



2023

Fairmount Fire/Rescue Strategic Plan



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Organizational Background

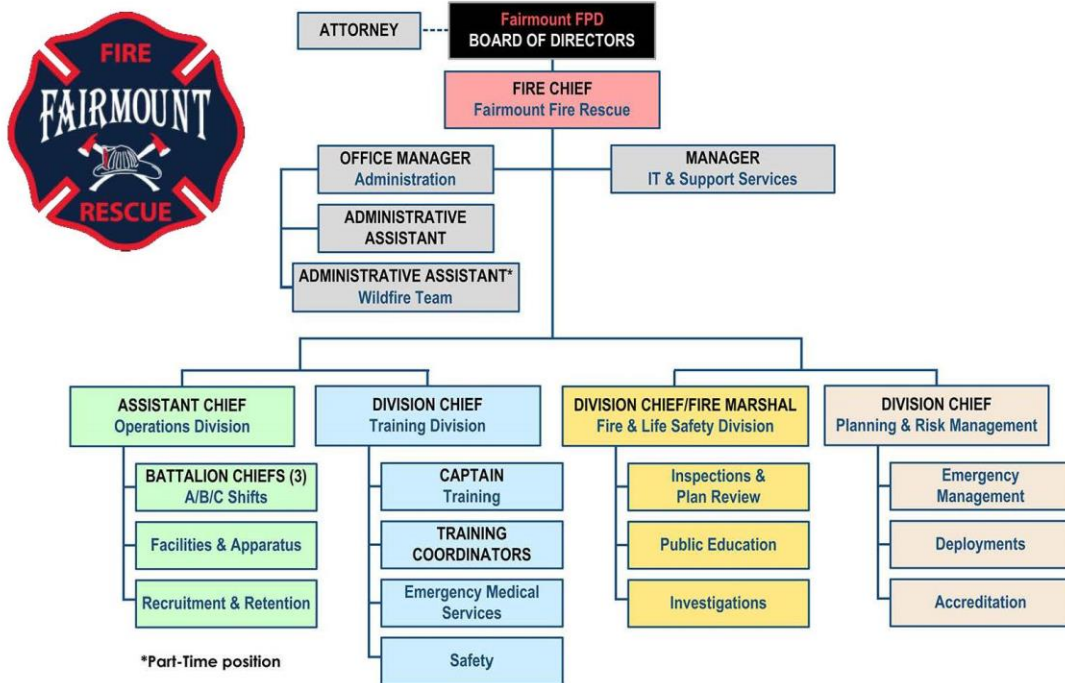
Established in 1961, the Fairmount Fire Protection District (FFPD) is a Special District form of local government that serves a population of approximately 28,000 and encompasses 20.0 square miles. The community is nestled in between the towns of Golden, Arvada, and Wheat Ridge on Colorado's Front Range. In the last decade, the community has developed rapidly, and in response, the fire district has grown as well. The total residential population is approximately 18,000 with the remaining 10,000 accounting for the commercial businesses and workers in the area. The Fairmount Fire Protection District is a combination department currently employing 32 career firefighters and staff, and over 40 volunteer firefighters, who graciously dedicate their time and efforts to protect the community. The majority of volunteer firefighters live outside of the community and typically work 12 to 48-hour shifts each month. The District protects the community of unincorporated Jefferson County and areas within the cities of Wheat Ridge and Golden, responding to fire, medical, hazmat, wildland, technical rescue incidents, and providing fire prevention, inspection and public education programs.

Emergency responders are deployed from two stations, with one Engine Company, one Truck Company, three brush trucks, one battalion chief, medical ambulance service provided by Stadium Medical, and one air utility trailer. The FFPD additionally provides programs that include fire and life safety inspections (commercial and residential), smoke detector campaigns, building plan reviews, Fire investigation, CPR classes, public education, and several open house events each year. The FFPD also collaborates with many other fire departments at the local, state, and federal levels.



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Organizational Chart



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Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A "community-driven organization" is defined as one that *maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided.*¹ To ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources. Goodstein, Nolan, & Pfeiffer define strategic planning as a continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.²

The U.S. Federal Benchmarking Consortium Study Team goes on to explain that, to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **continuous** - refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** - recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** - recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **guiding members** - identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made);
- **procedures and operations** - means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **how success is to be measured** - recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

¹ Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

² Ibid

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Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process

“What we have to do today is to be ready for an uncertain tomorrow.”

Peter F. Drucker
Professor of Social Science

of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

The Community–Driven Strategic Planning Process Outline

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

Process and Acknowledgements

The Fairmount Fire Protection District acknowledges and thanks the external stakeholders for their participation and input into this Community–Driven Strategic Planning Process. A community stakeholder meeting was held on February 12, 2018. The input received from that meeting is presented on the following pages, along with additional reference material for use during the three-day internal stakeholder work sessions.

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<i>Rose Casagrande</i>	Community Stakeholders	<i>Maribel Crespin</i>
<i>John Kelley</i>	<i>Michele Johnston</i>	<i>Jeff Keller</i>
<i>Clint Schahrer</i>	<i>Sally Mills</i>	<i>Bart Sperry</i>
<i>Elizabeth Stengl</i>	<i>Robert Wilson</i>	<i>Mike Hanson</i>



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Community Group Findings

A key element of the FFPD organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the agency invited community representatives to provide feedback on services provided.

Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the FFPD needs to understand what the customers consider to be their priorities. With that, the external stakeholders were asked to prioritize the programs offered by the agency through a process of direct comparison. The results were as follows:

PROGRAMS	RANKING	SCORE
Emergency Medical Services	1	79
Fire Suppression	2	74
Rescue – Basic and Technical	3	65
Hazardous Materials Mitigation	4	46
Wildland Fire Services	5	36
Community Risk Reduction Domestic	6	23
Fire Investigation	7	22
Preparedness Planning and Response	8	22
Public Fire and Life Safety Education	9	17

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Community Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs. In certain areas, education on the level of service that is already available may be all that is needed.

Expectations as Identified by the Community Stakeholders for Fairmount Fire Protection District (In priority order)

- 1. Emergency Services. Quickly & Safely Respond to any emergency situation. Quick Response to all medical, structural & Rescue instances. Quick response to life safety issues – fires, vehicle accidents, Haz-mat, natural disasters, etc. High sense of urgency, but plan before act. To respond to emergency medical service. Fast-Having stations strategically placed around the district to ensure emergency response time are kept as low as possible. Quick response to emergency calls. Be the first response to non-criminal emergencies at Fairmount Elementary. To supply high level of fire at medical service. Provide training to members for as many scenarios possible for Fire/Rescue needs.*
- 2. Communication. Trained to handle all kinds of situations both small and large. EMS coordination & response to fires, vehicle accidents, haz mat, natural disasters. Safety focus on self and any individual involved. To respond to fire suppression. Knowledgeable and able to conduct emergency response procedures in the most appropriate manner. Well-trained and quick-thinking personnel. Quickly respond to emergency medical services requests. (Our most frequent need). Supply fire and hazardous training. Maintain equipment necessary to be able to react to district emergencies.*
- 3. Continue to pursue fire systems in new residential. Keep the District safe & well organized. Training in all facets of FFPD operations for line personnel. Subject matter expertise, know how...practice real life or through drills. To help in rescue. Well-equipped. Having the appropriate, state-of-the-art equipment (trucks, communication systems, PPE, rescue equipment) is essential to effective rescue operations. Resource for requirements/best practices when modifying/ monitoring/ updating/ adding to facilities. Professional and student-friendly interactions with our kids so they won't be afraid. Fast response time. Be professional.*
- 4. Maintain fiscal responsibility. Offer vital training and information to Residents & Businesses alike as needed. Communications to stakeholders as to the why- during and after an incident (Next Door App is good! To mitigate hazardous materials. Accessible and transparent. Community should be (and is) able to reach FD personnel and obtain reports and other information as needed. Also, Open Houses are a great way to continue the community outreach -keep them up! Training. Provide school with quality fire inspection and safety education to our students. Be safe in all actions. Demonstrate respect and empathy to stakeholders. To respond and help with domestic preparedness. When you are available, participate in school community events like annual BBQ, last day of school kickball, etc.*

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Areas of Community Concern

The planning process would be incomplete without an expression from the community regarding concerns about the organization. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Areas of Concern Identified by the Community Stakeholders for Fairmount Fire Protection District (In priority order)

- 1. Concern 1: This is a blank piece of paper. Growth and Development. Budget – always an issue or concern for local government, as costs continue to increase – but Colorado’s tax structure does not always allow for those increases to be immediately addressed. Concern with communication during fire on South Table Mountain; some perceived the department as not doing anything. Communication on the why “let it burn” would have been helpful. Concern about growth of area, increasing & fire department not able to grow as quickly. Funding – it affects all aspects of FD functions. As the cost to purchase/maintain equipment, conduct training, and manage liability continue to increase. I am concerned tax base can keep up. Adversarial Attitude During Inspections. No concerns – We’ve been very happy with the services you provide our school. How will FFPD survive going forward with less volunteers?*
- 2. How do you maintain a reasonable budget/expenses (control taxes) with recent growth? Staffing – combination fire agencies in the Denver Metro area continue to be under pressure from career agencies with the ability to pay higher wages. Perhaps I missed it. I don’t see any reference to valuing diversity of thought and having a diverse group of employees and volunteers. Concern of keeping up with quick response time. Conflicting Information / Enforcement. Will the revenue in district be enough to maintain current standards?*
- 3. Continue to provide training with businesses and community. Concern with keeping equipment updated to meet new technology.*
- 4. Keep up the parallel path of prevention & response. Concern we need to hire more paid fire fighters than volunteers.*

Positive Community Feedback

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

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Positive Comments and Strengths Provided by the Community Stakeholders for Fairmount Fire Protection District (No particular order)

- *Improved communication in recent years.*
- *Improved perception of involvement in building review and approval process.*
- *Quick response to all medical, structural & rescue instances.*
- *Awesome fleet of vehicles to do what's needed.*
- *Very centralized stations.*
- *Friendly staff & nicely staffed District in numbers.*
- *The District is always willing and does reach out to businesses & residents.*
- *Community outreach is a strength, FFPD is always willing to assist w/ events, schools, community groups.*
- *ISO rating of two is great news -well done!*
- *Level of professionalism of all the members of the fire department is top notch! Great job!*
- *Great relationship building w/community- keep it up. Open Houses / picnic & touring opportunities.*
- *Willingness to participate on drills w/business partners. Thank you!*
- *Keep up and continually improve knowledge of risks and methods/techniques to reduce/eliminate risks and improve response.*
- *Starting lock/box program so house can be accessed even if locked.*
- *As I have called on emergency response, the men who have come have been extremely kind, professional, and supportive.*
- *Quick response when called.*
- *Fire Marshall came and checked and installed fire detectors for us.*
- *The fire programs at the schools have been very educational for granddaughter's school.*
- *Community Outreach – Open Houses and visits to Apple Meadows neighborhood events are always appreciated.*
- *Accessibility- It could be just the proximity of the station to my home, but it's comforting to know there is always someone there in case of an emergency – 24 hours a day.*
- *Open communication – thanks for being communicative and providing the community opportunities to provide comments and feedback to your operation.*
- *For the most part interactions have been positive & helpful.*
- *Quick response with caring service.*
- *Working with staff when responding has been positive.*
- *You always respond quickly to our calls – most often emergency medical services, and most recently a flood caused by our sprinkler system in the office.*
- *Students have been treated with respect in an age-appropriate manner.*
- *You participate in our community events and welcome kids to interact with you and your equipment.*

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- *We feel secure knowing you all are a phone call away for minor or major emergencies.*
- *All my interactions have been very positive.*

Other Thoughts and Comments

The community was asked to share any other comments they had about the FFPD or its services.

General Comments Provided by the Community Stakeholders for Fairmount Fire Protection District (No particular order)

- *Thanks for reaching out & involving the community w/ this project.*
- *We are fortunate to have Fairmount Fire Department! MillerCoors Can Plant is fortunate to be able to work with you all.*
- *Thanks for the opportunity to be involved in this process. I look forward to the next steps.*
- *We appreciate your service to our students! They are safer having you all close by. Our students always enjoy interacting with you, which demonstrates how well you all treat them. Thank you!*
- *I like to see the new programs put in place to meet both current and future growth and needs of District.*

Keep going in the direction of the last few years!!

Community Stakeholder Work Session



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Organizational Philosophies

Mission

To provide the highest level of professional services while preserving life, property and the environment by being proactive, progressive and responsive to our communities.

Vision

To excel in providing professional emergency services through innovation, partnering, responsibility, transparency, and continuous improvement.

Values

Accountability – We shall accept ownership for our actions and decisions.

Respect – We believe that dignity and compassion should be provided as we value all members of the community and the department.

Integrity- We believe integrity is one of the most important ethical values and conveys honor, loyalty, trustworthiness, transparency, and responsibility, by doing the right things for the right reasons.

Safety – We value a healthy working environment that requires a commitment to minimizing risk to our citizens and ourselves.

Excellence – We consider it our duty to deliver responsive, valuable quality service with flexibility and adaptability in an ever-changing environment.

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Master Strategic Goals

PROMOTE FINANCIAL SUSTAINABILITY

REDUCE CIVILIAN CAUSALITIES (LIFE SAFETY)

REDUCE THE NUMBER AND SEVERITY OF EMERGENCY INCIDENTS

ENHANCE THE SAFETY OF THE MEMBERSHIP THROUGH COMPREHENSIVE AND PERTINENT TRAINING AND EDUCATION

ENHANCE THE HEALTH OF ALL MEMBERS

PROMOTE A STRATEGIC MANAGEMENT CULTURE THROUGH CRAFTSMANSHIP, INNOVATION AND EXCELLENCE

HIRE, DEVELOP AND EQUIP A PROGRESSIVE WORKFORCE CAPABLE OF DELIVERING STATE-OF-THE-ART SERVICES

DEVELOP AND ENHANCE THE EFFORTS TO PROVIDE THE CITIZENS WITH A WORKFORCE THAT REFLECTS THE DIVERSITY OF

OUR COMMUNITY

Organizational Goals

This document provides the foundation and guidance to support the organizational philosophies (Mission, Vision and Values) over the next 1-3 years. Goals are contained within the most appropriate category and each contains an introduction to provide an overview and background for the goals provided. Please also see the organization's **Deployment Objectives** document which defines the service levels and objectives to be used for planning, resource development, and operation of the District's fixed and mobile resources, including their distribution and concentration.

1. Governance and Administration

Formed in 1961, the District is a quasi-municipal corporation and a political subdivision of the State created to provide fire suppression, fire protection, emergency medical, rescue, and hazardous materials services to its residents.

GOALS

1A.2 The FFPD will continue to ensure compliance with legal requirements of local, state and federal governments. This will be accomplished by budgeting for and utilizing legal counsels, continuing education, and memberships in professional organizations. Subscriptions to professional publications will provide the FFPD with current and accurate information, as well as suggested practices and recommendations to ensure compliance with legal requirements.

2. Assessment and Planning

Assessment and planning are defined as the processes used to identify the community's fire protection and other emergency service needs to identify potential goals and objectives. Assessment and planning is critical to the establishment of service level objectives, standards of cover, and ultimately, the quality of program outcomes.

The overall purpose of using these processes is to establish a long-range general strategy for the operation of the organization.

GOALS

2C.5 The FFPD will continue to investigate and implement alternative solutions to bring its turnout times down further, thus enhancing the overall service delivery. This will be monitored quarterly to evaluate improvements.

2D.9 The administration will conduct an annual SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to guide the review and revision of the strategic plan.

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3. Goals and Objectives

The FFPD has established general organizational goals designed to implement our mission and short-range plans. We have established goals and objectives to direct the priorities of operational programs and support services. These goals and objectives were developed to be consistent with the elements of the published Strategic and Capital Improvement Plans.

The Deployment Objectives define the written policies and procedures regarding service levels and objectives used for planning, resource development, and operation of the district's fixed and mobile resources, including their distribution and concentration.

GOALS

3B.3 The FFPD will continue to seek new methods of increasing stakeholder input and continue to use both internal and external stakeholder input when establishing and evaluating its goals and objectives.

4. Financial Resources

This evaluates the financial condition of the FFPD to determine its ability to fund operational priorities, its effectiveness in serving the community needs, and its prognosis for long-range quality of service in a dynamic and sometimes adverse fiscal environment.

Resources must be adequate to maintain the various programs to which the FFPD has made a commitment. The stability of revenues (demonstrated by a consistent history through at least the past three years) is fundamental.

The chief fire officer, the finance director, professional staffs and governing board share responsibility for planning, management, and stability of financial resources. Budget preparation is the ultimate responsibility of the governing board, which must designate a budget officer, appropriate funds, certify mill levies and meet other statutory requirements. The budget officer coordinates the budget preparation with the board of directors, chief fire officer, senior officers, and administrative staff. Since the budget document is a financial expression of agency programs and priorities, it should communicate the plans and factors that influence the budget process.

In approving the budget, the governing board approves the acquisition and allocation of resources consistent with the FFPD goals, objectives, and stated priorities.

GOALS

4B.1 The FFPD will continue to follow state statutes and present financial reports and budgets in a manner that is generally accepted and understood by the users. The FFPD will continue to support the use of accurate information in the budget and planning processes. Annually, the FFPD will continue to review the economic indicators and use the best information available to guide the planning and budget processes. In 2023, the FFPD administration will work with the

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agency's auditor to evaluate the process needed to obtain a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA). The results of this evaluation will then be used to identify a plan and realistic timeline for the district to achieve GFOA certification.

5. Community Risk Reduction Program

These are defined as the services, activities and responses provided by the FFPD for the community that are designed, organized, and operated in compliance with the FFPD's mission, goals and objectives. The key elements used to evaluate these services are adequacy, deficiency, effectiveness, methods, and results of programs. The FFPD's mission, goals, and objectives determine the applicability of all the listed programs.

PREVENTION PROGRAM

5A.7 The FFPD will conduct an annual performance-based program appraisal to measure performance and progress in reducing risk based on the community risk assessment/standards of cover.

PUBLIC EDUCATION PROGRAM

5B.3 The FFPD will continue to expand/monitor its social media presence and outreach in 2023. Evaluation of community feedback from social media platforms will be used to help determine which programs and services best meet the community's needs.

5B.4 The FFPD will conduct an annual performance-based program appraisal to measure performance and progress of specific public education programs in reducing risk.

FIRE INVESTIGATION, ORIGIN AND CAUSE PROGRAM

5C.9 The FFPD will conduct an annual performance-based program appraisal to measure performance and progress in reducing risk.

DOMESTIC PREPAREDNESS PROGRAM

5D.6 The FFPD will continue to monitor and update the Continuity of Operations Plan (COOP) to reflect current staffing, facilities and infrastructure changes that occur. The Planning and Risk Management Chief will conduct an exercise annually.

FIRE SUPPRESSION PROGRAM

5E.3 The FFPD will conduct an annual performance-based program appraisal to measure performance and progress toward meeting the agency's goals and objectives.

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EMERGENCY MEDICAL SERVICES (EMS) PROGRAM

5F.1 The FFPD will continue to collaborate with Stadium Medical to monitor and improve response times and training levels for ambulance services. Monthly meetings will occur to evaluate services, training needs, and response times.

5F.9 The FFPD will conduct an annual performance-based EMS program appraisal to measure performance and progress toward meeting the agency's goals and objectives.

TECHNICAL RESCUE PROGRAM

5G.1 FFPD will continue use automatic and mutual aid resources for technical rescue incidents that exceed training levels of FFPD operations personnel. FFPD will continue to deliver operations level technical rescue training to its personnel. Training will meet the state requirements for Firefighter I and II, as well as the NFPA 1006 Standard on Technical Rescue Personnel Professional Qualifications. Training supervisors will continue to seek opportunities to send personnel to more advanced technical rescue training with the district's automatic and mutual aid partners. In addition, expansion of technical rescue capabilities will occur through the purchasing of new technical rescue equipment that has been budgeted for 2023.

5G.2 The FFPD will conduct an annual performance-based program appraisal to measure performance and progress toward meeting the agency's goals and objectives.

HAZARDOUS MATERIALS (HAZMAT) PROGRAM

5H.2 The battalion chief responsible for FFPD's hazardous materials program will continue to assure that policies are kept up to date and properly documented for compliance with all applicable hazardous materials regulations and laws. FFPD hazardous materials technicians will continue to participate with the Adams/Jeffco Hazmat Team on quarterly trainings and regional responses. FFPD staff will continue to develop and participate in regional agency trainings that focus on skills, training, and techniques relevant to the hazardous materials target hazards found within the FFPD.

5H.3 The FFPD will conduct an annual performance-based program appraisal to measure performance and progress toward meeting the agency's goals and objectives.

WILDLAND FIRE PROGRAM

5K.3 The FFPD will continue a performance-based program appraisal across all programs and services that provides a more comprehensive analysis of emergency and non-emergency programs.

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6. Physical Resources

Physical resources are defined as the fire stations, training facilities, fire apparatus, and other capital expenditures and outlays that make up the property assets of the FFPD. Special attention is required to obtain and maintain appropriate quality physical resources.

FACILITIES RESOURCES

6B.3 The FFPD will annually complete a facility assessment progress/update report by the end of each year. The results of this assessment may indicate additional items for consideration and future budget action. These items will be planned through the budget process within established timelines.

APPARATUS AND VEHICLES MAINTENANCE

6C.2 The FFPD will continue a performance- based program appraisal of all fleet apparatus to keep the apparatus replacement plan up to date for future budget planning. Additionally, the division chief responsible for fleet maintenance will evaluate if the facilities that conduct fleet maintenance are providing cost effective and timely service to the district's apparatus and vehicles.

SAFETY EQUIPMENT

6E.3 The FFPD personnel protective equipment program manager will continue an annual personal protective equipment inspection and cleaning program to ensure compliance with nationally recognized standards. Documentation of this inspection process will be noted in the districts records management system.

7. Human Resources

Human resources are defined as all aspects of personnel administration except those of training and competency. The heart of any organization is its people, and this category is designed to address the importance and results of the human resources program.

HUMAN RESOURCES ADMINISTRATION

None

RECRUITMENT, SELECTION, RETENTION AND PROMOTION

7B.10 The fire chief, training chief and captain, recruiting personnel, and the office manager/human resources manager will meet as needed throughout the year to evaluate the recruitment and hiring process, to ensure that FFPD is employing the best options to enhance recruitment & retention. The testing process will be updated as needed to incorporate necessary benchmarks and certifications in addition to maintaining compliance with all current and applicable state statutes.

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PERSONNEL POLICIES AND PROCEDURES

None

USE OF HUMAN RESOURCES

None

PERSONNEL COMPENSATION

None

8. Training and Competency

Training and educational resource programs express the philosophy of the FFPD and are central to its mission. Learning resources include an extensive library, contemporary instructional methodologies and technologies, support services, distribution and maintenance of equipment and materials, instructional information, such as computers and software, telecommunications, other audio-visual media, and the facilities to deliver effective training.

Central to success of the training and educational process is an organizational structure that supports the development of technically proficient support and line personnel. The Training Division provides services that encourage and stimulate competency, innovation, and increased effectiveness. FFPD provides the learning resources necessary to facilitate quality training and continued professional development.

TRAINING AND EDUCATION PROGRAM REQUIREMENTS

8B.6 The FFPD will conduct an annual performance-based program appraisal to evaluate the current training needs for currency and ability to meet the goals and objectives of the District, in order to provide a relevant training curriculum for all department personnel.

9. Essential Resources

Essential resources are defined as those mandatory services or systems required for FFPD's operational programs to function.

WATER SUPPLY

None

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COMMUNICATIONS SYSTEMS

9B.13 The FFPD will conduct an annual performance-based program appraisal to determine the effectiveness of the emergency communications systems and their impact on meeting the agency's goals and objectives.

ADMINISTRATIVE SUPPORT SERVICES AND OFFICE SYSTEMS

9C.4 The FFPD is committed to reducing its use of paper and toner use in any areas that are feasible. FFPD will use the technologies and systems already in-place to automate and streamline processes that use paper. FFPD will continue to expand digitizing and storing documents and records electronically, thus reducing the need for physical storage space and aiding in the ability to retrieve documents quickly for public records requests.

INFORMATION TECHNOLOGY

None

10. External Systems Relationships

External systems relationships are defined as the relationships with agencies that act together as an integrated system. The growth of multi-unit systems and the increase of interagency agreements between various types of government necessitate increasing attention to these relationships and the agreements between legally autonomous operating units.

EXTERNAL AGENCY RELATIONSHIPS

10A.3 The agency considers and evaluates all types of functional relationships that may aid in the achievement of its goals and objectives. The FFPD completed a cooperative efforts feasibility study in 2021 between the FFPD, Golden Fire Department, and the Pleasant View Metropolitan District. Recommendations from the study will continue to be evaluated in 2023 for implementation. Additionally, FFPD will remain open to discussing, evaluating, and acting decisively when opportunities arise to work closely with all of the district's regional partners.

EXTERNAL AGENCY AGREEMENTS

10B.3 The FFPD will annually evaluate external agency performance to ensure that external agencies are capable and effective in supporting the agency's goals and objectives.

11. Health and Safety

OCCUPATIONAL HEALTH, SAFETY AND RISK MANAGEMENT

11A.1 The FFPD will have a specific person or persons assigned responsibility for implementing the occupational, safety, and risk management programs.

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WELLNESS/FITNESS PROGRAMS

11B.6 The FFPD will conduct an annual performance-based program appraisal to determine the effectiveness of the wellness/fitness programs and their impact on meeting the agency's goals and objectives.

Fairmount Fire Protection District
4755 Isabell Street
Golden, Colorado 80403
303-279-2928
www.Fairmountfire.org

