b>Objective 6B</b>	<b>Evaluate the GFD apparatus fleet to determine current and future needs in providing core program delivery.</b>	
<b>Timeframe</b>	9 – 12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Evaluate size, scope, and membership of current Equipment Apparatus Replacement Committee (EAR) and determine if changes are required.</li> <li>• Obtain data from City of Greeley Fleet Services based on:             <ul style="list-style-type: none"> <li>○ In-service versus out-of-service ratio</li> <li>○ Engine hours versus mileage</li> <li>○ Cost per mile</li> <li>○ Maintenance and repair cost</li> <li>○ Maintenance and repair history on current fleet.</li> </ul> </li> <li>• Assess the current GFD apparatus fleet as it relates to incident call volume, utilizing GFD records management system.</li> <li>• Evaluate the current GFD apparatus locations to determine proper distribution, facility adequacy, and capabilities.</li> <li>• Evaluate collected data and information to determine current gaps and project future needs.</li> <li>• Enhance the GFD apparatus master plan with recommended actions to present to stakeholders.</li> <li>• Ensure this document is congruent with City of Greeley Fleet Services replacement schedules.</li> <li>• Seek funding based on recommendations.</li> <li>• Review and revise the plan annually.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



# STRATEGIC PLAN 2019-2024



<b>Objective 6C</b>	<b>Evaluate the GFD equipment inventory to determine current and future needs in providing core program delivery.</b>	
<b>Timeframe</b>	18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Evaluate all equipment management programs and replacement schedules, based on industry standards and best practices.</li> <li>• Determine equipment acquisition and replacement needs based on objective data sources to include, but not limited to:                             <ul style="list-style-type: none"> <li>○ Repair and maintenance history</li> <li>○ Established life cycles of equipment based on usage and manufacturers recommendations.</li> <li>○ Data from internal equipment testing, e.g. hose testing.</li> </ul> </li> <li>• Project future equipment needs.</li> <li>• Determine equipment needs based on projected growth data.</li> <li>• Reference facility and apparatus master plans to drive equipment acquisition.</li> <li>• Project future equipment needs based on advances in technology.</li> <li>• Evaluate the need for a research and development committee for all types of equipment.</li> <li>• Evaluate collected data and information to determine current gaps and project future equipment needs.</li> <li>• Create a GFD equipment master plan.</li> <li>• Prioritize in advance of final recommendations.</li> <li>• Seek funding based on recommendations.</li> <li>• Review and revise the plan annually.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 6D</b>	<b>Evaluate current communication center capabilities to determine effectiveness in meeting community needs.</b>	
<b>Timeframe</b>	18 – 24 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Evaluate current communication center policies and procedures as it relates to GFD.</li> <li>• Collaborate with Greeley Police Department and City of Greeley Public Works on each of our specific needs.</li> <li>• Conduct assessment of cities and communities of similar size to Greeley and determine emergency communication effectiveness.</li> <li>• Project future dispatch and communication needs.</li> <li>• Evaluate collected data and information to determine current gaps and project future equipment needs.</li> <li>• Create a GFD dispatch and communication recommendations to present to stakeholders.</li> <li>• Prioritize final recommendations.</li> <li>• Seek funding based on recommendations.</li> <li>• Review and revise the plan annually.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



<b>Goal 7</b>	<b>Enhance training to increase firefighter and citizen safety, quickly and effectively mitigate all hazards encountered, and perform at an elite level.</b>	
<b>Objective 7A</b>	<b>Develop and implement training with partnering agencies in fire, EMS, and disaster preparedness to increase the quality of regional emergency response.</b>	
<b>Timeframe</b>	15 – 18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Coordinate and facilitate training with surrounding fire departments to increase the quality of regional emergency response. <ul style="list-style-type: none"> <li>○ Identify a workgroup.</li> <li>○ Identify surrounding mutual aid departments.</li> <li>○ Analyze current emergency response capabilities.</li> <li>○ Identify GFD deficiencies and interoperability.</li> <li>○ Identify specific equipment needed for mutual aid response.</li> <li>○ Seek approval and funding then procure specific equipment.</li> <li>○ Develop a training program.</li> <li>○ Implement the training programs; review and revise programs as needed.</li> </ul> </li> <li>• Develop and implement EMS training program for all providers in the GEMS system to ensure high quality standardization of care. <ul style="list-style-type: none"> <li>○ Identify a workgroup.</li> <li>○ Analyze current emergency response capabilities.</li> <li>○ Collect baseline data on patient outcomes, protocol compliance, procedure success rate, and standardization of care.</li> <li>○ Identify GEMS areas of improvement and interoperability.</li> <li>○ Develop a training program.</li> <li>○ Implement the training program; review and revise program as needed.</li> </ul> </li> <li>• Train GFD on City of Greeley’s emergency operations plan to facility response and recovery during a disaster. <ul style="list-style-type: none"> <li>○ Identify a workgroup.</li> <li>○ Analyze the current City of Greeley emergency operations plan.</li> <li>○ Identify specific roles filled by GFD operations.</li> <li>○ Develop a training program, specific to identified roles.</li> <li>○ Implement training program; review and revise program as needed.</li> </ul> </li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





# STRATEGIC PLAN 2019-2024



<b>Objective 7B</b>	<b>Develop and improve identified training programs to comply and exceed industry standards.</b>	
<b>Timeframe</b>	9 – 12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create a workgroup to identify applicable standards. Workgroup to include labor, management, and the training division.</li> <li>• Identify any gaps between applicable standards and current practices.</li> <li>• Prioritize, seek approval, and secure funding.</li> <li>• Develop specific training programs to increase compliance with identified standards.</li> <li>• Implement training programs; review and revise programs as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 7C</b>	<b>Develop and implement a mentoring program at all levels of the organization to empower all personnel to better serve in their rank and prepare for advancement.</b>	
<b>Timeframe</b>	18 – 24 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create a workgroup to identify mentorship opportunities. Workgroup to include labor, management, and the training division.</li> <li>• Form task groups for each specific mentorship area.</li> <li>• Develop mentorship programs in identified area.</li> <li>• Seek input from promotional committees.</li> <li>• Prioritize, seek approval, and secure funding.</li> <li>• Implement mentorship programs; review and revise programs as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 7D</b>	<b>Develop and implement culturally specific training to better serve the diverse populations in our community.</b>	
<b>Timeframe</b>	9 – 12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create a task group to identify underserved populations within Greeley.</li> <li>• Seek out community leaders and organizations to help identify opportunities and develop training programs.</li> <li>• Prioritize, seek approval, and secure funding.</li> <li>• Implement training programs; review and revise programs as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 7E</b>	<b>Identify potential risks to our personnel and citizens that local industries present and develop training and response models to mitigate risks.</b>	
<b>Timeframe</b>	18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create a task group to identify potential risks to our personnel and citizens that local industries present.</li> <li>• Seek out industry leaders and organizations to help identify potential risks and develop training programs.</li> <li>• Prioritize, seek approval, and secure funding.</li> <li>• Implement training programs; review and revise programs as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



<b>Goal 8</b>	<b>Prepare for, pursue, achieve and maintain international accreditation to better serve our community and to embrace excellence.</b>	
<b>Objective 8A</b>	<b>Form team or committee structures with management components as needed to pursue and maintain accreditation.</b>	
<b>Timeframe</b>	30 days	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify the needed team or committee structure(s) for the various components of the accreditation process.</li> <li>• Create the management oversight positions to lead the teams or committees, as well as the process overall.</li> <li>• Establish team or committee member criteria.</li> <li>• Determine the composition of the teams or committees.</li> <li>• Solicit participation to meet the composition of the teams or committees.</li> <li>• Develop and complete the selection process.</li> <li>• Provide for the needed educational components provided through the Commission on Fire Accreditation International to ensure the relevant members have the needed training.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 8B</b>	<b>Prepare a community-driven strategic plan.</b>	
<b>Timeframe</b>	3 months and on-going	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns and strengths perceived about GFD.</li> <li>• Provide internal stakeholder work sessions to evaluate (and update if necessary) the mission, vision and values; determine internal strengths and weaknesses, external opportunities and threats; establish critical issues and service gaps, determine goals and objectives to achieve over five years.</li> <li>• Determine a work plan for the accomplishment of each goal and implement the plan.</li> <li>• Annually evaluate objectives accomplished with the plan.</li> <li>• Report annual plan progress to internal and external stakeholders.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 8C</b>	<b>Conduct a community hazards and risk assessment and publish a Community Risk Assessment - Standards of Cover document.</b>	
<b>Timeframe</b>	6 – 12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Obtain instruction on hazard and risk assessment, and standards of cover preparation.</li> <li>• Perform community hazards and risk assessment.</li> <li>• Evaluate historical community emergency response performance and coverage.</li> <li>• Establish benchmark and baseline emergency response performance objectives.</li> <li>• Establish and publish the Community Risk Assessment - Standards of Cover.</li> <li>• Maintain, and annually update the Standards of Cover document.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



# STRATEGIC PLAN 2019-2024



<b>Objective 8D</b>	<b>Conduct and document a self-assessment of the department utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual criteria.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Obtain instruction on writing a CFAI self-assessment manual.</li> <li>• Assign self-assessment manual category and criterion writing to the department accreditation committee/team members as appropriate.</li> <li>• Review self-assessment and ensure all reference items are in order.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 8E</b>	<b>Achieve agency accreditation by the CFAI.</b>	
<b>Timeframe</b>	4 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Apply for “Candidate Agency” status with the CFAI.</li> <li>• Prepare for CFAI Peer Assessor Team visit.</li> <li>• Upload Strategic Plan, Standards of Cover, and Self-Assessment Categories and Criterion for review and comment by CFAI Peer Team.</li> <li>• Host CFAI Peer Team site visit for accreditation review.</li> <li>• Receive CFAI Peer Team recommendation to CFAI for Accredited status.</li> <li>• Receive vote during the CFAI hearings in favor of Accredited status.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 8F</b>	<b>Maintain accreditation with the CFAI.</b>	
<b>Timeframe</b>	Ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Submit required Annual Compliance Reports.</li> <li>• Attend CFAI “Dayroom Discussion” web-meetings for continued education.</li> <li>• Participate in the accreditation process by providing “peer assessors” for external department review and identification of possible best practices.</li> <li>• Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies.</li> <li>• Submit Annual Compliance Reports as required by CFAI policies.</li> <li>• Establish succession development of internal accreditation team in preparation for next accreditation cycle.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



## Vision

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

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

Ken Blanchard

### Greeley Fire Department's 2024 Vision

is to be widely known as an accredited organization that embraces excellence. We will continue to fulfill our personal and organizational commitment to create and maintain a safe and healthy community, while embodying all core values as we deliver world-class emergency services. This vision, our true futurity, will only become reality by striving to accomplish our goals. We will become this future by:

**G**rowing an even greater relationship with those we serve, while working toward greater efficiency. Through initiatives on physical resources, we will manage these for effectiveness, considering strategy, safety, and needs to best deliver services for all our stakeholders. Our concentration on external communications will ensure transparency and an informed public. As we communicate better internally, more efficiencies will be revealed, and consistency will be realized. Our initiative on EMS service delivery will support our desire to provide what is best for our community, while being good stewards of those resources entrusted to us.

**F**ocusing on our greatest asset, our members, by ensuring we have a workforce that remains mission-based and is trained to meet our calling of providing quality services in all that we may encounter. Our emphasis on their health, wellness, and safety will make sure quality performance now and in the future. All of this will provide for sustainability, growth, and afford a return for those who live, work, and play in Greeley.

**D**edicating ourselves to service, embracing our history while pursuing transformation, living for our future, and being the best of the best in all that we do. Together, we will strive to bring this vision to fruition.



## Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking

your trajectory with rigor."<sup>2</sup> 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.

- 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

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<sup>2</sup> Collins Good to Great and the Social Sectors. Boulder, 2009



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.

## 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 members of the organization during the development stage of the planning process. To assist in the development of this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

**“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”**

Good to Great and the Social Sectors  
Jim Collins

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.<sup>3</sup>

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<sup>3</sup> Matthews (2005). *Strategic Planning and Management for Library Managers*



## Glossary of Terms, Acronyms, and Initialisms

<b>Accreditation</b>	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
<b>ALS</b>	Advanced Life Support
<b>CDOT</b>	Colorado Department of Transportation
<b>CFAI</b>	Commission on Fire Accreditation International
<b>CO</b>	Carbon Monoxide
<b>CPSE</b>	Center for Public Safety Excellence
<b>CSD</b>	Community Safety Division
<b>Customer(s)</b>	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
<b>Efficiency</b>	A performance indication where inputs are measured per unit of output (or vice versa).
<b>EMS</b>	Emergency Medical Services
<b>EMT</b>	Emergency Medical Technician
<b>Environment</b>	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
<b>FEMA</b>	Federal Emergency Management Agency
<b>FRFC</b>	Front Range Fire Consortium
<b>GEMS</b>	Greeley Emergency Medical Services
<b>HazMat</b>	Hazardous Materials
<b>IAFC</b>	International Association of Fire Chiefs
<b>IAFF</b>	International Association of Firefighters
<b>IFSTA</b>	International Fire Service Training Association
<b>Input</b>	A performance indication where the value of resources is used to produce an output.
<b>Mission</b>	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
<b>NESR</b>	Non-Emergency Service Requests
<b>NFA</b>	National Fire Academy
<b>NFPA</b>	National Fire Protection Association



<b>NIST</b>	National Institute of Standards and Technology
<b>NREMT</b>	National Registry of Emergency Medical Technicians
<b>Outcome</b>	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
<b>Output</b>	A performance indication where a quality or number of units produced is identified.
<b>PIO</b>	Public Information Officer
<b>PPE</b>	Personal Protective Equipment
<b>PSTF</b>	Public Safety Training Facility
<b>RFP</b>	Request for Proposal
<b>SCBA</b>	Self-Contained Breathing Apparatus
<b>SOP</b>	Standard Operating Procedure
<b>Stakeholder</b>	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
<b>Strategic Goal</b>	A broad target that defines how the agency will carry out its mission over a specific period. An aim. The result of an action. Something to accomplish in assisting the agency to move forward.
<b>Strategic Objective</b>	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
<b>Strategic Plan</b>	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
<b>Strategic Planning</b>	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
<b>Strategy</b>	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
<b>SWAT</b>	Special Weapons and Tactics
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats.
<b>UNC</b>	University of Northern Colorado
<b>USAR</b>	Urban Search and Rescue
<b>Vision</b>	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.





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## 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 needs.

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

#### Community Expectations of the Greeley Fire Department (in priority order)

1. They show up quickly in an emergency. That once contacted, the truck will arrive quickly and safely to the accident/fire. Fast response to emergency need. Expect fire personnel will arrive on scene in a safe, timely manner in the shortest response time. To arrive at my emergency situation as quickly as possible. (126)
2. That each person is trained to the best of their ability. That the city provide training above national requirements. Trained personnel for all emergencies. They are trained to handle emergency situations. (78)
3. Teaching residents in my neighborhood how to prevent fires. Our school children need education - fires and emergencies. Public education on all aspects of safety. To educate our children on safety. (50)
4. Put out all fires in buildings, homes, businesses, schools, etc. They keep me and my property safe from fire, hazardous materials, etc. Traffic accident response. Excellent medical service. Excellent fire mitigation. (46)
5. That the city provides each firefighter the equipment they need to be safe. They have the necessary equipment to handle situations/emergencies. (37)



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6. They participate in our community events - go to schools, etc. Community involvement to all levels of the community. Community outreach. (24)
7. Ready to do your job. Once at the location, they can effectively act. At the location, their duties are defined so each person knows exactly what their role is. (12)
8. The fire department has to work in a cooperative manner with law enforcement and advanced life support providers. That the fire department regularly works with other city departments in coordination of efforts as needed. (12)
9. They are staffed adequately for multiple emergencies. They seek out and hire qualified people - during the interview process, they "weed out" persons who did not apply for the right reason(s) or meet qualifications/expected standards. (11)
10. Responding to my needs of falls, entrapments, etc. in my home. Coming to my home (Greeley Place - independent retirement center) when others have needs and ambulances are called. (7)
11. Dedication to Greeley and extended service area. Dedication to the department. (7)
12. To treat me with respect. Kind, respectful staff. (6)
13. Pre-emergency planning for help for senior citizens. They have a plan for exigent-type circumstances. (5)
14. Sensitivity to family needs. (5)
15. Adequate coverage for the community. (5)
16. Professionalism. (5)
17. Would like to see more involvement in plan review of new construction and major remodeling of existing structures. (5)
18. Willingness to go beyond the immediate. (4)
19. Ready to serve under any circumstances. (3)
20. Personal attention. (3)





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21. Auditing community/shared spaces for safety. (3)
22. Non-discriminatory service. (3)
23. Would prefer public firefighters/EMTs be the only ambulance/medical responders as they seem to show up faster. (2)
24. Making sure the underserved needs are being addressed - mobile home parks. (2)
25. To protect my privacy. (2)
26. Willing to do the extraordinary. (2)
27. Fiscal integrity/wise, careful use of resources. (2)
28. Thoughtful approach to tradition - adjust to the new. To keep up on new ways of doing business. (2)
29. Staff with the ability to think outside the box. (2)
30. To inspect businesses for fire safety concerns and provide feedback for correction. (2)
31. Courteous - objective face-to-face contact at all times. (1)
32. I expect them to work to improve the 911 system. (1)
33. Firefighters meet/exceed required physical tests. (1)
34. Live where you work. (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 in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

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

### Areas of Community Concern about the Greeley Fire Department (verbatim, in priority order)

1. Concerned that they don't have the funds needed to meet population increase, and HazMat needs of Greeley as we continue to grow. Possible funding/staffing issues. City does not allocate sufficient resources to finance an adequate fire department. That they will not continue to be adequately funded. Are new funds being appropriated wisely in regard to needs and budget? (57)
2. The right tools to do the job. Equipment is becoming outdated. Changes in equipment improvements are not being kept up to meet changes. The fire department needs modern equipment that is well maintained. (47)
3. Lack of communication with citizens in the time of an emergency - a major storm or evacuation. Need better communication of support services provided by the fire department. Need a better communication system for the little signs on the refrigerator door - emergency assistance personal record. Public interface. Loss of public contact through social media. (27)
4. My old neighborhood is all new now - will they get trained as we did 20 years ago? Firefighters aren't able to access updated training. Additional physical and psychological training. (20)
5. City growth, population/area, is outgrowing the department at a faster pace. The department's ability to keep up with the growth in the area? (18)



6. Will the GFD cut me off if I call too often for help? Knowledge of other resources to refer to for "repeat offenders." Dealing with "frequent flyers" problem - personnel, equipment, funding. (17)
7. Requirement to take a ladder to medical emergencies - take only what is needed to assist the ambulance. I'm concerned that fire trucks are sent to an emergency and are not needed. (16)
8. Do they have enough people to respond to multiple emergencies? Do they have the staffing to operate? (11)
9. Time of response - location. Medical support times. (9)
10. That their salaries will not reflect their value to the community. Are salaries high enough to attract and retain quality employees/firefighters/support staff? (8)
11. That not enough effort is focused on college age students, living on their own for the first time. (8)
12. Do they have the backing of the city council and mayor to do changes? (5)
13. How important are animal rescues - should first responders be putting their time into this and their lives on the line for such? (5)
14. Concerned for your safety with the meth-lab or chemical fire calls. (5)
15. With all of the old and new oil wells/sites in our city, I am concerned about any chemicals released in our air and having that air quality measured and reported and the safety of older wells and having enough trained firefighters to perform these inspections - they need more than two people. (4)
16. They city's infrastructure (roads and water systems) have to be adequate and well maintained. (4)
17. Taking the big truck to the store to shop. (4)
18. Will the GFD reach out to assist other nearby fire departments when they are overwhelmed? (3)
19. Need better pre-emergency planning for senior citizens. (3)
20. Fire trucks can't find my location. (3)
21. Is the lack of compliance with fireworks restrictions on July 4<sup>th</sup> a problem? (3)
22. Do they have a good work/home balance, so they are not too burned out or resentful? (3)
23. Are they reaching out to all areas of the community for feedback? (3)
24. The influx of homelessness and mental illness in the area and the strain it is putting on the department. (3)
25. Not using updated services - like ordering food online. (3)
26. Drug overdoses. (3)
27. Do any first-line equipment in East Greeley have to cross the tracks to get to a call? (3)
28. Will they respond to other types of emergencies, i.e. medical, disaster, entrapments? (2)



29. Need a person in all fire stations at all times - I went to one station two different times - no one was there, and the door was locked. (2)
30. Expansion of various types of work and industry poses different responses and equipment they are not being kept up. (2)
31. Public use of distractive media, avoid accidents. (2)
32. Do they have minorities and women on the force? (2)
33. We don't have enough EMS providers. (1)
34. Immigrant awareness in role of the fire department. (1)
35. Are the fire inspectors certified to do inspections by a national organization? (1)



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## Positive Community Feedback

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

### Positive Community Comments about the Greeley Fire Department (verbatim, in no particular order)

- Visible to the community.
- Interact with the community.
- Current staff is hard working and dedicated.
- Currently working well with adjacent agencies.
- Overall very quick response time.
- Caring personnel who are well trained in most scenarios.
- Good interpersonal skills with general public.
- Good training opportunities in-house.
- Great public image.
- Very professional.
- Organized/well-trained.
- The local fire department has responded more promptly than I expected.
- All personnel were care giving – kind – and very helpful for ways to solve my issues.
- The department seems to do quite a bit of community outreach.
- I have had only positive experiences when having/doing safety checks.
- I like the program that was created to deal with all the non-emergency calls the fire department was getting. I cannot remember the name of the program (community medical unit), but hope that it continues to be saving time, money and resources.
- Any experience I have had with firefighters, they have been very professional, and I feel safer when they are around.
- It has all been good so far, both fire and medical.
- I was removed from a fall from my wheelchair into the dirty cat box. GFD helped me understand the importance of using my wheelchair.





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- A child in my neighborhood fell down a well – GFD was there to rescue.
- Firefighters caught a thief that had stolen silverware from my neighbor.
- My five-year-old thinks you are heroes. He knows you are helpers and has interacted with fire trucks and firefighters at events.
- I have never heard any of my clients (older adults) express any concern about their trust in the fire department.
- Openness to asking community members to share our feedback to you!
- Timeliness in responding to calls. Great job!
- Quality of all fire staff - I observed this first-hand last year – incredible!!
- Willingness to volunteer in the community.
- Always available – on or off-duty.
- Most are men and woman of character.
- Time and demand not a problem.
- Example to others in the community.
- They have a well-deserved reputation for excellence.
- I can't think of a single instance where the Greeley Fire Department hasn't immediately improved a resident's worst day! Thank you!
- When fire is called, they responded.
- Firefighters with whom I've interacted were well informed and knew how to respond to my call.
- Firefighters treated me with respect.
- Quick response times.
- Kind and respectful staff.
- Our building is used a training site.
- Willing to meet with residents to give safety tips and answer questions.
- Have noticed that fire department personnel always look and act professionally (even at the grocery store on Sunday).
- Fire department employees are very engaged in the community.
- Concerned for residents.
- Look out for the seniors in the community.
- They do well with funds received.



- The fire department has been a great pride of Greeley.
- The workers are proud of the work they do.
- Firefighters go beyond the initial call to aid citizens with clean up and additional protections in the home (i.e. – CO detectors).
- All emergency encounters I have had with our fire fighters have been excellent.
- Response to fire alerts seems to be good.
- Like the fact that fire department is willing to replace batteries in detectors.
- I have had limited interaction, but when I have, I always encounter friendliness. Makes them much more approachable.
- Chief Dale!
- Professionalism and dedication.
- Planning for the future facilities/equipment/staffing/training.
- Positives relations in the community – all staff, including the police department.
- Quick response time.
- Friendly and supportive.
- Professional.
- Clean and well-maintained equipment and facilities.
- A desire to hear community input.
- Good public relations – locally – positive.
- Meet the public programs – positive.
- Positive stories in the newspaper.
- Programs in schools – encourage joining the fire department.
- Thank you for providing car seat safety check services!
- Thank you for visiting my daughter’s preschool classroom to educate her about fire safety and what firefighters do.
- Thank you for getting community feedback and staying engaged in your local community.
- I’m impressed with the partnerships the department has formed with the police department and North Range Behavioral.
- The department has done a great job responding to the opioid and mental health crises.
- I always have positive interactions with department staff.



- Six stations for a community this size is a good start.
- Always participates in UNC community events – great relationship with the community – as far as I can see.
- You guys and gals are always so positive and kind.
- Ready to help, and even going out of the way to do so – Greg B. and Greg C. – thank you for fire drill support at UNC.
- Easy to work with.
- Great fire code resource and fire systems resources.
- Professional.
- Well-trained.
- Progressive.
- Asset to the community.
- Professional, caring people.
- Well-trained.
- They do a good job of responding to fires and accidents.
- They have a community presence downtown during events.
- Fire stations are divided evenly around the city.
- Willingness to go above and beyond in client tragedy.
- 24/7, day after day.
- Reaching out to the community.
- Staff appears to be well-trained and competent.

## 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 Greeley Fire Department (verbatim, in no particular order)

- Could the fire department act as a safe location to drop off unused prescription drugs that would then be collected by the state?
- Overall, the Greeley Fire Department is very responsive to the needs of the community.



- Fire investigation is vital for safety and protection of property.
- Thank you for all that you do! I live in an industrial area and hazmat and air quality are important to me.
- I do a lot of work for fall protection for older adults in the community. I have heard of fire departments partnering on these efforts in other parts of the state/country. If you are interested in discussing a potential partnership, let me know.
- Thank you for the invite today! Continue to the incredible job you do!
- A willingness to learn the new.
- Considered a community example.
- Need to educate young people (and serve as role models) to encourage others to become firefighters.
- Nothing impresses youth more than one to one positive encounters with a fire fighter in uniform and hands on a truck.
- When building new fire stations, firefighters should have more input in the design and development of the plans and specifications.
- The most engaged fire chief we have had.
- I believe that we need to watch the staffing at a scene, and not standing around to do nothing like standing around and talking or trying to get on television.
- Thank you all – each of you – for your sacrifices make in order to keep residents and visitors safe.
- Grandson is career firefighter – supportive health problems due to exposure in fires – cancer, lung problems.
- The High Plains Library District and Riverside Library did an event where kids could tour a firetruck/ambulance/etc. at a “big truck” event. Please repeat this and do similar programs.
- It is great to see the department going through this process. Thank you for including me.
- Working with you guys and gals is a delight. I really couldn’t ask for a better group of people. Thanks.
- Thank you for the work you do – protecting our community resources and people!
- I am always concerned about the personal sacrifices that these men and women take on, sometimes with little emotional support.
- I understand that when the new fire station will be built at the western edge of the city, that one station will be closed. Please request additional resources to keep all stations operational.



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## Appendix 2

### Supporting Services of the Greeley Fire Department

Administrative Staff	Air Ambulances	American Heart Association
Ames Community College	Banner Paramedics	CDOT
Centers for Disease Control	Chem-Trec	City Attorney's Office
City Council	City Facilities	City Manager
City Transportation	Civil Support Team 8	Civic Organizations
Colorado Department of Health and Environment	Colorado Emergency Management	Colorado Homeland Security
Colorado Oil and Gas	Colorado Professional Firefighters	Colorado Task Force 1
Community Development	Counseling Services	CPSE
Department of Energy/Nuclear Regulatory Commission	Division of Fire Prevention and Control	FEMA
Finance Department	Front Range Fire Consortium	Greeley Chamber of Commerce
Greeley Recreation Department	Greeley-Weld County Airport	Health Department
Hospitals	Human Resources	IAFC
IAFF Local 888	IFSTA	Information Technology
International Code Council	Law Enforcement	Local Business
Local Industry	Mutual Aid Departments	National Fire Academy
National Guard	NFPA	NIST
Northern Colorado Health Alliance	North Range Behavioral Health	NREMT
Public Works	Railroads	Red Cross
School Districts	Training Division	Underwriters Laboratory
University of Northern College	Water Department	Weld County Regional Communications Center



## Appendix 3

### Strengths

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

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

Strengths of the Greeley Fire Department	
High-level of professionalism	Community support
Talented/experienced personnel	Commitment to improve services
Fleet, equipment	Front Range Fire Consortium
Volume and quality of department and company training	Quality of newly-trained paramedics (field instruction)
Recruitment of quality candidates	Dedication of team leaders
Aggressive health and safety (PPE, SCBA)	Quality of newer stations
Quality of graduating recruits	Supportive and progressive command staff
Willingness to evaluate and implement new ideas	Colorado Task Force 1 (USAR) participation
Quality of administrative staff	Increased priority to CSD
Improved relationships with other city departments	Improved relationships with other surrounding fire departments
Squad 1	NESR – community outreach
Increased outside training involvement – Aims riders	Wildland rapid extraction module support team development
Educational opportunities	Increased exposure via subject matter experts
Sharing of knowledge, skills, and abilities	Internal engagement opportunities
Overall accountability	Peer support team
Quality of medical equipment	Quality of medical training
Overall positive culture	Embracing new technology – ESO, Target Solutions
Common (shared) operating picture	Increased skill competency/mastery
Public safety training facility	Heart-safe community – administrative staff driven
Oil & gas inspection, regulation, and relationship	City of Greeley prescribed fire program



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Increased paramedic skill and leadership level	Two sets of bunker gear
Health and Wellness Program	Administrative support staff
Ground-up mentality	Local 888 and GFD relationship
Strong current budget	Local 888 community involvement
Improved GFD policies	Improved medical protocols
Taxpayer support	Geographic location growth and opportunities
Financially health city and county	Organizational agility
Solid pension plans	Committed membership
Firefighter club	High level of trust of employees
Special teams	Program managers
Sense of family	Progressive, not complacent
Membership voices are heard	GFD culture
Service delivery	“Can do” attitude – we make it work
Incident support team	Quality of people within the organization
Proud organization with strong tradition – 100-year department	Perception within the community – support, reputation
Partnership with the burn unit	Safety-conscious
Willingness for administration to listen	



**Department Stakeholders Work Session**



## Weaknesses

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

Weaknesses of the Greeley Fire Department	
Inconsistent internal communication	Outdated policies and procedures
Effectiveness of dispatch	Staffing at the administrative level
GEMS medics role reduction to single role – paramedic only	Dedicated person for public information and social media
Relationships with partner organizations	Cultural differences between crews
Cultural and operational differences between shifts	Lack of administrative support staff
Misalignment of organization structure – workload balance	Increased travel assignments due to paramedic staffing Prevention staffing levels – school programs, etc.
Crew pride interfering with department pride	Small recruitment pool
The ability to say no	East side city response
Not very deep with response/coverage gaps	Second alarm/callback
Lack of automatic aid	Competing budget priorities
Lack of residency in city limits	Formal mentorship
Small city perception – department not matching city growth	Inability to maintain oversight of inspections and occupancies
Lack of succession planning	Units out of position – primary district, errands, etc.
Not following chain-of-command	Incomplete training facility
Lack of time for strategic foresight/planning	Access to data – lack of automatic reports
Lack of leadership in the county	Cling to traditions
Undermining of leadership	Lack of Greeley-specific EMS protocols
Lack of dedicated physician advisor	Balance of workload
Can-do cultural attitude	Maintenance of reserve apparatus
Room for growth/planning for growth	Three-person staffing due to lack of facilities
Resistance to change	Too much change too quickly
Lack of research and implementation group	Limited recruiting efforts
Lack of diversity	Inconsistencies with mutual aid response
Relationship with surrounding fire departments	Inconsistencies in ICS across shifts
Overly complex command book	Support/funding of special teams





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Utilization of education/tuition reimbursement	Utilization of space in stations
Community outreach	Over-extension of current staffing
Relationship with Greeley Police Department - interoperability	

## Opportunities

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

Opportunities for the Greeley Fire Department	
Possibly provide ALS transport with all-hazard firefighters	Enhance public outreach
Mutual aid relationships	Enhanced recruitment
Enhanced social media	Law enforcement relationships
Explorer program – citizens fire academy	Membership volunteer opportunities
External funding/grants/deployments	Partner with all patient destinations
24/7 squad unit	Fire Ops 101 for political figures
Regionalized service delivery/procurement	Disaster preparation
Expansion of FRFC	Quarterly and annual reporting
Dedicated PIO/social media	UNC/school district recruiting
Revenue generation with provided services beyond emergency response	Expand internal programs – peer support, peer fitness, etc.
Enhanced relationships – inner city department programs	Utilizing third-party resources – hose testing, gear washing, etc.
Personnel exchange program – international	NFA outreach
Dedicated fire-based dispatcher	SWAT medic program/tactical EMS
Drones for incidents	Continued advances in technology use
Complete phases to the training center	Partner with Aims Community College
Mentorship program	Having our own quartermaster
Retiree volunteer opportunities	Develop Greeley-specific medial protocols
Community outreach to underserved population	Regionalization of special teams
Increased training opportunities with mutual aid partners	Utilize research and meta-analysis resources for funding
Report out to the community – progress, developments, etc.	Automatic aid agreements in targeted/vulnerable locations
Recruiting in culturally diverse communities	GFD video production
Community resiliency program outreach – disaster preparedness, smoke detectors, car seats, web-based videos	



## 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 Greeley Fire Department	
Compromise to funding	Changing political landscapes
Adapting to regulations, laws, and standards	Negative public perception
Unfunded demands for fire department services – oil and gas, super-users	Limited influence with communication operations and standards
Rapid population growth	External substandard EMS services
Local politics	Holding on to a small-town mentality
Natural/manmade disasters	Not keeping up with technology
Negative public action	Increasing call load
Outside challenges to response practices	Downturn in oil and gas
Privatizing of the fire service	Reduction of federal dollars
Political agendas	Cancer risks/suicide
Maintaining service relevance	Economic downturn
Recruitment due to wage gap	Loss of public trust
Cyber attacks	Reduction of qualified applicants
Inherent dangers of the job	Retention of staff
Unknown health risks	Change in community priorities
Change in Western Hills Contract	Unrealistic expectations of the community
Aging population	



# STRATEGIC PLAN 2019-2024



## Appendix 4

Critical and Service Gap Issues Identified by the Department Stakeholders	
Group 1	Group 2
<p>EMS Delivery</p> <ul style="list-style-type: none"> <li>○ Staffing of ambulances</li> <li>○ Response times</li> <li>○ Squad 1 – super users</li> <li>○ Service model</li> <li>○ EMS protocols</li> <li>○ Recruitment</li> <li>○ Dedicated physician advisor</li> <li>○ SWAT medic</li> <li>○ Committee member R&amp;I</li> </ul>	<p>EMS Service Delivery</p> <ul style="list-style-type: none"> <li>○ Lack of GFD EMS protocols</li> <li>○ GFD authority having jurisdiction</li> <li>○ Supervision of EMS division – division/battalion chief</li> <li>○ Single-service delivery role</li> <li>○ Red ambulances</li> <li>○ Dual role versus single role medics</li> </ul>
<p>Internal Communications</p> <ul style="list-style-type: none"> <li>○ Chain-of-command</li> <li>○ Consistency between shifts and crews</li> <li>○ Data sharing</li> <li>○ Regular department updates</li> <li>○ Meeting minutes</li> <li>○ Evolution of labor management</li> </ul>	<p>Internal Communications</p> <ul style="list-style-type: none"> <li>○ Policies and procedures</li> <li>○ Consistent messages</li> <li>○ Quarterly and annual reporting</li> </ul>
<p>External Communications</p> <ul style="list-style-type: none"> <li>○ Funding allocation</li> <li>○ Emergency communication to the public</li> <li>○ Increase social media and public reports</li> <li>○ Department operations</li> <li>○ Public education</li> <li>○ Recruitment</li> <li>○ Communication with Banner</li> <li>○ Communication with dispatch</li> <li>○ Data sharing</li> <li>○ Relationship with surrounding fire departments</li> <li>○ Relationship with other city departments</li> </ul>	<p>External Communications</p> <ul style="list-style-type: none"> <li>○ Mutual/automatic aid relationships</li> <li>○ Fire Ops 101/Citizen Fire Academy</li> <li>○ Public outreach/communication</li> <li>○ Recruitment</li> <li>○ Partnering agencies – GFD, Banner, etc.</li> <li>○ Disaster planning</li> <li>○ Dedicated PIO/social media</li> <li>○ Community resiliency education</li> <li>○ Quarterly and annual reporting</li> <li>○ Robust social media program</li> <li>○ Oil and Gas</li> </ul>
<p>Health and Wellness</p> <ul style="list-style-type: none"> <li>○ Additional psychological resiliency training</li> <li>○ Balance of workload</li> <li>○ Cancer prevention</li> <li>○ Home/family life</li> <li>○ Unknown health risks</li> <li>○ Frequency of health screenings</li> </ul>	<p>Health, Wellness, and Safety</p> <ul style="list-style-type: none"> <li>○ Unknown health risks</li> <li>○ Cancer awareness</li> <li>○ Peer support</li> <li>○ Third-party gear decontamination/inspection</li> </ul>



**Critical and Service Gap Issues Identified by the Department Stakeholders (continued)**

Group 1	Group 2
<p>Human Resources</p> <ul style="list-style-type: none"> <li>○ Forecasting resource needs – population growth</li> <li>○ Competitive salaries/retention of staff</li> <li>○ Recruitment/small pool</li> <li>○ Second alarm/call back</li> <li>○ Balance of workload</li> <li>○ Mentorship</li> <li>○ Diversity</li> </ul>	<p>Human Resources</p> <ul style="list-style-type: none"> <li>○ Recruitment – retention</li> <li>○ Minimum staffing requirements – 4</li> <li>○ Increase support staff</li> <li>○ Diverse workforce</li> <li>○ Staffing levels consistent with city growth</li> </ul>
<p>Physical Resources</p> <ul style="list-style-type: none"> <li>○ HazMat needs</li> <li>○ Outdated equipment</li> <li>○ Forecasting resource needs</li> <li>○ Keeping up with growth</li> <li>○ PSTF future needs</li> <li>○ Bay space</li> <li>○ Station utilization</li> <li>○ Equipment maintenance</li> <li>○ Coverage of the city</li> </ul>	<p>Capital Improvements</p> <ul style="list-style-type: none"> <li>○ Replacement and acquisition plans for facilities, apparatus, and equipment</li> <li>○ Technology</li> <li>○ Dedicated fire dispatch</li> <li>○ Alternate funding opportunities</li> <li>○ Oil and Gas</li> </ul>
	<p>Training</p> <ul style="list-style-type: none"> <li>○ National accepted standards and best practices</li> <li>○ Completing all phases of the training facility</li> <li>○ Mentoring and succession planning</li> <li>○ Training with external agencies</li> <li>○ Inconsistencies in ICS practices</li> <li>○ Combined EMS training with GEMS</li> <li>○ Cultural and diversity training</li> <li>○ Disaster planning</li> <li>○ Oil and Gas</li> </ul>

