



# 2019-2024 STRATEGIC PLAN

FOR COLORADO RIVER FIRE RESCUE

*We are dedicated to protecting life, home, and property through leadership, education, and partnerships.*







## OUR MISSION

*We are dedicated to protecting life, home, and property through leadership, education, and partnerships.*

## OUR VALUES

*We serve with **Dignity, Honesty, Integrity, and Pride.***

### DIGNITY

We show dignity through a positive attitude, enthusiasm, and encouragement.

### HONESTY

We serve with utmost moral character - being truthful, straightforward, and sincere.

### INTEGRITY

We do the right thing - being honest, transparent, and accountable.

### PRIDE

We are proud and take satisfaction in providing a high quality of service.



March 21, 2019

To Colorado River Fire Rescue and the communities of Rifle, Silt and New Castle:

We are pleased to share with you the 2019-2024 Strategic Plan for Colorado River Fire Rescue (CRFR) a Fire Protection District serving the communities of Rifle, Silt, and New Castle. This document is the culmination of many hours of dedicated effort by CRFR's Board of Directors, the Strategic Planning Committee, and overall membership.

The purpose of this project was to develop a Strategic Plan for the District based on broad input from our membership through an inclusive and transparent process. In developing the strategic plan, we evaluated and refined our Mission Statement, verified our Core Values and identified six primary strategic goals with associated objectives. Each objective is accompanied by a detailed action plan that lays out the specifics for how each objective is to be accomplished.

CRFR's Mission, Core Values, Strategic Goals and Objectives serve as our road-map for success through a unified organization, to continually be proactive and innovative while providing exceptional service to the taxpayers of our District.

The Strategic Plan is intended to be a living document that reflects who we are as a District. Through unwavering support, we were able to collect valuable feedback and built strong ownership in, and support for, the Strategic Plan. Please consider this to be **OUR PLAN**, one that we will utilize as CRFR moves into the future.

We thank everyone involved for their thoughtful contributions to the 2019-2024 CRFR Strategic Plan. Professionalism and pride within our organization will ensure this plan is implemented, regularly evaluated, and kept current for our organization. CRFR is undoubtedly dedicated to our mission of protecting life, home and property through leadership, education, and partnerships.

Respectfully,

A handwritten signature in blue ink, appearing to read 'Randy Callahan'.

Randy Callahan  
Interim Fire Chief

A handwritten signature in blue ink, appearing to read 'Alan Lambert'.

Alan Lambert  
Board President

# ABOUT COLORADO RIVER FIRE RESCUE



## WHO WE ARE

Colorado River Fire Rescue is a combination fire department made up of Volunteers, Part-time, and Full-time employees. Each and every member of the organization is dedicated to our community in every way, from community education programs, community prevention programs, to providing the highest level of care and compassion on every single call.

## WHO WE SERVE

Colorado River Fire Rescue proudly serves the communities of New Castle, Silt and Rifle, Colorado. We provide all-hazards services, including structure and wildland fire protection, emergency medical services, hazardous materials and rescue response for these communities and the surrounding areas.

Our total response area is approximately 851 square miles.



## CRFR STATS

In 2018, CRFR serviced 3,066 calls, an increase of 19.8% from the prior year, and 24.7% from 2016. 1,902 of those calls were medical and inter-facility transport calls, 135 were fires, 145 Hazardous Materials, and 884 were other types, such as good-intent calls, false alarms, and special hazards.

## STRATEGIC GOALS

1. Effectively communicate the department's Mission and Vision to employees, partners and community.
2. Recognize and scale to changing budgetary, fiscal, and regulatory conditions.
3. Seek to improve operational efficiency and effectiveness by shaping, enhancing, and adapting to changing circumstances.
4. Cultivate and strengthen relationships with stakeholders, governing bodies, cooperators, and the public.
5. Foster a culture that emphasizes and enhances employee health and safety.
6. Promote a highly motivated and well-trained workforce.





**RESOLUTION  
BOARD OF DIRECTORS OF THE  
COLORADO RIVER FIRE PROTECTION DISTRICT**

A RESOLUTION ADOPTING THE 2019-2024 STRATEGIC PLAN FOR THE COLORADO RIVER FIRE PROTECTION DISTRICT

WHEREAS, the Board of Directors (“Board”) of the Colorado River Fire Protection District (“District”) and the District’s stakeholders engaged in an extensive planning cycle between September 2018 and February 2019 in order to create a new Strategic Plan for the District; and

WHEREAS, participants have created a new Strategic Plan, which affirm the District’s primary goal areas, the guiding principles that support decision making, the strategies to be used for achieving objectives, and specific objectives that will meet the identified goals; and

WHEREAS, the attached 2019-2024 Strategic Plan has been completed through internal work sessions and stakeholder input, was reviewed, and is ready for implementation effective immediately.

NOW, THEREFORE, BE IT RESOLVED BY THE COLORADO RIVER FIRE PROTECTION DISTRICT BOARD OF DIRECTORS that the attached 2019-2024 Strategic Plan for Colorado River Fire Protection District is hereby adopted.

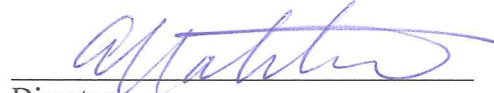
Adopted this 12<sup>th</sup> day of March, 2019.

BOARD OF DIRECTORS  
COLORADO RIVER FIRE PROTECTION DISTRICT

  
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Director

  
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## HOW WAS THIS PLAN DEVELOPED?

### ONLINE QUESTIONNAIRE

The process for CRFR's Strategic Plan began with an online questionnaire that was made available to the membership between August and September 2018. Members were asked to provide input on:

1. Core values
2. Goals and Objectives (and potential Challenges) for the District
3. Strengths and Weaknesses of the District
4. Topics of Interest-
  - a. Motivation to Succeed
  - b. Morale
  - c. Leadership
  - d. Financial Condition

The online questionnaire was shared, via email, with 105 members. Of those, 65 participated for a **response rate of 61.9%**. Responses to the questionnaire provided the foundation for subsequent discussions among the Board of Directors and Strategic Planning Committee about CRFR's Mission, Core Values, Strategic Goals and Objectives.

### STRATEGIC PLANNING SESSIONS

CRFR's Board of Directors and Strategic Planning Committee participated in a series of facilitated planning sessions in September 2018. These sessions served as an opportunity to review and update CRFR's Mission and Core Values based on the responses to the online questionnaire. Furthermore, these sessions provided an opportunity for the Board of Directors and the Strategic Planning Committee to work together to draft Goals and Objectives for the District (a process that was informed by the questionnaire results).

### FEEDBACK FROM THE MEMBERSHIP

Following the strategic planning sessions, the draft of the revised Mission and Core Values were shared with the membership over the course of several months. This was done to confirm whether they were in-tune with what everyone believes to be CRFR's Mission and Core Values. Members were also given the opportunity to wordsmith the language of the revised Mission and Core Values to ensure that they were written in a manner that resonated well with everyone.

### ACTION PLANNING SESSIONS

The final step in developing the 2019-2024 Strategic Plan was the Board of Directors and the Strategic Planning Committee's participation in an action planning session in January 2019. This session enabled this group to finalize the Mission, Core Values, Strategic Goals and Objectives for CRFR. It also provided the opportunity to hammer out detailed action plans for each of CRFR's Goals and Objectives.

This document is the outcome of everyone's hard work and a collaborative strategic planning effort.





## CRFR'S STRATEGIC GOALS, OBJECTIVES & ACTION PLANS

Included on the following pages are CRFR's Strategic Goals, Objectives and Action Plans. Significant time and effort went into detailing each Action Plan in order to provide CRFR with clear direction on how to get things done and work towards achieving its Goals and Objectives. Each Action Plan includes:

1. **Actions** A list of what specifically needs to be done to work towards achieving CRFR's Strategic Goals and Objectives over the coming years.
2. **Priority Level** An indication of whether an action is a high, medium or low priority for CRFR.
3. **Time-Frame** Information about when it is anticipated that CRFR will begin working on an action and when that will be completed/accomplished. Some actions have been identified as "on-going" and therefore do not have an anticipated completion date.
4. **Lead** Information about who is ultimately responsible for working on an action and ensuring that it gets accomplished.
5. **Partners & Partnerships** A list of individuals and/or organizations to be informed about and/or involved with an action.
6. **Resources & Support** Information about the resources that are available and resources that are needed for an action.
7. **Potential Challenges, Barriers or Resistance** A list of challenges, barriers or resistance that CRFR might be encounter while working on an action, as well as ideas for how to overcome these.
8. **How we Measure Success (Metrics)** Ideas for how to measure progress on each action (i.e., metrics) and for how CRFR will know when an action has been accomplished.

## OVERVIEW

The following table provides an overview of CRFR's Strategic Goals, Objectives and Actions. Detail for each of these is included on pages 9-24.

Goal	Objective	Action	Priority Level	Time-Frame	
				Start	Completion
<input type="checkbox"/> Strategic Goal 1	Objective 1	1. Research and develop a brand (i.e., Who is CRFR?).	High	Immediately	On-going
<input type="checkbox"/> Strategic Goal 1	Objective 1	2. Streamline and unify our communications model so that it is flexible, dynamic and responsive to eliminate our biggest communication breakdowns.  Research and develop a model to connect all members to improve department communications and enhance relationships.	High	Immediately	On-going
<input type="checkbox"/> Strategic Goal 1	Objective 2	1. Create and deliver a public information campaign that increases awareness about the many ways CRFR serves our district customers.	High	Immediately	On-going
<input type="checkbox"/> Strategic Goal 1	Objective 2	2. Provide a convenient avenue for public feedback.	High	Immediately	On-going
<input type="checkbox"/> Strategic Goal 1	Objective 2	3. Improve current technology and methods used to engage the district customers.	Medium	Immediately	On-going
<input type="checkbox"/> Strategic Goal 2	Objective 1	1. Assess operational revenue services (sources) and adjust as necessary.	High	December 2019	On-going
<input type="checkbox"/> Strategic Goal 2	Objective 1	2. Assess vendor services and contracts.	High	December 2019	On-going
<input type="checkbox"/> Strategic Goal 2	Objective 1	3. Use a zero-base budget approach to submit a balanced budget without using reserves.	High	December 2019	On-going
<input type="checkbox"/> Strategic Goal 2	Objective 2	1. Research and develop a mill-levy plan.	High	March 2019	On-going
<input type="checkbox"/> Strategic Goal 2	Objective 2	2. Research & implement funding alternatives and sources.	Medium	December 2019	On-going
<input type="checkbox"/> Strategic Goal 2	Objective 2	3. Research and implement as necessary legislative funding mechanisms.	Medium	December 2019	On-going
<input type="checkbox"/> Strategic Goal 2	Objective 3	1. Seek grant opportunities to update two ambulances with autoloading gurneys.	High	January 2019	February 15, 2019
<input type="checkbox"/> Strategic Goal 2	Objective 3	2. Seek grant opportunities to update our current SCBA's.	High	January 2019	February 2020

Goal		Objective	Action	Priority Level	Time-Frame	
					Start	Completion
<input type="checkbox"/>	Strategic Goal 2	Objective 3	3. Develop grant writing process and guidelines.	High	October 2019	3-5 years
<input type="checkbox"/>	Strategic Goal 2	Objective 3	4. Seek and assess grant sources to replace Station 61.	High	2019	3-5 years
<input type="checkbox"/>	Strategic Goal 2	Objective 3	5. Seek mitigation grants to reduce wildfire risk for communities in our district.	Medium	In-process	On-going
<input type="checkbox"/>	Strategic Goal 3	Objective 1	1. Review and evaluate previous years call volume and location to assure varying response areas have the proper resources.	High	January 2019	Annually
<input type="checkbox"/>	Strategic Goal 3	Objective 1	2. Evaluate operational personnel staffing models, response zones, and response criteria to improve service delivery.	High	January 2019	On-going
<input type="checkbox"/>	Strategic Goal 3	Objective 2	1. Look for other funding options such as Department of Local Affairs (DOLA) and grants from the Garfield County Federal Mineral Lease (FML) District.	High	January 2019	On-going
<input type="checkbox"/>	Strategic Goal 3	Objective 2	2. Develop or update CRFR's Capital Improvements Plan (CIP). Possible new station location.	High	January 2019	5-10 years & On-going
<input type="checkbox"/>	Strategic Goal 3	Objective 2	3. Evaluate current conditions of Station 61 and Station 42.	Medium	January 2019	On-going
<input type="checkbox"/>	Strategic Goal 3	Objective 3	1. Assess existing processes and adjust were needed.	High	January 2019	As soon as possible
<input type="checkbox"/>	Strategic Goal 3	Objective 3	2. Establish clear guidelines.	High	January 2019	On-going
<input type="checkbox"/>	Strategic Goal 3	Objective 3	3. Clean up folders on computers to only have the most current processes.	High	January 2019	On-going
<input type="checkbox"/>	Strategic Goal 3	Objective 3	4. Identify modern technologies such as automated systems/programs.	Medium	Soon	On-going
<input type="checkbox"/>	Strategic Goal 3	Objective 4	1. Establish reliable and interoperable communications with cooperators.	High	In-process	On-going
<input type="checkbox"/>	Strategic Goal 3	Objective 4	2. Perform mock exercises to see where the weaknesses are and make appropriate improvements.	Low	TBD	TBD
<input type="checkbox"/>	Strategic Goal 3	Objective 4	3. Identify out of service/range areas and prioritize for future towers (i.e., Rifle Gap and Elk Creek areas).	High/Medium	In-process	On-going
<input type="checkbox"/>	Strategic Goal 3	Objective 4	4. Identify and implement reliable backup systems.	Medium	In place	On-going
<input type="checkbox"/>	Strategic Goal 3	Objective 5	1. Identify future staffing models through succession planning that anticipates community and organizational growth.	High	In-process	On-going
<input type="checkbox"/>	Strategic Goal 3	Objective 6	1. Update records management that allows for easy to utilize field reporting.	High	In-process	On-going
<input type="checkbox"/>	Strategic Goal 3	Objective 6	2. Continually review and adopt latest research to improve emergency scene operations and maintain progressive operational tactics.	High	In-process	On-going
<input type="checkbox"/>	Strategic Goal 3	Objective 6	3. Determine total number of calls needed to not review 100% sign of EMS calls.	Medium	2019	On-going
<input type="checkbox"/>	Strategic Goal 3	Objective 6	4. Develop statistical benchmarks to evaluate employee workloads.	Medium	Soon	On-going
<input type="checkbox"/>	Strategic Goal 3	Objective 6	5. Review and approve the EMS quality management program.	Low	TBD	On-going
<input type="checkbox"/>	Strategic Goal 3	Objective 7	1. Upgrade phone system.	Medium	May/June 2019	2020
<input type="checkbox"/>	Strategic Goal 3	Objective 8	2. Develop organizational benchmarks based on national standards with data from the records management system.	Low	January 2019	On-going
<input type="checkbox"/>	Strategic Goal 4	Objective 1	1. Gain an understanding of stakeholder needs between our three communities and compare with CRFR's end goals.	High (Maintain)	In-progress	On-going

Goal	Objective	Action	Priority Level	Time-Frame			
				Start	Completion		
<input type="checkbox"/>	Strategic Goal 4	Objective 1	2.	Evaluate auto-aid agreements and the training consortium to better serve our district.	Medium	In-progress	January 31, 2020
<input type="checkbox"/>	Strategic Goal 4	Objective 1	3.	Research and develop potential regionalization of SOG's and consistent county-wide dispatching between fire departments.	Low	In-progress	TBD
<input type="checkbox"/>	Strategic Goal 5	Objective 1	1.	Develop standardized pre-training "warm-up" to assure members are ready for the physical demands of training in order to prevent injury.	High	Start immediately	March 1, 2019
<input type="checkbox"/>	Strategic Goal 5	Objective 1	2.	Develop and implement an annual Physical Ability Testing (PAT) consistent with entry-level requirements.	Medium	Start immediately	March 31, 2019
<input type="checkbox"/>	Strategic Goal 5	Objective 1	3.	Evaluate and standardize physical fitness equipment at all fire stations.	Medium	Start immediately	2020
<input type="checkbox"/>	Strategic Goal 5	Objective 1	4.	Supply & maintain effective PT equipment and programming to membership.	Medium	Start immediately	2020
<input type="checkbox"/>	Strategic Goal 5	Objective 1	5.	PST information, nutrition, physical, and cancer prevention.	High	Start immediately	On-going
<input type="checkbox"/>	Strategic Goal 5	Objective 1	6.	Develop dietary/nutrition resource.	High	Start immediately	On-going
<input type="checkbox"/>	Strategic Goal 5	Objective 1	7.	Include health & wellness evaluations and physicals (Langner).	High	Start immediately	On-going
<input type="checkbox"/>	Strategic Goal 5	Objective 2	1.	Implement nationally recognized occupational cancer prevention best practices and SOG's.	High	Start immediately	In 4-months & keep current (on-going)
<input type="checkbox"/>	Strategic Goal 5	Objective 2	2.	Evaluate and develop communications plan.	Medium	Start immediately	2020
<input type="checkbox"/>	Strategic Goal 5	Objective 2	3.	Use advanced technologies such as Center of Excellence to get real-time video to keep responders safer and implement geo-location so dispatch can have a precise location of the responder.	Low	2020	On-going
<input type="checkbox"/>	Strategic Goal 5	Objective 2	4.	Make sure the systems we have in place are bulletproof and resistant to failure.	Low	2020	On-going
<input type="checkbox"/>	Strategic Goal 5	Objective 2	5.	Make sure interoperability is in place with cooperators and other organizations we work with.	Low	TBD	TBD
<input type="checkbox"/>	Strategic Goal 5	Objective 2	6.	Evaluate and maintain acceptable work to rest ratios for non-emergent fire, rescue and EMS operations.	Low	TBD	TBD
<input type="checkbox"/>	Strategic Goal 6	Objective 1	1.	Institute a competitive wage scale department wide.	High	Start immediately	January 1, 2020
<input type="checkbox"/>	Strategic Goal 6	Objective 1	2.	Increase emphasis on training.	High	On-going	TBD
<input type="checkbox"/>	Strategic Goal 6	Objective 1	3.	Implement a detailed succession plan that develops members for career advancement.	High	On-going	TBD
<input type="checkbox"/>	Strategic Goal 6	Objective 1	4.	Develop clearly defined expectations at all levels of the organization to breed a culture that allows members to make decisions within their realm of operations.	High	On-going	TBD
<input type="checkbox"/>	Strategic Goal 6	Objective 2	1.	Research and develop measurable training standards, evaluation techniques, and remedial training guidelines that are consistent with CRFR's response model.	High	On-going	TBD
<input type="checkbox"/>	Strategic Goal 6	Objective 2	2.	Keep current all department policies and SOG's.	High	On-going	TBD
<input type="checkbox"/>	Strategic Goal 6	Objective 2	3.	360° evaluations.	High	On-going	TBD
<input type="checkbox"/>	Strategic Goal 6	Objective 3	1.	Consolidate all data in one easy to use records management system.	Medium	On-going	TBD

TBD = to be determined



## STRATEGIC GOAL 1 | Effectively communicate the department's Mission and Vision to employees, partners and community.

**Objective 1:** Enhance internal communications and facilitate two-way communications at all levels.

Action <i>What specifically needs to be done?</i>	Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
				Resources Available	Resources Needed		
1. Research and develop a brand (i.e., Who is CRFR?).	<ul style="list-style-type: none"> <li>High Priority</li> <li>Start immediately</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> </ul>	<ul style="list-style-type: none"> <li>All membership</li> <li>Public</li> </ul>	<ul style="list-style-type: none"> <li>Social Media</li> <li>Public outreach</li> <li>Open Houses</li> </ul>	<ul style="list-style-type: none"> <li>To be determined</li> </ul>	<ul style="list-style-type: none"> <li>Cognitive bias</li> <li>Old paradigms</li> </ul>	<ul style="list-style-type: none"> <li>Continuous evaluation of departmental consistency, morale, service delivery</li> <li>Evaluate public opinion from previous surveys, community involvement &amp; membership involvement</li> </ul>
2. Streamline and unify our communications model so that it is flexible, dynamic and responsive to eliminate our biggest communication breakdowns.  Research and develop a model to connect all members to improve department communications and enhance relationships.	<ul style="list-style-type: none"> <li>High Priority</li> <li>Start immediately</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>All officers up to, and including, the Fire Chief</li> </ul>	<ul style="list-style-type: none"> <li>All membership</li> </ul>	<ul style="list-style-type: none"> <li>I.T. department</li> </ul>	<ul style="list-style-type: none"> <li>To be determined</li> </ul>	<ul style="list-style-type: none"> <li>Rumors - Provide the information to dispel</li> <li>Email fatigue</li> <li>Erosion of trust &amp; buy-in - restorative trust, be honest and open with information, have transparency</li> </ul>	<ul style="list-style-type: none"> <li>Continuous evaluation of departmental consistency, morale, service delivery</li> <li>Evaluate public opinion from previous surveys, community involvement &amp; membership involvement</li> </ul>

**Objective 2:** Enhance external communications.

Action <i>What specifically needs to be done?</i>	Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
				Resources Available	Resources Needed		
1. Create and deliver a public information campaign that increases awareness about the many ways CRFR serves our district customers.	<ul style="list-style-type: none"> <li>High Priority</li> <li>Start immediately</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Build a campaign team</li> </ul>	<ul style="list-style-type: none"> <li>Board of directors</li> <li>All membership</li> </ul>	<ul style="list-style-type: none"> <li>Social Media</li> <li>Media outlets</li> <li>Website</li> </ul>	<ul style="list-style-type: none"> <li>Improved relevance, accessibility and application</li> <li>Multimedia infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Public perception - Education</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate feedback</li> <li>Passage of a mill-levy increase</li> </ul>

**Objective 2:** Enhance external communications *(continued)*.

Action <i>What specifically needs to be done?</i>		Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
					Resources Available	Resources Needed		
2.	Provide a convenient avenue for public feedback.	<ul style="list-style-type: none"> <li>High Priority</li> <li>Start immediately</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>I.T. department</li> <li>Public Information Officer (PIO)</li> <li>CRFR Board of Directors</li> </ul>	<ul style="list-style-type: none"> <li>Line Staff</li> </ul>	<ul style="list-style-type: none"> <li>Social Media</li> <li>Media outlets</li> <li>Website</li> </ul>	<ul style="list-style-type: none"> <li>Public relations</li> <li>SME</li> </ul>	<ul style="list-style-type: none"> <li>Who does this job?</li> <li>How do we collect information?</li> <li>Learn from other's mistakes</li> </ul>	<ul style="list-style-type: none"> <li>Increased feedback</li> </ul>
3.	Improve current technology and methods used to engage the district customers.	<ul style="list-style-type: none"> <li>Medium Priority</li> <li>Start immediately</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>I.T. department</li> <li>Public Information Officer (PIO)</li> </ul>	<ul style="list-style-type: none"> <li>Line staff</li> <li>County PIO group</li> <li>CRFR Board of Directors</li> <li>Consultant</li> </ul>	<ul style="list-style-type: none"> <li>Social Media</li> <li>Media outlets</li> <li>Website</li> </ul>	<ul style="list-style-type: none"> <li>Improved relevance, accessibility and application</li> </ul>	<ul style="list-style-type: none"> <li>Ability to properly utilize available mediums</li> <li>Engagement of personnel</li> <li>Changing mediums</li> <li>Utilize subject matter experts</li> </ul>	<ul style="list-style-type: none"> <li>Consistent media presence</li> <li>Improve PIO depth</li> <li>Quantifiable outreach statistics</li> </ul>

 **STRATEGIC GOAL 2 | Recognize and adjust to changing budgetary, fiscal, and regulatory conditions.**

**Objective 1:** Implement a systematic way to establish program budgetary baselines and deliverables and to measure the impact of change.

Action <i>What specifically needs to be done?</i>		Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
					Resources Available	Resources Needed		
1.	Assess operational revenue services (sources) and adjust as necessary.	<ul style="list-style-type: none"> <li>High Priority</li> <li>Start in December 2019</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> </ul>	<ul style="list-style-type: none"> <li>CRFR Board of Directors</li> <li>Divisions &amp; Staff</li> </ul>	<ul style="list-style-type: none"> <li>SDA</li> <li>State government</li> <li>Garfield County</li> </ul>	<ul style="list-style-type: none"> <li>Internal &amp; external data</li> </ul>	<ul style="list-style-type: none"> <li>Research time</li> <li>Other priorities</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly progress reports</li> </ul>
2.	Assess vendor services and contracts.	<ul style="list-style-type: none"> <li>High Priority</li> <li>Start in December 2019</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> </ul>	<ul style="list-style-type: none"> <li>CRFR Board of Directors</li> <li>Divisions &amp; Staff</li> </ul>	<ul style="list-style-type: none"> <li>SDA</li> <li>State government</li> <li>Garfield County</li> </ul>	<ul style="list-style-type: none"> <li>Internal &amp; external data</li> </ul>	<ul style="list-style-type: none"> <li>Research time</li> <li>Other priorities</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly progress reports</li> </ul>

**Objective 1:** Implement a systematic way to establish program budgetary baselines and deliverables and to measure the impact of change *(continued)*.

Action <i>What specifically needs to be done?</i>	Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
				Resources Available	Resources Needed		
3. Use a zero-base budget approach to submit a balanced budget without using reserves.	<ul style="list-style-type: none"> <li>High Priority</li> <li>Start in December 2019</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> </ul>	<ul style="list-style-type: none"> <li>CRFR Board of Directors</li> <li>Divisions &amp; Staff</li> </ul>	<ul style="list-style-type: none"> <li>SDA</li> <li>State government</li> <li>Garfield County</li> </ul>	<ul style="list-style-type: none"> <li>Internal &amp; external data</li> </ul>	<ul style="list-style-type: none"> <li>Research time</li> <li>Other priorities</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly progress reports</li> </ul>
4. Develop a budget forecast.	<ul style="list-style-type: none"> <li>High Priority</li> <li>Start in December 2019</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> </ul>	<ul style="list-style-type: none"> <li>CRFR Board of Directors</li> <li>Divisions &amp; Staff</li> </ul>	<ul style="list-style-type: none"> <li>SDA</li> <li>State government</li> <li>Garfield County</li> </ul>	<ul style="list-style-type: none"> <li>Internal &amp; external data</li> </ul>	<ul style="list-style-type: none"> <li>Research time</li> <li>Other priorities</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly progress reports</li> </ul>

**Objective 2:** Seek stable funding models to diversify funding sources.

Action <i>What specifically needs to be done?</i>	Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
				Resources Available	Resources Needed		
1. Research and develop a mill-levy plan.	<ul style="list-style-type: none"> <li>High Priority</li> <li>Start in March 2019 at Board of Directors Meeting</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> </ul>	<ul style="list-style-type: none"> <li>Garfield County Assessor</li> <li>Other districts</li> <li>Community partners</li> </ul>	<ul style="list-style-type: none"> <li>County Assessor</li> <li>Other districts</li> <li>Community partners</li> <li>Staff</li> <li>Legal</li> <li>Supporters (i.e., Union, City/County partners)</li> </ul>	<ul style="list-style-type: none"> <li>Budget</li> <li>Develop a 10-year critical infrastructure needs plan to find replacement of Station 61, apparatus, and capital equipment</li> </ul>	<ul style="list-style-type: none"> <li>Education</li> <li>Public support</li> <li>Develop communications plan</li> </ul>	<ul style="list-style-type: none"> <li>Strive to maintain a sturdy general reserve until there are 18-months of operating revenues available to reduce susceptibility during economic downturns</li> </ul>
2. Research & implement funding alternatives and sources.	<ul style="list-style-type: none"> <li>Medium Priority</li> <li>Start in December 2019</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> </ul>	<ul style="list-style-type: none"> <li>Garfield County Assessor</li> <li>Other districts</li> <li>Community partners</li> </ul>	<ul style="list-style-type: none"> <li>Assessor</li> <li>Other districts</li> <li>Community partners</li> <li>Staff</li> <li>Legal</li> <li>Supporters (i.e., Union, City/County partners)</li> </ul>	<ul style="list-style-type: none"> <li>Budget</li> <li>Develop a 10-year critical infrastructure needs plan to find replacement of Station 61, apparatus, and capital equipment</li> </ul>	<ul style="list-style-type: none"> <li>Education</li> <li>Public support</li> <li>Develop communications plan</li> </ul>	<ul style="list-style-type: none"> <li>Strive to maintain a sturdy general reserve until there are 18-months of operating revenues available to reduce susceptibility during economic downturns</li> </ul>

**Objective 2:** Seek stable funding models to diversify funding sources *(continued)*.

Action <i>What specifically needs to be done?</i>		Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
					Resources Available	Resources Needed		
3.	Research and implement as necessary legislative funding mechanisms.	<ul style="list-style-type: none"> <li>• Medium Priority</li> <li>• Start in December 2019</li> <li>• On-going</li> </ul>	<ul style="list-style-type: none"> <li>• Fire Chief</li> </ul>	<ul style="list-style-type: none"> <li>• Garfield County Assessor</li> <li>• Other districts</li> <li>• Community partners</li> </ul>	<ul style="list-style-type: none"> <li>• Assessor</li> <li>• Other districts</li> <li>• Community partners</li> <li>• Staff</li> <li>• Legal</li> <li>• Supporters (i.e., Union, City/County partners)</li> </ul>	<ul style="list-style-type: none"> <li>• Budget</li> <li>• Develop a 10-year critical infrastructure needs plan to find replacement of Station 61, apparatus, and capital equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Education</li> <li>• Public support</li> <li>• Develop communications plan</li> </ul>	<ul style="list-style-type: none"> <li>• Strive to maintain a sturdy general reserve until there are 18-months of operating revenues available to reduce susceptibility during economic downturns</li> </ul>

**Objective 3:** Continue to identify and strengthen grant opportunities.

Action <i>What specifically needs to be done?</i>		Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
					Resources Available	Resources Needed		
1.	Seek grant opportunities to update two ambulances with autoloading gurneys.	<ul style="list-style-type: none"> <li>• High Priority</li> <li>• Start in January 2019</li> <li>• Complete by February 15, 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Fire Chief</li> </ul>	<ul style="list-style-type: none"> <li>• Federal government</li> <li>• State government</li> <li>• Garfield County</li> <li>• Local municipalities</li> <li>• Non-profit orgs</li> <li>• Other Districts</li> <li>• SDA</li> <li>• Divisions &amp; Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Federal government</li> <li>• State government</li> <li>• Garfield County</li> <li>• Local municipalities</li> <li>• Non-profit orgs</li> <li>• Other Districts</li> <li>• SDA</li> <li>• Divisions &amp; Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Grant writer</li> </ul>	<ul style="list-style-type: none"> <li>• Process</li> <li>• Education</li> <li>• Training</li> <li>• Hire a grant writer</li> </ul>	<ul style="list-style-type: none"> <li>• CRFR receives grant funding.</li> </ul>
2.	Seek grant opportunities to update our current SCBA's.	<ul style="list-style-type: none"> <li>• High Priority</li> <li>• Start in January 2019</li> <li>• Complete by February 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Fire Chief</li> </ul>	<ul style="list-style-type: none"> <li>• Federal government</li> <li>• State government</li> <li>• Garfield County</li> <li>• Local municipalities</li> <li>• Non-profit orgs</li> <li>• Other Districts</li> <li>• SDA</li> <li>• Divisions &amp; Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Federal government</li> <li>• State government</li> <li>• Garfield County</li> <li>• Local municipalities</li> <li>• Non-profit orgs</li> <li>• Other Districts</li> <li>• SDA</li> <li>• Divisions &amp; Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Grant writer</li> </ul>	<ul style="list-style-type: none"> <li>• Process</li> <li>• Education</li> <li>• Training</li> <li>• Hire a grant writer</li> </ul>	<ul style="list-style-type: none"> <li>• CRFR receives grant funding</li> </ul>

**Objective 3:** Continue to identify and strengthen grant opportunities *(continued)*.

Action <i>What specifically needs to be done?</i>	Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
				Resources Available	Resources Needed		
3. Develop grant writing process and guidelines.	<ul style="list-style-type: none"> <li>• High Priority</li> <li>• Start in October 2019</li> <li>• Complete in 3-5 years</li> </ul>	• Fire Chief	<ul style="list-style-type: none"> <li>• Federal government</li> <li>• State government</li> <li>• Garfield County</li> <li>• Local municipalities</li> <li>• Non-profit orgs</li> <li>• Other Districts</li> <li>• SDA</li> <li>• Divisions &amp; Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Federal government</li> <li>• State government</li> <li>• Garfield County</li> <li>• Local municipalities</li> <li>• Non-profit orgs</li> <li>• Other Districts</li> <li>• SDA</li> <li>• Divisions &amp; Staff</li> </ul>	• Grant writer	<ul style="list-style-type: none"> <li>• Process</li> <li>• Education</li> <li>• Training</li> <li>• Hiring a grant writer</li> </ul>	• CRFR receives grant funding
4. Seek and assess grant sources to replace Station 61.	<ul style="list-style-type: none"> <li>• High Priority</li> <li>• Start in 2019</li> <li>• Complete in 3-5 years</li> </ul>	• Fire Chief	<ul style="list-style-type: none"> <li>• Federal government</li> <li>• State government</li> <li>• Garfield County</li> <li>• Local municipalities</li> <li>• Non-profit orgs</li> <li>• Other Districts</li> <li>• SDA</li> <li>• Divisions &amp; Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Federal government</li> <li>• State government</li> <li>• Garfield County</li> <li>• Local municipalities</li> <li>• Non-profit orgs</li> <li>• Other Districts</li> <li>• SDA</li> <li>• Divisions &amp; Staff</li> </ul>	• Grant writer	<ul style="list-style-type: none"> <li>• Process</li> <li>• Education</li> <li>• Training</li> <li>• Hiring a grant writer</li> </ul>	• CRFR receives grant funding
5. Seek mitigation grants to reduce wildfire risk for communities in our district.	<ul style="list-style-type: none"> <li>• Medium Priority</li> <li>• In-process</li> <li>• On-going</li> </ul>	• Fire Chief	<ul style="list-style-type: none"> <li>• Federal government</li> <li>• State government</li> <li>• Garfield County</li> <li>• Local municipalities</li> <li>• Non-profit orgs</li> <li>• Other Districts</li> <li>• SDA</li> <li>• Divisions &amp; Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Federal government</li> <li>• State government</li> <li>• Garfield County</li> <li>• Local municipalities</li> <li>• Non-profit orgs</li> <li>• Other Districts</li> <li>• SDA</li> <li>• Divisions &amp; Staff</li> </ul>	• Grant writer	<ul style="list-style-type: none"> <li>• Process</li> <li>• Education</li> <li>• Training</li> <li>• Hiring a grant writer</li> </ul>	• CRFR receives grant funding







### STRATEGIC GOAL 3 |

Seek to improve operational efficiency and effectiveness by shaping, enhancing, and adapting to changing circumstances.

**Objective 1:** Align resources and redesign organizational units, regions and facilities to better reflect operational needs.

Action <i>What specifically needs to be done?</i>		Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
					Resources Available	Resources Needed		
1.	Review and evaluate previous years call volume and location to assure varying response areas have the proper resources.	<ul style="list-style-type: none"> <li>High Priority</li> <li>Start in January 2019</li> <li>Complete annually</li> </ul>	<ul style="list-style-type: none"> <li>Division Chiefs</li> </ul>	<ul style="list-style-type: none"> <li>All department divisions:               <ul style="list-style-type: none"> <li>Operations</li> <li>EMS</li> <li>Wildfire</li> <li>Prevention</li> <li>I.T. department</li> <li>Garfield County Communications</li> <li>Garfield County GIS department</li> <li>Municipal GIS departments</li> </ul> </li> <li>Adjoining Fire Districts</li> </ul>	<ul style="list-style-type: none"> <li>NFPA standards</li> <li>GIS</li> <li>New World</li> <li>CFAI Accreditation</li> <li>ISO</li> </ul>	<ul style="list-style-type: none"> <li>2016, 2017 &amp; 2018 Response Data</li> <li>Growth data for Garfield County &amp; local municipalities</li> <li>New World Corporation</li> <li>Analytical software</li> </ul>	<ul style="list-style-type: none"> <li>Budget</li> <li>Time and personnel</li> <li>Institutional resistance</li> <li>Push back</li> </ul>	<ul style="list-style-type: none"> <li>Data spreadsheets - institutional data, comparative data, meaningful data</li> </ul>
2.	Evaluate operational personnel staffing models, response zones, and response criteria to improve service delivery.	<ul style="list-style-type: none"> <li>High Priority</li> <li>Start in January 2019</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Division Chiefs</li> </ul>	<ul style="list-style-type: none"> <li>All department divisions:               <ul style="list-style-type: none"> <li>Operations</li> <li>EMS</li> <li>Wildfire</li> <li>Prevention</li> <li>I.T. Department</li> <li>Garfield County Communications</li> <li>Garfield County GIS Department</li> <li>Municipal GIS Departments</li> </ul> </li> <li>Adjoining Fire Districts</li> </ul>	<ul style="list-style-type: none"> <li>NFPA standards</li> <li>GIS</li> <li>New World</li> <li>CFAI Accreditation</li> <li>ISO</li> </ul>	<ul style="list-style-type: none"> <li>2016, 2017 &amp; 2018 Response Data</li> <li>Growth data for Garfield County &amp; local municipalities</li> <li>New World Corporation</li> <li>Analytical software</li> </ul>	<ul style="list-style-type: none"> <li>Budget</li> <li>Time and personnel</li> <li>Institutional resistance</li> <li>Push back</li> </ul>	<ul style="list-style-type: none"> <li>Data spreadsheets - institutional data, comparative data, meaningful data</li> </ul>

**Objective 2:** Develop and implement a strategy for replacement of facilities.

Action <i>What specifically needs to be done?</i>	Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
				Resources Available	Resources Needed		
1. 1. Look for other funding options such as Department of Local Affairs (DOLA) and grants from the Garfield County Federal Mineral Lease (FML) District.	<ul style="list-style-type: none"> <li>High Priority</li> <li>Start in January 2019</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Board of Directors</li> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Federal government</li> <li>State government</li> <li>OEM-FEMA</li> </ul>	<ul style="list-style-type: none"> <li>Federal funding</li> <li>State funding</li> </ul>	<ul style="list-style-type: none"> <li>Budget</li> <li>Site location?</li> <li>Grant funding (DOLA, FML)</li> <li>Financing (loans/bonding)</li> </ul>	<ul style="list-style-type: none"> <li>Public input from voters</li> </ul>	<ul style="list-style-type: none"> <li>CRFR receives grant funding</li> </ul>
2. 2. Develop or update CRFR's Capital Improvements Plan (CIP).  Possible new station location.	<ul style="list-style-type: none"> <li>High Priority</li> <li>Start in January 2019</li> <li>Complete in 5-10 years &amp; on-going</li> </ul>	<ul style="list-style-type: none"> <li>Board of Directors</li> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Garfield County</li> <li>Local municipalities</li> <li>RE-2 School District</li> </ul>	<ul style="list-style-type: none"> <li>ISO</li> <li>GIS</li> <li>Land</li> <li>NFPH</li> <li>Grants</li> <li>Financing (loans/bonding)</li> <li>Grant writers</li> </ul>	<ul style="list-style-type: none"> <li>Budget</li> <li>Site location?</li> <li>Grant funding (DOLA, FML)</li> <li>Financing (loans/bonding)</li> </ul>	<ul style="list-style-type: none"> <li>Budget</li> <li>Site location?</li> <li>Local municipalities</li> <li>Cooperation with other towns</li> <li>Lack of public information</li> <li>Mill-levy increase</li> <li>Gallagher Amendment</li> <li>Negative publicity</li> </ul>	<ul style="list-style-type: none"> <li>Passage of a mill-levy increase</li> </ul>
3. 3 Evaluate current conditions of Station 61 and Station 42.	<ul style="list-style-type: none"> <li>Medium Priority</li> <li>Start in January 2019</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Board of Directors</li> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Garfield County</li> <li>Local municipalities</li> <li>RE-2 School District</li> </ul>	<ul style="list-style-type: none"> <li>ISO</li> <li>GIS</li> <li>Land</li> <li>NFPH</li> <li>Grants</li> <li>Financing (loans/bonding)</li> <li>Grant writers</li> </ul>	<ul style="list-style-type: none"> <li>Budget</li> <li>Site location?</li> <li>Grant funding (DOLA, FML)</li> <li>Financing (loans/bonding)</li> </ul>	<ul style="list-style-type: none"> <li>Budget</li> <li>Site location?</li> <li>Local municipalities</li> <li>Cooperation with other towns</li> <li>Lack of public information</li> <li>Mill-levy increase</li> <li>Gallagher Amendment</li> <li>Negative publicity</li> </ul>	<ul style="list-style-type: none"> <li>In three (3) years construct a new Station 61</li> <li>Building our Capital Improvements reserves</li> <li>Construction of a Fleet Maintenance Facility</li> <li>Construction of a Training Facility</li> </ul>

**Objective 3:** Identify opportunities to develop, enhance and improve administrative processes and implement where feasible.

Action <i>What specifically needs to be done?</i>		Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
					Resources Available	Resources Needed		
1.	Assess existing processes and adjust where needed.	<ul style="list-style-type: none"> <li>High Priority</li> <li>Start in January 2019</li> <li>Complete as soon as possible</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> <li>Division Chiefs</li> </ul>	<ul style="list-style-type: none"> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Have too many departments now</li> <li>Which ones?</li> </ul>	<ul style="list-style-type: none"> <li>Approval of final document(s)</li> <li>Improving morale</li> <li>Improving communication</li> </ul>
2.	Establish clear guidelines.	<ul style="list-style-type: none"> <li>High Priority</li> <li>Start in January 2019</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Battalion Chiefs</li> </ul>	<ul style="list-style-type: none"> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Possible loss of important information</li> </ul>	<ul style="list-style-type: none"> <li>Approval of final document(s)</li> </ul>
3.	Clean up folders on computers to only have the most current processes.	<ul style="list-style-type: none"> <li>High Priority</li> <li>Start in January 2019</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Battalion Chiefs</li> <li>Lieutenants</li> <li>Division Chiefs</li> <li>Administrative Clerk</li> </ul>	<ul style="list-style-type: none"> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Possible loss of important information</li> </ul>	<ul style="list-style-type: none"> <li>CRFR computers updated to only have the most current processes</li> <li>Update CRFR computers, as necessary, to ensure that processes are current</li> </ul>
4.	Identify modern technologies such as automated systems/ programs.	<ul style="list-style-type: none"> <li>Medium Priority</li> <li>Start soon</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>I.T. department</li> </ul>	<ul style="list-style-type: none"> <li>Communications</li> <li>Area departments</li> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>I.T. department technology</li> <li>Webinars</li> <li>New World</li> </ul>	<ul style="list-style-type: none"> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li>Continuity of systems</li> <li>Cell service</li> </ul>	<ul style="list-style-type: none"> <li>Identification of modern technologies to be implemented by CRFR</li> <li>Implementation of modern technologies</li> </ul>

**Objective 4:** Improve reliability and effectiveness of Emergency Operations Center (EOC) communications.

Action <i>What specifically needs to be done?</i>		Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
					Resources Available	Resources Needed		
1.	1. Establish reliable and interoperable communications with cooperators.	<ul style="list-style-type: none"> <li>High Priority</li> <li>In-process</li> </ul>	<ul style="list-style-type: none"> <li>Radio Tech</li> </ul>	<ul style="list-style-type: none"> <li>Communications</li> <li>Other Fire Departments &amp; Agencies</li> <li>Law Enforcement</li> <li>State government</li> <li>Fiber Optics</li> </ul>	<ul style="list-style-type: none"> <li>Existing system in place</li> </ul>	<ul style="list-style-type: none"> <li>Funding</li> <li>Infrastructure sites</li> </ul>	<ul style="list-style-type: none"> <li>Funding</li> <li>Interoperable</li> </ul>	<ul style="list-style-type: none"> <li>Radios work in all areas of the district</li> </ul>

**Objective 4:** Improve reliability and effectiveness of Emergency Operations Center (EOC) communications *(continued)*.

Action <i>What specifically needs to be done?</i>	Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
				<i>Resources Available</i>	<i>Resources Needed</i>		
2. Perform mock exercises to see where the weaknesses are and make appropriate improvements.	<ul style="list-style-type: none"> <li>High Priority</li> </ul>	<ul style="list-style-type: none"> <li>Public Safety Council</li> </ul>	<ul style="list-style-type: none"> <li>Area Agencies</li> <li>Municipal Police Departments</li> <li>Garfield County Sheriff's Department</li> <li>State government</li> </ul>	<ul style="list-style-type: none"> <li>Past after action recent local incidents</li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>
3. Identify out of service/range areas and prioritize for future towers (i.e., Rifle Gap and Elk Creek areas).	<ul style="list-style-type: none"> <li>High/Medium Priority</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Communications</li> <li>Radio Tech</li> </ul>	<ul style="list-style-type: none"> <li>State Corrections</li> </ul>	<ul style="list-style-type: none"> <li>State grants</li> </ul>	<ul style="list-style-type: none"> <li>Garfield County GIS department</li> <li>Verizon Wireless</li> <li>Communications</li> </ul>	<ul style="list-style-type: none"> <li>Owners not interested in selling or leasing land</li> <li>Garfield County Land Use Code</li> <li>Federal lands (BLM)</li> <li>NIB</li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>
4. Identify and implement reliable backup systems.	<ul style="list-style-type: none"> <li>Medium Priority</li> <li>In place</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Communications</li> <li>Radio Tech</li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>	<ul style="list-style-type: none"> <li>Ham Radio Operators</li> <li>Federal grants</li> <li>Local grants</li> <li>VHF Federal Radio Towers</li> <li>Jolly Mesa BLM FPD Repeater</li> <li>Homeland Security (State)</li> </ul>	<ul style="list-style-type: none"> <li>Maintain mutual aid agreements</li> <li>DFPC</li> <li>Federal government (BLM)</li> <li>Verizon Wireless</li> <li>AT&amp;T</li> </ul>	<ul style="list-style-type: none"> <li>Funding</li> <li>Capacity demands for resources</li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>

**Objective 5:** Position the department to accept next-generation responders.

Action <i>What specifically needs to be done?</i>		Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
					Resources Available	Resources Needed		
1.	Identify future staffing models through succession planning that anticipates community and organizational growth.	<ul style="list-style-type: none"> <li>High Priority</li> <li>In-process</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> <li>Chief's Staff</li> <li>Board of Directors</li> </ul>	<ul style="list-style-type: none"> <li>Communities in the Fire District</li> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Staff</li> <li>Communities in the Fire District</li> <li>Events</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment companies</li> <li>Volunteer programs</li> </ul>	<ul style="list-style-type: none"> <li>Generational mind-sets</li> <li>Departmental structure</li> <li>Inclusiveness</li> <li>Resistance to change</li> </ul>	<ul style="list-style-type: none"> <li>Employee retention rates</li> <li>Process for succession planning in place</li> <li>Good process</li> </ul>

**Objective 6:** Review, research and development, and leveraged the use of evolving technology.

Action <i>What specifically needs to be done?</i>		Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
					Resources Available	Resources Needed		
1.	Update records management that allows for easy to utilize field reporting.	<ul style="list-style-type: none"> <li>High Priority</li> <li>In process</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>EMS Chief</li> </ul>	<ul style="list-style-type: none"> <li>Staff</li> <li>I.T. department</li> <li>New World</li> <li>Garfield County</li> <li>Other vendors</li> <li>Communications</li> </ul>	<ul style="list-style-type: none"> <li>Existing system</li> </ul>	<ul style="list-style-type: none"> <li>Possible new vendors</li> <li>New equipment from New World</li> <li>Cell service</li> </ul>	<ul style="list-style-type: none"> <li>Interoperability</li> <li>Stakeholder resistance</li> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li>To be determined</li> </ul>
2.	Continually review and adopt latest research to improve emergency scene operations and maintain progressive operational tactics.	<ul style="list-style-type: none"> <li>High Priority</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>All other fire &amp; law enforcement agencies</li> </ul>	<ul style="list-style-type: none"> <li>National research</li> <li>NFPA</li> <li>NFA</li> <li>Local data - reports</li> </ul>	<ul style="list-style-type: none"> <li>Staff with personal commitment</li> </ul>	<ul style="list-style-type: none"> <li>Cultural resistance (i.e., resistance to change)</li> </ul>	<ul style="list-style-type: none"> <li>Measured decrease in property loss</li> <li>Shorter scene times</li> </ul>
3.	Determine total number of calls needed to not review 100% sign of EMS calls.	<ul style="list-style-type: none"> <li>Medium Priority</li> <li>Start in 2019</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>EMS Chief</li> </ul>	<ul style="list-style-type: none"> <li>EMS Committee &amp; Medical Director</li> </ul>	<ul style="list-style-type: none"> <li>Work within standards</li> </ul>	<ul style="list-style-type: none"> <li>To be determined</li> </ul>	<ul style="list-style-type: none"> <li>To be determined</li> </ul>	<ul style="list-style-type: none"> <li>Not needing to review 100% of calls</li> </ul>

**Objective 6:** Review, research and development, and leveraged the use of evolving technology *(continued)*.

Action <i>What specifically needs to be done?</i>	Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
				Resources Available	Resources Needed		
4. Develop statistical benchmarks to evaluate employee workloads.	<ul style="list-style-type: none"> <li>• Medium Priority</li> <li>• Start soon</li> <li>• On-going</li> </ul>	<ul style="list-style-type: none"> <li>• Chiefs</li> <li>• Battalion Chiefs</li> <li>• Lieutenants</li> </ul>	<ul style="list-style-type: none"> <li>• Employees</li> <li>• Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Know what data you need</li> <li>• Other departments data on evaluating workload</li> </ul>	<ul style="list-style-type: none"> <li>• Ask specific research information</li> <li>• Outside evaluation companies</li> </ul>	<ul style="list-style-type: none"> <li>• Identifying issues to quantify with data</li> </ul>	<ul style="list-style-type: none"> <li>• Obtaining information to improve evaluations to better employee workload</li> </ul>
5. Review and approve the EMS quality management program.	<ul style="list-style-type: none"> <li>• Low Priority</li> <li>• On-going</li> </ul>	<ul style="list-style-type: none"> <li>• EMS Chief</li> <li>• Medical advisor</li> </ul>	<ul style="list-style-type: none"> <li>• Medical advisor</li> </ul>	<ul style="list-style-type: none"> <li>• Existing medical reports</li> <li>• CQI</li> <li>• Backup drive?</li> </ul>	<ul style="list-style-type: none"> <li>• Remote data access</li> </ul>	<ul style="list-style-type: none"> <li>• Scheduling</li> </ul>	<ul style="list-style-type: none"> <li>• On-going</li> </ul>

**Objective 7:** Research and use alternative information technology methods to access, transmit, and store data for use throughout the department and by/with our cooperators.

Action <i>What specifically needs to be done?</i>	Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
				Resources Available	Resources Needed		
1. Upgrade phone system.	<ul style="list-style-type: none"> <li>• Medium Priority</li> <li>• May/June 2019</li> <li>• Complete by 2020</li> </ul>	<ul style="list-style-type: none"> <li>• I.T. department</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities Manager</li> <li>• Comcast</li> <li>• CenturyLink</li> </ul>	<ul style="list-style-type: none"> <li>• Fiber optics vendors</li> </ul>	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Cost-effectiveness of existing infrastructure</li> <li>• Proper vendors</li> </ul>	<ul style="list-style-type: none"> <li>• Interconnectivity at all stations</li> </ul>

**Objective 8:** Revisit upgrades to existing CRFR computing operations in order to increase capacity and provide much-needed data for key command-and-control and decision support system.

Action <i>What specifically needs to be done?</i>	Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
				Resources Available	Resources Needed		
1. Develop organizational benchmarks based on national standards with data from the records management system.	<ul style="list-style-type: none"> <li>• <i>To be determined</i></li> </ul>	<ul style="list-style-type: none"> <li>• I.T. department</li> <li>• Fire Chief</li> </ul>	<ul style="list-style-type: none"> <li>• CRFR existing data</li> </ul>	<ul style="list-style-type: none"> <li>• Existing ID storage</li> <li>• NFPA</li> </ul>	<ul style="list-style-type: none"> <li>• Develop the storage necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Redundancy - internal/external data storage</li> <li>• Lacking knowledge of existing system - what if John leaves?</li> </ul>	<ul style="list-style-type: none"> <li>• Being able to access desired information</li> </ul>

**STRATEGIC GOAL 4 | Cultivate and strengthen relationships with partners, governing bodies, cooperators and the public.**

**Objective 1:** Be responsive and receptive to the concerns and needs of the public, as well as local, state, and federal cooperators, and other partners.

Action <i>What specifically needs to be done?</i>	Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
				<i>Resources Available</i>	<i>Resources Needed</i>		
1. Gain an understanding of stakeholder needs between our three communities and compare with CRFR's end goals.	<ul style="list-style-type: none"> <li>High Priority (maintain)</li> <li>In-progress</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Department staff</li> <li>Communities in the Fire District</li> <li>Cooperators</li> </ul>	<ul style="list-style-type: none"> <li>Current MOU's</li> <li>Agreements</li> <li>Auto-aid</li> <li>Mutual aid</li> <li>Staff</li> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li>Community events</li> <li>Chamber of Commerce</li> <li>Rotary</li> <li>Community meetings</li> <li>Churches &amp; organizations</li> <li>Social media</li> </ul>	<ul style="list-style-type: none"> <li>Mindset of BMFPD &amp; Rifle Fire</li> <li>Charging for services</li> </ul>	<ul style="list-style-type: none"> <li>Open lines of communication (Non-traditional)</li> </ul>
2. Evaluate auto-aid agreements and the training consortium to better serve our district.	<ul style="list-style-type: none"> <li>Medium Priority</li> <li>In-progress</li> </ul>	<ul style="list-style-type: none"> <li>Battalion Chiefs</li> <li>Fire Chief</li> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Local departments on both sides of the Fire District</li> <li>Garfield County Chiefs</li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>	<ul style="list-style-type: none"> <li>Data &amp; existing incident reports</li> <li>Future State legislation</li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>
3. Research and develop potential regionalization of SOG's and consistent county-wide dispatching between fire departments.	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>	<ul style="list-style-type: none"> <li>Garfield County Chiefs</li> </ul>	<ul style="list-style-type: none"> <li>All agencies &amp; counties around</li> <li>Communications</li> <li>User groups</li> <li>All hazard incident team</li> <li>Regional response team</li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>	<ul style="list-style-type: none"> <li>Agency buy-in</li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>





## STRATEGIC GOAL 5 | Foster a culture that emphasizes and enhances employee health and safety.

**Objective 1:** Develop employee wellness program and enhance existing health, safety and employee well-being - Seek actions that maintain and enhance the safety and health of CRFR employees and those of partner agencies, as well as the public.

Action <i>What specifically needs to be done?</i>		Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
					Resources Available	Resources Needed		
1.	Develop standardized pre-training “warm-up” to assure members are ready for the physical demands of training in order to prevent injury.	<ul style="list-style-type: none"> <li>High Priority</li> <li>Start immediately</li> <li>Complete by March 1, 2019</li> </ul>	<ul style="list-style-type: none"> <li>Battalion Chiefs</li> </ul>	<ul style="list-style-type: none"> <li>All membership</li> <li>Company officers</li> </ul>	<ul style="list-style-type: none"> <li>Romwod</li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>	<ul style="list-style-type: none"> <li>Buy-in</li> <li>Accountability</li> </ul>	<ul style="list-style-type: none"> <li>Number of Workers’ Compensation claims</li> <li>Training records</li> </ul>
2.	Develop and implement an annual Physical Ability Testing (PAT) consistent with entry-level requirements.	<ul style="list-style-type: none"> <li>Medium Priority</li> <li>Start immediately</li> <li>Complete by May 31, 2019</li> </ul>	<ul style="list-style-type: none"> <li>Battalion Chiefs</li> </ul>	<ul style="list-style-type: none"> <li>All membership</li> <li>Administration</li> </ul>	<ul style="list-style-type: none"> <li>CPAT</li> <li>Facilities/ equipment</li> </ul>	<ul style="list-style-type: none"> <li>Data &amp; existing incident reports</li> <li>Future State legislation</li> </ul>	<ul style="list-style-type: none"> <li>Buy-in</li> <li>Accountability</li> </ul>	<ul style="list-style-type: none"> <li>Administration of PAT</li> <li>Improvements in PAT results</li> </ul>
3.	Evaluate and standardize physical fitness equipment at all fire stations.	<ul style="list-style-type: none"> <li>Medium Priority</li> <li>Start immediately</li> <li>Complete by 2020</li> </ul>	<ul style="list-style-type: none"> <li>Battalion Chiefs</li> </ul>	<ul style="list-style-type: none"> <li>All membership</li> </ul>	<ul style="list-style-type: none"> <li>Equipment</li> <li>Personnel SME</li> </ul>	<ul style="list-style-type: none"> <li>Training</li> </ul>	<ul style="list-style-type: none"> <li>Buy-in</li> <li>Accountability</li> </ul>	<ul style="list-style-type: none"> <li>Improved health &amp; wellness evaluations</li> </ul>
4.	Supply & maintain effective PT equipment and programming to membership.	<ul style="list-style-type: none"> <li>Medium Priority</li> <li>Start immediately</li> <li>Complete by 2020</li> </ul>	<ul style="list-style-type: none"> <li>Battalion Chiefs</li> </ul>	<ul style="list-style-type: none"> <li>All membership</li> </ul>	<ul style="list-style-type: none"> <li>Equipment</li> <li>Personnel SME</li> </ul>	<ul style="list-style-type: none"> <li>Training</li> </ul>	<ul style="list-style-type: none"> <li>Buy-in</li> <li>Accountability</li> </ul>	<ul style="list-style-type: none"> <li>Improved health &amp; wellness evaluations</li> </ul>
5.	PST information, nutrition, physical, and cancer prevention.	<ul style="list-style-type: none"> <li>High</li> </ul>	<ul style="list-style-type: none"> <li>Battalion Chiefs</li> </ul>	<ul style="list-style-type: none"> <li>All membership</li> <li>Administration</li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>	<ul style="list-style-type: none"> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li>Policy</li> <li>Support</li> </ul>	<ul style="list-style-type: none"> <li>Measure contact</li> </ul>
6.	Develop dietary/nutrition resource.	<ul style="list-style-type: none"> <li>High</li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>	<ul style="list-style-type: none"> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li>Policy</li> <li>Support</li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>
7.	Include health & wellness evaluations & physicals .	<ul style="list-style-type: none"> <li>High</li> </ul>	<ul style="list-style-type: none"> <li>Division Chiefs and Battalion Chiefs</li> </ul>	<ul style="list-style-type: none"> <li>All membership</li> <li>Administration</li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>	<ul style="list-style-type: none"> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li>Policy</li> <li>Support</li> </ul>	<ul style="list-style-type: none"> <li>Measure usage</li> </ul>



**Objective 2:** Expand safety and related communications across all programs.

Action <i>What specifically needs to be done?</i>		Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
					Resources Available	Resources Needed		
1.	Implement nationally recognized occupational cancer prevention best practices and SOG's.	<ul style="list-style-type: none"> <li>High Priority</li> <li>Start immediately</li> <li>Complete in 4-months and keep current (on-going)</li> </ul>	<ul style="list-style-type: none"> <li>CRFR Officers</li> </ul>	<ul style="list-style-type: none"> <li>All membership</li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>	<ul style="list-style-type: none"> <li>Funding</li> <li>Gear extractor 41</li> <li>PPE</li> </ul>	<ul style="list-style-type: none"> <li>Facilities</li> </ul>	<ul style="list-style-type: none"> <li>Achieve/compliance</li> <li>Improve</li> <li>Doc. Exp. Reports</li> </ul>
2.	Evaluate and develop communications plan.	<ul style="list-style-type: none"> <li>Medium Priority</li> <li>Start immediately</li> <li>Complete in 2020</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> </ul>	<ul style="list-style-type: none"> <li>Communications board</li> <li>Garfield County F.D.</li> <li>Dispatch</li> </ul>	<ul style="list-style-type: none"> <li>Communications support</li> <li>Grants</li> </ul>	<ul style="list-style-type: none"> <li>Funding</li> <li>Grants</li> </ul>	<ul style="list-style-type: none"> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>
3.	Use advanced technologies such as Center of Excellence to get real-time video to keep responders safer and implement geo-location so dispatch can have a precise location of the responder.	<ul style="list-style-type: none"> <li>Low Priority</li> <li>Start in 2020</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> </ul>	<ul style="list-style-type: none"> <li>Garfield County F.D.</li> <li>Center of Excellence</li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>	<ul style="list-style-type: none"> <li>Funding</li> <li>Technology</li> </ul>	<ul style="list-style-type: none"> <li>Improve relationships</li> <li>Utilize technology</li> </ul>
4.	Make sure the systems we have in place are bulletproof and resistant to failure.	<ul style="list-style-type: none"> <li>Low Priority</li> <li>Start in 2020</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> </ul>	<ul style="list-style-type: none"> <li>Communications board</li> <li>Garfield County F.D.</li> <li>Dispatch</li> </ul>	<ul style="list-style-type: none"> <li>Communications support</li> <li>Grants</li> </ul>	<ul style="list-style-type: none"> <li>Funding</li> <li>Grants</li> </ul>	<ul style="list-style-type: none"> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>
5.	Make sure interoperability is in place with cooperators and other organizations we work with.	<ul style="list-style-type: none"> <li>Low</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> </ul>	<ul style="list-style-type: none"> <li>Law enforcement</li> <li>Center of Excellence</li> <li>Garfield County F.D.</li> <li>GCECA</li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>
6.	Evaluate and maintain acceptable work to rest ratios for non-emergent fire, rescue and EMS operations.	<ul style="list-style-type: none"> <li>Low</li> </ul>	<ul style="list-style-type: none"> <li>Battalion Chiefs</li> </ul>	<ul style="list-style-type: none"> <li>All membership and admin</li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>	<ul style="list-style-type: none"> <li>Call volume &amp; staffing</li> </ul>	<ul style="list-style-type: none"> <li>Adopt a Standard of Cover</li> </ul>

 **STRATEGIC GOAL 6 | Promote a highly motivated and well-trained workforce.**

**Objective 1:** Attract, recruit and retain the best people possible and empower those people at all levels of the organization.

Action <i>What specifically needs to be done?</i>	Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
				Resources Available	Resources Needed		
1. Institute a competitive wage scale department wide.	<ul style="list-style-type: none"> <li>High Priority</li> <li>Start immediately</li> <li>Complete by January 1, 2020</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> </ul>	<ul style="list-style-type: none"> <li>OC</li> <li>Finance</li> </ul>	<ul style="list-style-type: none"> <li>Wage survey</li> <li>CPS HR Consulting?</li> </ul>	<ul style="list-style-type: none"> <li>Wage survey</li> </ul>	<ul style="list-style-type: none"> <li>Funding</li> <li>Insufficient survey</li> </ul>	<ul style="list-style-type: none"> <li>Data has been collected</li> <li>Wage survey has been completed</li> <li>The recommendations of the wage survey are implemented</li> </ul>
2. Increase emphasis on training.	<ul style="list-style-type: none"> <li>High Priority</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Battalion Chiefs</li> </ul>	<ul style="list-style-type: none"> <li>DC</li> <li>Lieutenants</li> <li>All membership</li> </ul>	<ul style="list-style-type: none"> <li>DFPC</li> <li>NREMT</li> <li>CDPHE</li> <li>Consortium</li> <li>NWCG</li> </ul>	<ul style="list-style-type: none"> <li>Anything training related</li> </ul>	<ul style="list-style-type: none"> <li>Funding</li> <li>Grants</li> <li>Instructors</li> <li>SOG's</li> </ul>	<ul style="list-style-type: none"> <li>Goals and achievements</li> <li>Certifications</li> <li>Task books complete</li> <li>FTO program</li> </ul>
3. Implement a detailed succession plan that develops members for career advancement.	<ul style="list-style-type: none"> <li>High Priority</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> </ul>	<ul style="list-style-type: none"> <li>All levels of management</li> <li>FTO</li> </ul>	<ul style="list-style-type: none"> <li>Job descriptions</li> </ul>	<ul style="list-style-type: none"> <li>Leadership training</li> </ul>	<ul style="list-style-type: none"> <li>Silos of knowledge</li> <li>Egos</li> <li>Need to add positions to department</li> </ul>	<ul style="list-style-type: none"> <li>When we are able to fill positions from within our organization</li> </ul>
4. Develop clearly defined expectations at all levels of the organization to breed a culture that allows members to make decisions within their realm of operations.	<ul style="list-style-type: none"> <li>Medium Priority</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> </ul>	<ul style="list-style-type: none"> <li>All levels of management</li> </ul>	<ul style="list-style-type: none"> <li>SOG's</li> <li>Job descriptions</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation</li> <li>SOG's</li> </ul>	<ul style="list-style-type: none"> <li>Buy-in at all levels</li> </ul>	<ul style="list-style-type: none"> <li>When the newest member can describe our culture and decision-making process</li> </ul>

**Objective 2:** Utilize existing tools to assess employees and ensure performance accountability.

Action <i>What specifically needs to be done?</i>		Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
					Resources Available	Resources Needed		
1.	Research and develop measurable training standards, evaluation techniques, and remedial training guidelines that are consistent with CRFR's response model.	<ul style="list-style-type: none"> <li>High Priority</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Battalion Chiefs</li> </ul>	<ul style="list-style-type: none"> <li>Consortium</li> <li>NWCG</li> <li>CDFPC</li> <li>NREMT</li> <li>CDPHE</li> </ul>	<ul style="list-style-type: none"> <li>IFSTA</li> <li>NWCG</li> <li>NREMT</li> </ul>	<ul style="list-style-type: none"> <li>IFSTA</li> <li>NWCG</li> <li>NREMT</li> </ul>	<ul style="list-style-type: none"> <li>Buy-in</li> <li>Communication</li> <li>Education</li> </ul>	<ul style="list-style-type: none"> <li>Goals &amp; achievements certifications</li> <li>Completed task books</li> <li>FTO program</li> </ul>
2.	Keep current all department policies and SOG's.	<ul style="list-style-type: none"> <li>High Priority</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Division Chiefs</li> </ul>	<ul style="list-style-type: none"> <li>Battalion commanders</li> <li>Lieutenants</li> <li>Consortium</li> </ul>	<ul style="list-style-type: none"> <li>Lexipol</li> <li>CPS HR Consulting</li> </ul>	<ul style="list-style-type: none"> <li>Lexipol</li> <li>CPS HR Consulting</li> </ul>	<ul style="list-style-type: none"> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li>SOG's completed and understood by all membership</li> </ul>
3.	360° evaluations.	<ul style="list-style-type: none"> <li>High Priority</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Operations Chief</li> </ul>	<ul style="list-style-type: none"> <li>Battalion commanders</li> <li>Lieutenants</li> <li>Division Chiefs</li> <li>Consortium</li> <li>Fire Chief</li> </ul>	<ul style="list-style-type: none"> <li>SOG's (if available)</li> <li>Job descriptions</li> <li>Lexipol</li> <li>CPS HR Consulting</li> <li>Goals</li> </ul>	<ul style="list-style-type: none"> <li>Lexipol</li> <li>CPS HR Consulting</li> </ul>	<ul style="list-style-type: none"> <li>Buy-in</li> </ul>	<ul style="list-style-type: none"> <li>Completed goals</li> <li>Growth</li> </ul>

**Objective 3:** Develop a comprehensive training tracking and needs assessment system to reflect currency in certifications and qualifications, as well as statewide training needs.

Action <i>What specifically needs to be done?</i>		Priority & Time-Frame	Lead	Partners & Partnerships	Resources & Support		Challenges, Barriers, or Resistance & Ideas for Overcoming	Measuring Success <i>How will we measure progress? How will we know when this is accomplished?</i>
					Resources Available	Resources Needed		
1.	Consolidate all data in one easy to use records management system.	<ul style="list-style-type: none"> <li>Medium Priority</li> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> </ul>	<ul style="list-style-type: none"> <li>I.T. department</li> <li>Division Chiefs</li> <li>Battalion commanders</li> </ul>	<ul style="list-style-type: none"> <li>I.T. department</li> <li>Webinars</li> </ul>	<ul style="list-style-type: none"> <li><i>To be determined</i></li> </ul>	<ul style="list-style-type: none"> <li>Funding</li> <li>Training</li> <li>Communication</li> <li>Buy-in</li> </ul>	<ul style="list-style-type: none"> <li>All data consolidated into one easy to use records management system.</li> </ul>