



COLORADO SPRINGS FIRE DEPARTMENT STRATEGIC PLAN 2015-2019



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COLORADO SPRINGS FIRE DEPARTMENT
Christopher P. Riley, MS, CFO, FIFireE
Fire Chief

January 10, 2015

I am pleased to present the revised Colorado Springs Fire Department 2015-2019 Strategic Plan. The plan, originally developed in 2012, has been reviewed and updated to reflect the evolving needs of the department and the community. It is both a roadmap and a guide for identifying priorities so we can continue to deliver excellent fire, rescue, prevention and emergency medical services.

This plan contains six strategic goals that focus on improving our organization through enhancement of safety, education and training, increasing efficiency through the best use of our resources, and better preparing future leaders to manage the organization. Achievement of these goals will ensure we provide the best possible service delivery to our community.

As an internationally accredited department, we will continually strive for excellence and improvement of our organization. We will be fiscally responsible, provide exceptional service and ensure the welfare of our workforce.

This Strategic Plan is a living document. We are committed to reviewing our plan annually to ensure the plan accomplishes what it set out to do and to making adjustments where needed. Our goal is to have a flexible organization that can anticipate and adapt to change.

In closing, as an organization we stand committed to cultivating these strategic goals into reality and meeting our future vision.

Respectfully submitted,

Christopher P. Riley, Fire Chief

EXECUTIVE SUMMARY

The Colorado Springs Fire Department Strategic Plan summarizes the department's key goals and objectives for the next five years, 2015-2019. The department's prior strategic plan had lapsed prior to 2012 and department leaders believed it was critical to the success of the organization to implement a new strategic plan. The goals and objectives contained in this plan will help guide the department in continuing to satisfy the mission statement and providing core services to the community.

This update to the strategic plan was started in August, 2014, when the Colorado Springs Fire Department's executive team was directed by Fire Chief Christopher P. Riley to review and update the department's previous Strategic Plan. In addition, the accreditation model established by the Center for Public Safety Excellence (CPSE) will be incorporated into this document.

The six major goals are:

1. Promote the safety of employees and the community through comprehensive education and training.
2. Maintain a highly effective, efficient, and diverse workforce.
3. Maintain status as an internationally accredited agency through the Center for Public Safety Excellence.
4. Strengthen the delivery of our core services to provide the best value to the community we serve.
5. Encourage innovation and creativity that results in the most efficient use of our resources.
6. Engage the community and our employees in creating an effective and consistent exchange of information.

The strategic plan review team included the following: Fire Chief Christopher P. Riley; Deputy Chief of Operations Steve Dubay; Deputy Chief of Support Services Ted Collas; Fire Marshal Brett Lacey; Finance, Planning, and Analysis Manager Leslie Hickey; Human Resources Manager Angela Hines; Training Division Battalion Chief Mike Dalton; Medical Division Battalion Chief Gary Reading; Accreditation Manager Candy Fontecchio; and Local #5 representatives Jeremy Kroto and Tony Seeley.

The goals and objectives contained in this strategic plan are items that the department has identified as important, but with the understanding that it is not a budget document. Financial constraints continue to be a challenge for this department and the city. These goals and objectives were developed in spite of this fact and with the idea that the department will explore new and creative ways to implement them, such as procuring non-traditional sources of funding.

This strategic plan will be reviewed annually to document progress and discuss any needed change. A constantly changing economic and political climate may drive the need to change direction and adjust goals accordingly. The entire strategic planning process will take place no later than 2018 for the following five years.

DEPARTMENT PROFILE:

The City of Colorado Springs marked its beginning on July 31, 1871, when the first stake was driven at what is now the southeast corner of Cascade and Pikes Peak Avenues. Fire prevention and protection activities began not long after with a volunteer department. On January 29, 1894, the city council held a special meeting and introduced an ordinance organizing a paid department and disbanding the volunteers. The Colorado Springs Fire Department went into service on February 12, 1894, with one fire station, a staff of six and a horse-drawn pumper.

Today, the department has 21 fire stations, 475 full-time employees, and 31 front-line emergency apparatus. These apparatus include 21 engine companies, six truck companies, a heavy rescue team, a hazardous materials response team, and two medical squads. Additionally, the department has 11 brush trucks for wildland firefighting, one air supply truck, one hazardous materials decontamination vehicle, and one hose wagon.

Fire stations are staffed 24 hours a day, seven days a week with minimum daily staffing of 119 personnel. Major programs include Hazardous Materials Response, Heavy Rescue, High Angle Rescue, and Wildfire Suppression, with many other programs that support the department's mission. The Colorado Springs Fire Department is the first responder on all medical emergencies within the city and manages the ground emergency ambulance contract with a third party transporting agency. The department also provides all fire code enforcement activities and plan review services.

The department responds to an average of 59,000 calls annually and approximately 62% of those are medical emergencies. The standard for delivery of service, as established by City Council Resolution, is for arrival of the first responding unit within eight minutes or less for 90% of all calls, and arrival of minimum effective firefighting force within 12 minutes or less for 90% of calls. The all funds total for the department 2015 budget is \$61,628,568.

COMMUNITY PROFILE:

The City of Colorado Springs is located in south-central Colorado between the foothills of the Rocky Mountains and the eastern plains of Colorado. The city is 195 square miles and the elevation is 6,035 feet with an estimated 2014 population of 446,439. Colorado Springs is the state's largest city in terms of area and second only to Denver in population. The city lies in a semi-arid climate with an average snowfall of 42.7 inches annually.

There are five major military institutions in and around Colorado Springs: Fort Carson Army Base, Schriever Air Force Base, Peterson Air Force Base, Cheyenne Mountain Air Force Station, and the United States Air Force Academy. These bases are a significant factor in the local economy, constituting over 20% of all employment. Other major industries include defense contracting, healthcare, software development, semiconductor manufacturing, telecommunications, data centers, religious and nonprofit organizations, and tourism.

Some of the major attractions in Colorado Springs include Pikes Peak, the Garden of the Gods, the Cheyenne Mountain Zoo, the Broadmoor Hotel, the Pro Rodeo Hall of Fame, the United States Olympic Training Center, and the United States Air Force Academy.

The city is serviced by the Colorado Springs Airport, where more than 2 million passengers pass through annually. The airport accommodates both commercial and military air service, as its runways are shared with neighboring Peterson Air Force Base. Colorado Springs is bisected by Interstate 25, a north-south highway that carries an average of 100,000 vehicles daily through the city.

Colorado Springs is a home-rule city and is governed by a Council-Mayor form of government, which includes a nine-member Council (five members elected at-large and four elected by district) and a popularly elected mayor.

MISSION STATEMENT:

“Providing the highest quality problem solving and fire and emergency service to our community since 1894.”

SHARED VALUES:

All members of the Department will:

- Conduct themselves in a professional manner
- Respect others and expect to be treated respectfully by others
- Act with integrity
- Strive for excellence
- Be accountable
- Remain objective in all dealings
- Be dependable
- Are expected to demonstrate a strong work ethic
- Conduct themselves in a disciplined manner
- Shall be open to innovative ways of completing the Department’s mission

CODE OF CONDUCT:

- Know policy and procedure manuals
- Treat people with respect
- Use the chain of command
- Drive in accordance with State and Federal law
- Strive toward the betterment of the CSFD
- Support the actions of the CSFD
- Do not engage in activities which are in conflict with professional duties
- Tell the truth
- Be professional
- Report the filing of criminal charges
- Keep information confidential
- Maintain equipment
- Maintain good order
- Keep accurate records
- Adhere to the established work schedule

S.W.O.T. ANALYSIS

The S.W.O.T. analysis was revised for this updated version of the Strategic Plan.

<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Customer service excellence • Talented and capable employees • Highly efficient • Clearly defined mission • Community support • Positive reputation • Flexible/adaptable • Partnerships • Innovative • Accreditation • Fire service leader • Highly progressive • CAPS/volunteerism • Operational safety 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Budget restrictions • Employee retention (especially in staff positions) • Information technology support • Diversity • Recruitment • Capability of meeting growing service demand • Succession planning (especially in staff positions) • Attracting people to staff positions
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Education • Collaboration • Volunteerism • Technology • Revenue generation • Diversity • Creativity • Grants • Growing public trust • Community awareness of services • Succession planning • Employee development • Mentoring • Communication 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • Uncertain future • Increasing workload • Economy • Sustainable funding • Political climate • Mission creep • Adequate staffing

Figure 1

GOALS AND OBJECTIVES

GOAL #1: Promote the safety of employees and the community through comprehensive education and training.

The safety of employees and citizens is a top priority for the Colorado Springs Fire Department. The health and fitness of employees is vital to keeping them safe while performing their duties. The protection of the community is also important to ensure that citizens remain productive and protected through their public safety services. These objectives were developed to increase methods for promoting safe work practices.

OBJECTIVES:

- 1.A Encourage employee health, safety, wellness and fitness through education and prevention programs.
 - 1.A.1 Establish a Health, Wellness and Fitness Committee to create a comprehensive wellness and fitness plan.
 - 1.A.2 Review and update the fitness for duty policy.
 - 1.A.3 Improve employee awareness and opportunities to care for their mental health needs.
 - 1.A.4 Use near-miss occurrence information to enhance learning.
 - 1.A.5 Review and update policies that govern sick leave and on/off duty injuries.
 - 1.A.6 Partner with Risk Management, the CSFD Training Division and the Battalion Chiefs to reduce the reoccurrence of workers compensation claims through accurate data reporting.

- 1.B Develop and offer community education and training programs designed to inform citizens of the challenges and opportunities regarding fire and personal safety.
 - 1.B.1 Perform an annual incident response type review with follow-up community education.
 - 1.B.2 Create community oriented safety programs in conjunction with various stakeholders and consortiums.
 - 1.B.3 Deliver the FireFactor and SafetyFactor programs to the community.
 - 1.B.4 Develop and launch a comprehensive program to educate the public on wildfire mitigation issues, grass fire potential, and provide business outreach regarding these risks.

GOAL #2: Maintain a highly effective, efficient, and diverse workforce.

The Colorado Springs Fire Department places an extremely high value on its employees. Recognition for the talent, accomplishments, and desires of employees is very important in retaining and keeping them motivated. These objectives were developed to focus on methods for creating a positive work environment.

OBJECTIVES:

- 2.A Foster an environment that recognizes each employee as a valuable part of the department and its mission.
 - 2.A.1 Promote the CSFD Awards and Recognition program.
 - 2.A.2 Create annual company recognition and monthly recognition as part of the Awards and Recognition program.
 - 2.A.3 Determine the expectations and desires of employees for recognition.
 - 2.A.4 Establish a CSFD Employee Spotlight.
 - 2.A.5 Establish a Fire Foundation.

- 2.B Enhance service delivery through a highly trained and professional workforce.
 - 2.B.1 Develop a quality assurance process focused on defined medical clinical benchmarks.
 - 2.B.2 Add additional field medical supervision and oversight on every shift.
 - 2.B.3 Institute semi-annual Firefighter/Paramedic meetings.
 - 2.B.4 Facilitate and complete statewide communications interoperability training for officers.
 - 2.B.5 Develop and complete incident communication training.
 - 2.B.6 Foster educational opportunities for all employees.
 - 2.B.7 Implement in-house fire prevention and code enforcement training.

- 2.C Develop a process to provide for succession planning.
 - 2.C.1 CSFD staff will implement cross-training of core functions to provide the best customer service possible.
 - 2.C.2 Survey civilian employees on job functions to explore opportunities for periodic cross-training.
 - 2.C.3 Implement department-wide mentorship program.
 - 2.C.4 Evaluate organizational structure for appropriate employee classification and advancement opportunities.

- 2.D Explore methods for attracting and retaining a diverse workforce.
 - 2.D.1 Partner with the CSPD, City HR, community groups, and the Mayor's office to establish relationships that will contribute to the diversity of our workforce.
 - 2.D.2 Enhance recruitment activities through creative and innovative opportunities highlighting all department positions.
 - 2.D.3 Participate in 3-5 events annually aimed specifically at increasing diversity.

GOAL #3: Maintain status as an internationally accredited agency through the Center for Public Safety Excellence.

The Colorado Springs Fire Department achieved internationally accredited status in March of 2013. The department places high priority on this self-assessment process, which helps to ensure the safety of its members and the best use of its resources.

OBJECTIVES:

- 3.A Integrate accreditation into the organization.
 - 3.A.1 Create an internal marketing plan to educate members of the department about the process and benefits of accreditation and how it has a direct impact on divisions/activities.
 - 3.A.2 Annually review and update the self-assessment manual (SAM), standard of cover (SOC), and evaluate all SAM plan statements.
 - 3.A.3 Develop and implement an annual appraisal process for programs and compare them to the SAM and SOC.

- 3.B Implement recommendations and changes identified through the self-assessment process.
 - 3.B.1 Develop service level objectives in the form of benchmark and baseline response times for each of the specialty disciplines: heavy rescue, hazardous materials, and wildland by the end of 2015; medical by the end of 2016.
 - 3.B.2 Complete a comprehensive community risk assessment by the end of 2016.

- 3.C Enhance awareness of accreditation into the community.
 - 3.C.1 Create an external marketing plan to educate citizens, elected officials and other stakeholders about the process and benefits of accreditation.
 - 3.C.2 Develop and implement an annual process to seek input from citizens regarding department strategic direction, service delivery, risk assessment and customer service.

GOAL #4: Strengthen the delivery of our core services to provide the best value to the community we serve.

Core service delivery is the foundation of the Colorado Springs Fire Department. The primary core services are identified as fire suppression, emergency medical services, code enforcement activities, mitigation and education. These objectives were developed to increase and enhance the standard of service delivery that is currently being provided to the citizens of the community.

OBJECTIVES:

- 4.A Implement a fourth battalion to meet the growing response needs of the City of Colorado Springs.
 - 4.A.1 Redefine battalion districts.
 - 4.A.2 Remodel stations as necessary to accommodate fourth battalion chief.
 - 4.A.3 Increase station budget funding at the identified fourth battalion station.

- 4.B Augment medical services through enhanced community health services and programs.
 - 4.B.1 Provide enhanced Advanced Life Support response capability by adding firefighter/paramedics to remaining heavy apparatus after the opening of Fire Station 22.
 - 4.B.2 Develop strategic partnerships with community health agencies to provide enhanced community health delivery by offering staff inoculation and health wellness clinics.
 - 4.B.3 Implement a community response team.

- 4.C Develop partnerships with area fire agencies.
 - 4.C.1 Formalize partnerships with area fire departments to standardize terminology, share training and improve communications.
 - 4.C.2 Continue to host or participate in regional training opportunities.
 - 4.C.3 Provide fire prevention functions and training with neighboring fire departments/districts.

- 4.D Manage the wildland risk through mitigation efforts and education.
 - 4.D.1 Mitigate a minimum of 1,000 acres primarily through grant-funded mitigation activities.
 - 4.D.2 Develop and implement a process to refresh data layers in wildland urban interface mapping.

- 4.D.3 Provide easy access to information for WUI residents via portable electronic devices.

- 4.E Maintain apparatus in an extremely high state of readiness.
 - 4.E.1 Comprehensively inspect and conduct preventive maintenance at established intervals.
 - 4.E.2 Reduce out of service time for front-line apparatus to less than one per month.

GOAL #5: Encourage innovation and creativity that results in the most efficient use of our resources.

The Colorado Springs Fire Department has faced financial constraints in recent years as a result of city budgetary issues. The department realizes that this is beyond its control and that there are other ways to effectively use its resources. These objectives were developed to augment existing resources without the need for increased funding, and to make better use of what is currently available.

OBJECTIVES:

- 5.A Utilize the Community Advancing Public Safety (CAPS) program to expand volunteer participation in the department.
 - 5.A.1 Expand Community Services capabilities by using volunteers.
 - 5.A.2 Develop volunteers through in-house training, online training and conference opportunities.

- 5.B Leverage available technology and research new opportunities to improve the department's ability to provide core services.
 - 5.B.1 Expand department broadcasting capabilities and utilization.
 - 5.B.2 Enhance training delivery to employees through web-based resources.
 - 5.B.3 Develop system-wide EMS interconnectivity to establish patient data sharing between EMS and hospitals.
 - 5.B.4 Maintain apparatus in service and in their districts by completing 90% or more of non-critical repairs in the fire stations.
 - 5.B.5 Provide an update to or replace the FD Tools records management programs.

- 5.C Identify process improvements and implement cost-saving changes.
 - 5.C.1 Create a Sustainability and Innovation Team.
 - 5.C.2 Develop methods to enhance response coverage to high volume run districts.
 - 5.C.3 Perform an emergency response review.
 - 5.C.4 Evaluate effectiveness and sustainability of CSFD programs.
 - 5.C.5 Coordinate business processes with the city and CSPD.
 - 5.C.6 Explore the development of a fire training tower in the northern area of Colorado Springs for use by the CSFD and neighboring agencies.

GOAL #6: Engage the community and our employees in creating an effective and consistent exchange of information.

Communicating is essential to the success of the Colorado Springs Fire Department. Citizens should be made aware of the services provided by the department and what they can expect when they call for assistance. Employees need to be aware of organizational operations from every perspective, and they also need to understand all influencing factors on the department. These objectives were developed to increase awareness and understanding to both citizens and employees alike.

OBJECTIVES:

- 6.A Fully develop and utilize the internal website to provide meaningful tools and information for employees.
 - 6.A.1 Create a Communications intranet page.
 - 6.A.2 Develop business process functionality for the department's intranet.

- 6.B Fully develop and utilize the external website to provide meaningful tools and information for citizens.
 - 6.B.1 Automate the process for scheduling fire station tours, fire engine visits, community room requests, fire extinguisher training, and CPR and AED demonstrations.
 - 6.B.2 Develop division online newsletter/bulletin/blog.
 - 6.B.3 Utilize the internet to provide an interactive repository for emergency plans and communications with city employees and outside emergency management partners.
 - 6.B.4 Develop a state of the art web page that provides timely and pertinent information to the public.

- 6.C Increase opportunities for face-to-face interaction to provide and exchange information.
 - 6.C.1 Create an employee group to meet quarterly and discuss communications issues.
 - 6.C.2 CSFD HR staff will visit work groups to discuss human resources related issues.
 - 6.C.3 Formalize the existing Labor-Management Initiative program.