

Windsor Severance Fire Rescue STRATEGIC PLAN

2022-2024





Contents

4 Acknowledgments

5 Message from the Chief

6-7 Mission-Vision-Values

8-9 History & Milestones

10 Organizational Review

11 District Map

12-13 WSFR Facts

14-15 2016-2021 Strategic
Plan Successes

16-17 Planning Approach

18 External Stakeholder
Input Process

19 Internal Stakeholder
Input Process

20-21 Tower 1

22-23 SWOT Analysis

24-25 Strategic
Focus Areas

26-37 Goals & Objectives

38 Implementation Plan

Acknowledgments

WINDSOR SEVERANCE FIRE RESCUE BOARD OF DIRECTORS

Matt Pearson, President
 Mark Stevenson, Vice President
 Trent Hansen, Treasurer
 Andrew Rosen, Secretary
 Robert Thorn, Director

WSFR STRATEGIC PLANNING TEAM

Mike Blackwill, Division Chief
 Travis Chapman, Division Chief
 Jamey Cohen, Firefighter
 Jeff Dykstra
 Administrative Captain
 Sandi Friedrichsen, Fire Marshal
 Travis Grenz, Lieutenant
 Kris Kazian, Fire Chief
 Jordon Kejr, Engineer
 Erik Morse, Lieutenant
 IAFF Local 4845 President
 Mark Stevenson
 WSFR Board Vice President
 Mark Williams, Battalion Chief
 Lucy Zamarripa
 Human Resources Manager

EXTERNAL STAKEHOLDER CONTRIBUTORS

David Nicholl, Resident
 Tim Seidel
 Thompson Valley EMS
 Randy Leshar
 Thompson Valley EMS
 Dan Spykstra, Resident

EXTERNAL STAKEHOLDER CONTRIBUTORS

Justin Spina, Resident
 Dan Seegmiller
 Weld RE4 School District
 Michelle Scallon
 Windsor High School
 Shane Hale, Town of Windsor
 Michelle Vance
 Windsor Area Chamber of
 Commerce
 Jessica Humphries
 Town of Windsor
 Karen Trusler, Resident
 Rick Klimek
 Windsor Police Department
 Cameron McLaughlin
 Goal High School
 Antonia Gardiner
 Goal High School
 Cyn French
 Windsor Area Chamber of
 Commerce
 Brian Kuznik
 Greeley Fire Department
 Janet Stanley, Resident
 Kristie Melendez, Resident
 Nicholas Wharton
 Town of Severance

Michael Cerovski, Resident
 Jody Niswender, Resident
 Eric Lucas, Town of Windsor
 John Mehl, Timberline Church
 Jann Demaske, Resident
 Glenda Mills
 Windsor Town Watch Page
 Randy Souther
 Aims Community College
 Shaun Tedesco
 Canvas Credit Union
 Rebecca Teeples
 Windsor Charter Academy
 Ryan McLean, UC Health
 Michael West
 Front Range Fire Rescue
 Greg Ward
 Loveland Fire Rescue Authority
 Paul Rennemeyer
 Town of Windsor
 Mike Freeman, Weld County

FACILITATION

Fire/EMS Consulting Services,
 LLC

Windsor Severance Fire Rescue is excited to present to you our 2022-2024 Strategic Plan. Your WSFR staff prides itself on developing sustainable and data-driven decisions. As we have witnessed, our region is experiencing substantial growth and development which requires us to work hard to stay one step ahead so we can best serve our community. Strategic planning, with input from internal and external stakeholders, is a critical component in helping us establish a road map for future planning. It is a tool we use to help guide our planning decisions.

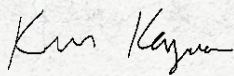
We have given great consideration to projects and issues that will need to be addressed moving forward. Identifying our needs and the respective funding aspects are critical components to the plan's success. Our plan also will help identify appropriate funding that will be needed to meet our strategic initiatives and objectives.

WSFR has been able to successfully use the previous strategic plan to help make operational decisions and effectively budget for them. The 2022-2024 plan is a continuation of our progressive and forward-thinking approach to managing emergency services for our community.

We took great pride and ownership in developing our Mission Statement and our Values in the 2016-2021 Strategic Plan. During the 2022-2024 process, we realized we were missing a true Vision Statement – something that we can strive for and can push us out of our comfort zone to better help us identify what WSFR stands for. I am proud to share that we have developed what we believe to be a great Vision Statement for WSFR which will challenge us to be the best versions of ourselves each and every day.

Thanks to input from the internal Strategic Plan team who participated in this process, the external stakeholders who shared their thoughts with us, and the leadership throughout the organization, you can look forward to how we proceed over the three years – being driven by our values of Readiness, Excellence, Courage, and Respect as we strive daily to provide professional service and compassionate care from our family to yours.

Respectfully,



Kris Kazian
Fire Chief

View video "From Our Family to Yours"



Chief's Message



A leader's job is to look into the future and see the organization, not as it is, but as it should be.

- Jack Welch

Mission

Providing professional service and compassionate care from our family to yours.

Vision

Building a culture of unwavering commitment to our community and each other, while striving for greatness.



Values

READINESS

WE WILL ANTICIPATE THE NEEDS OF OUR COMMUNITY THROUGH PREPAREDNESS, EDUCATION, AND CONTINUAL IMPROVEMENT.

EXCELLENCE

WE WILL PURSUE MASTERY OF TECHNICAL KNOWLEDGE, SKILLS, AND ABILITIES.

COURAGE

WE WILL DISPLAY THE MENTAL STRENGTH AND MORAL CHARACTER TO DO WHAT IS RIGHT, EVEN IN THE PRESENCE OF PERSONAL AND PROFESSIONAL ADVERSITY.

RESPECT

WE WILL SERVE OUR COMMUNITY AND EACH OTHER WITH DIGNITY, INTEGRITY, APPRECIATION, AND KINDNESS, WHILE VALUING THE DIVERSITY AND EFFORTS OF ALL.



Windsor Severance Fire Rescue HISTORY

The Windsor Volunteer Fire Department was organized on March 12, 1902, for the protection of the property within the town of Windsor. At the time of its founding, there were 23 members, and their equipment consisted of a hose cart with 550 feet of 2½” hose, a nozzle, two axes, and four buckets.

The Windsor-Severance Fire Protection District (WSFPD) was formed in 1950 but did not begin to function as a fire protection district until 1951. At its initial founding, the WSFPD encompassed approximately 70 square miles and had 35 volunteer members. WSFPD was responsible for protecting the incorporated towns of Windsor and Severance, as well as rural portions of both Weld and Larimer counties surrounding these two communities.

Until the 1970s, growth in the area remained relatively slow and the economy was primarily dependent on agriculture. In the 1980s, population and commercial growth began to significantly increase. Since then, the District has seen a steady growth pattern of residential, commercial, and industrial construction. As the communities continue to grow, the nature and magnitude of fire protection services have continued to change. The population of the District grew to nearly 60,000 by 2020. In the next 20 to 25 years, we expect the population will double or even triple.

Voters approved a mill levy increase in 2000 to build a new Fire Station 1 and to staff the new fire station with the District’s first full-time staff. WSFPD began operating out of the new fire station in June of 2002 with 24-hour paid, full-time staffing. This marked the

beginning of a new era for WSFPD – being a combination, career-volunteer fire department.

Full-time career staffing was added to Fire Station 2 in 2009, and Fire Station 3 was constructed and provided with full-time career staffing in 2011. Construction of Fire Station 4 began in 2021.

WSFPD BEGAN OPERATING OUT OF THE NEW FIRE STATION IN JUNE OF 2002 WITH 24-HOUR PAID, FULL-TIME STAFFING. THIS MARKED THE BEGINNING OF A NEW ERA FOR WSFPD.

The Windsor-Severance Fire Protection District changed its moniker to Windsor Severance Fire Rescue (WSFR) in 2010 to better reflect the agency’s mission. WSFR currently responds to all calls for assistance within the 100-square mile fire district boundaries in Weld and Larimer Counties.


In 2013, WSFR entered into a contractual agreement with University of Colorado Health (UCH) to provide 24-hour advanced life support (ALS) ambulance treatment and transportation coverage out of WSFR Fire Stations 1 and 2, significantly reducing response times and increasing the level of emergency medical care. WSFR works closely with neighboring Fire and EMS agencies to provide automatic and mutual aid to best serve our residents and our region.

WSFR earned accreditation from the Commission on Fire Accreditation International (CFAI) in 2018.

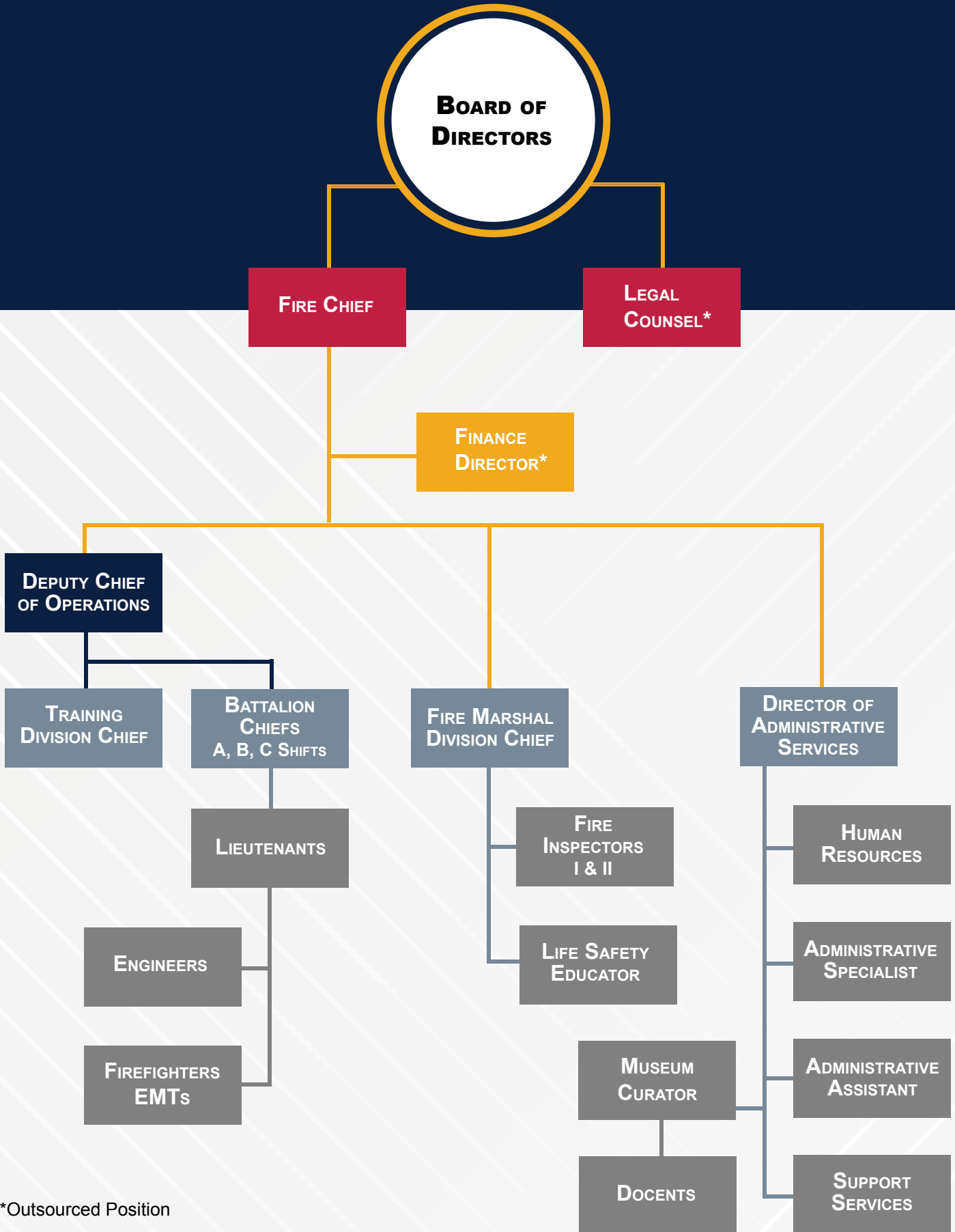
In 2021, a 100-foot aerial platform was added to our fleet to assist in our ability to best serve our community.



Milestones

- 
- 1902** WINDSOR VOLUNTEER FIRE DEPARTMENT FORMS
 - 1950** WINDSOR-SEVERANCE FIRE PROTECTION DISTRICT FORMS
 - 2002** NEW FIRE STATION 1 BUILT AND INITIAL FULL-TIME OPERATIONAL STAFF ADDED
 - 2009** FULL-TIME OPERATIONAL STAFF ADDED TO FIRE STATION 2
 - 2011** FIRE STATION 3 BUILT AND STAFFED BY ADDITIONAL FULL-TIME OPERATIONAL STAFF
 - 2013** WSFR CONTRACTS WITH UNIVERSITY OF COLORADO HEALTH TO BEGIN AMBULANCE SERVICE
 - 2014** NEW FIRE STATION 2 BUILT - STAFF MOVED FROM OLD STATION 2
 - 2018** INTERNATIONAL ACCREDITATION ACHIEVED
 - 2019** VOTERS APPROVE 3 PART MILL LEVY INCREASE FOR FUTURE OPERATIONAL NEEDS
 - 2020** VOTERS APPROVE A BUDGET STABILIZATION BALLOT MEASURE
 - 2021** 100-FOOT AERIAL PLATFORM ADDED TO WSFR FLEET; CONSTRUCTION BEGINS ON FIRE STATION 4

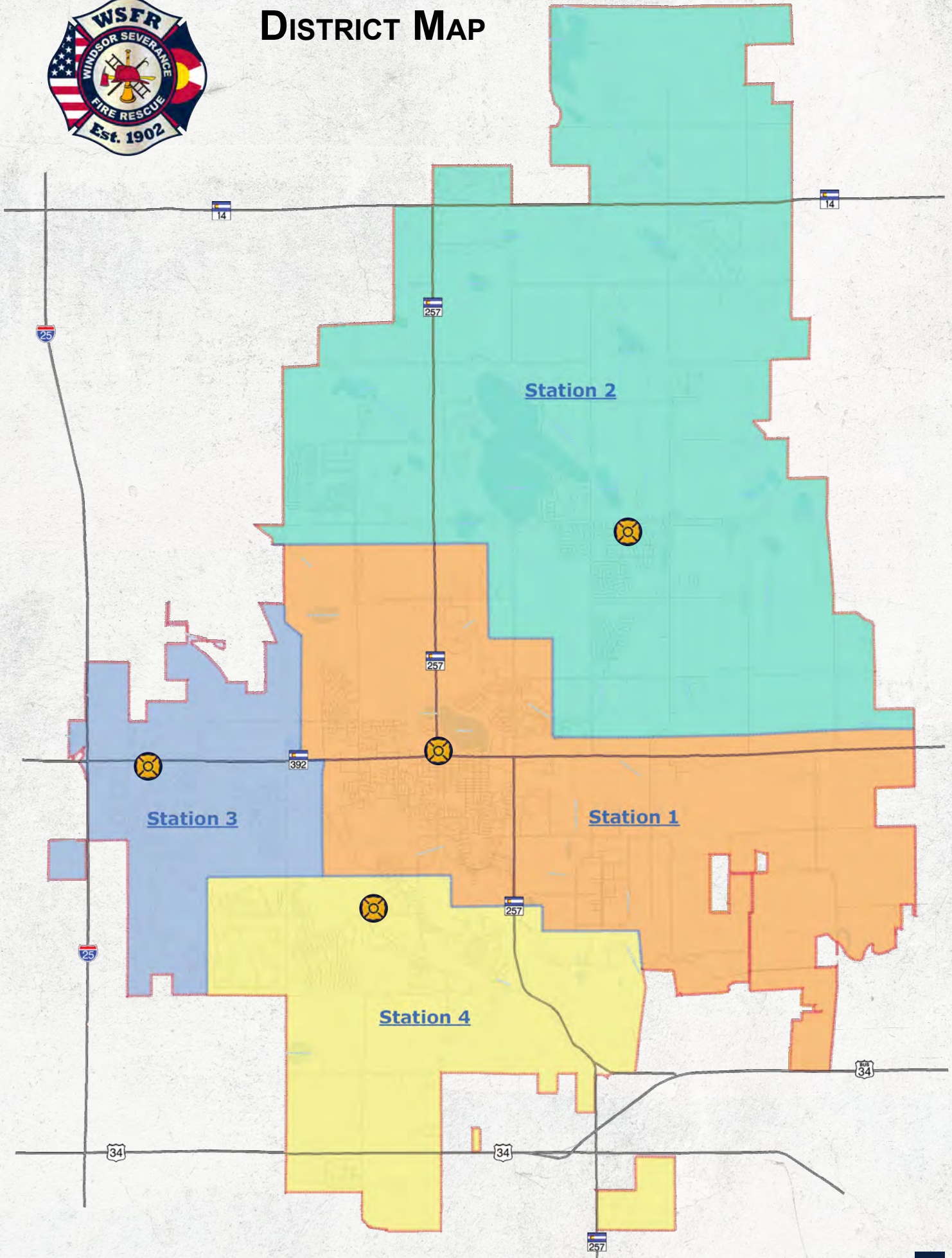
ORGANIZATIONAL CHART



*Outsourced Position



DISTRICT MAP





READINESS | EXCELLENCE | COURAGE | RESPECT

STAFF

Full-Time Firefighters | 44

Part-Time Firefighters | 12

Volunteer/Reserve Firefighters | 3

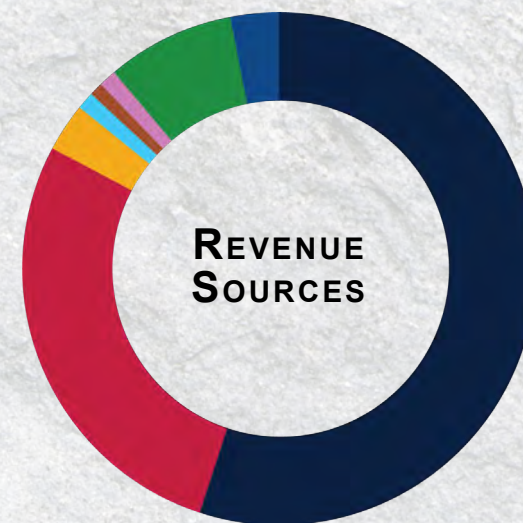
Elected Board Members | 5

Administrative Personnel | 9

Museum Docents | 10

Total Personnel | 83

WSFR FACTS



- **Property Tax | 55%**
- **Oil & Gas | 28%**
- **Grants | 8%**
- **Special Ownership | 3%**
- **Plan Review Fees | 3%**
- **Investments | 1%**
- **Other | 1%**
- **Wildland | 1%**

**60,000
Residents**

**100 Square
Miles**

**3,253 Total
Calls in 2020**

PROPERTY VALUES

**Residential
\$476.3 million**

**Commercial
\$135.4 million**

**Vacant Land
\$28.7 million**

**Oil and Gas
\$444.4 million**

**Industrial
\$136.9 million**

**Agriculture
\$12.4 million**

**Minerals
\$909,000**

**State
Assessed
\$25.8 million**

CALL TYPE AND VOLUME

Major Incident Type	2018	2019	2020	2021*
Fire	72	56	99	94
Overpressure rupture, explosion,overheat - no fire	3	2	0	3
Rescue and Emergency Medical Service	1978	2117	2116	2565
Hazardous Condition - no fire	79	93	84	108
Service Call	268	317	200	325
Good Intent Call	410	439	412	496
False Alarm and False Call	214	199	209	247
Severe Weather and Natural Disaster	1	5	7	4
Special Incident	0	0	0	1
TOTAL	3025	3228	3217	3843

* Through September 30 and projected for Q4

2020 PROPERTY VALUE SAVED/LOST


Saved - \$66,522,300


Lost - \$1,579,000

2016-2021 Strategic Plan Successes

- Improved communication throughout the organization by beginning a weekly newsletter
- Implemented Strategic Plan progress discussion at staff meetings
- Increased WSFR participation in official public and community meetings
- Instituted production of annual reports for our stakeholders
- Developed and published a comprehensive Standards of Cover document
- Established partnerships with local and national agencies to enhance firefighter training
- Provided increased opportunities for personnel growth - resulting in five employees obtaining international credentialing
- Achieved agency accreditation by the Commission on Fire Accreditation International
- Added new key positions including Training Officer, HR Manager, Life Safety Educator, and Fire Inspector
- Developed salary and benefits review process
- Established a partnership with a neighboring fire authority for fleet and apparatus management and maintenance
- Updated Standard Operational Procedures manual
- Established process to ensure position relevancy to organizational needs
- Contracted with external Finance Director to strengthen WSFR financial operations
- Developed 10-year capital plan
- Integrated WSFR Museum into the District's operations and budget with no impact on operational capabilities
- Generated significant savings for taxpayers through early debt and bond payoffs
- Fire Station 4 location selected and construction operations began
- Implemented impact fees associated with new developments within service area
- Strengthened partnership with UC Health resulting in value-added community programs
- Implemented new software and database to enhance life safety related activities
- Increased full-time firefighter staff from 25 to 44



OUR GOALS CAN ONLY BE REACHED THROUGH THE VEHICLE OF A PLAN. THERE IS NO OTHER ROUTE TO SUCCESS.

- PABLO PICASSO

You are Protected by an Internationally Accredited Agency



WSFR is one of 290 fire and emergency services agencies accredited by the Commission on Fire Accreditation International (CFAI). The CFAI model is used to guide fire and emergency service agencies around the world through accreditation with a focus on performance measurement, self-assessment, and quality improvement.

Achieving accreditation involves conducting a comprehensive self-assessment and evaluation to examine past, current, and future service levels, a community risk assessment/standards of cover, and an internal performance evaluation, all the while comparing them to industry best practices. After the information is submitted to the CFAI, a panel of peer assessors examines the documents and conducts an on-site assessment. The final step is a public hearing before the commission. CFAI accreditation is valid for five years.

The accreditation process serves as a continuous improvement and business plan model for WSFR to assess not only current programs and performance but to forecast future service level demands and the support services needed for anticipated rapid growth in the District.

Your District is Growing

Growth is the primary driver of our strategic plan. Our entire organization, from Board members to the newest firefighters are engaged in finding solutions during this rapid growth period to maintain the high level of service that our community has come to expect. This will likely mean considering options such as functional consolidation and relying on data to make informed decisions in order to provide the level of emergency services WSFR prides itself on.

It is projected that the Fire District will see an increase of 30,000 residents in the next eight to ten years, bringing the population we serve to nearly 100,000 people. Commercial growth is also projected to be significant during this time frame and could change the services we need to provide. Developing and implementing intentional strategic efforts to address this growth is going to take a considerable amount of planning.

Our mission is to have well-trained and well-equipped first responders and the appropriate support and administrative staff to reduce hazards, maintain an effective response force, and create educational opportunities for the community.

WSFR must continue to be proactive to ensure our financial capabilities and expected future revenues align with our mission and the needs of the community we serve.



Planning Approach

Strategic planning is a systematic, formal process that is used to set priorities and focus energy and resources to ensure that all organizational members are working toward common goals. It establishes agreement around intended outcomes/results, and assesses and adjusts the organization's direction in response to a changing environment and the community's needs.

WHEN DONE EFFECTIVELY, STRATEGIC PLANNING:

Provides direction for where the District is going and how it will get there.

Develops a coherent and defensible basis for decision making resulting in a shared vision that is mission and values based.

Facilitates a process that results in the best allocation of resources that provides the most benefit for the District's community.

Creates a participatory process in which all District members take on shared ownership of the plan.

Provides an opportunity to question the status quo.

Ensures accountability to the community and is based on credible data.

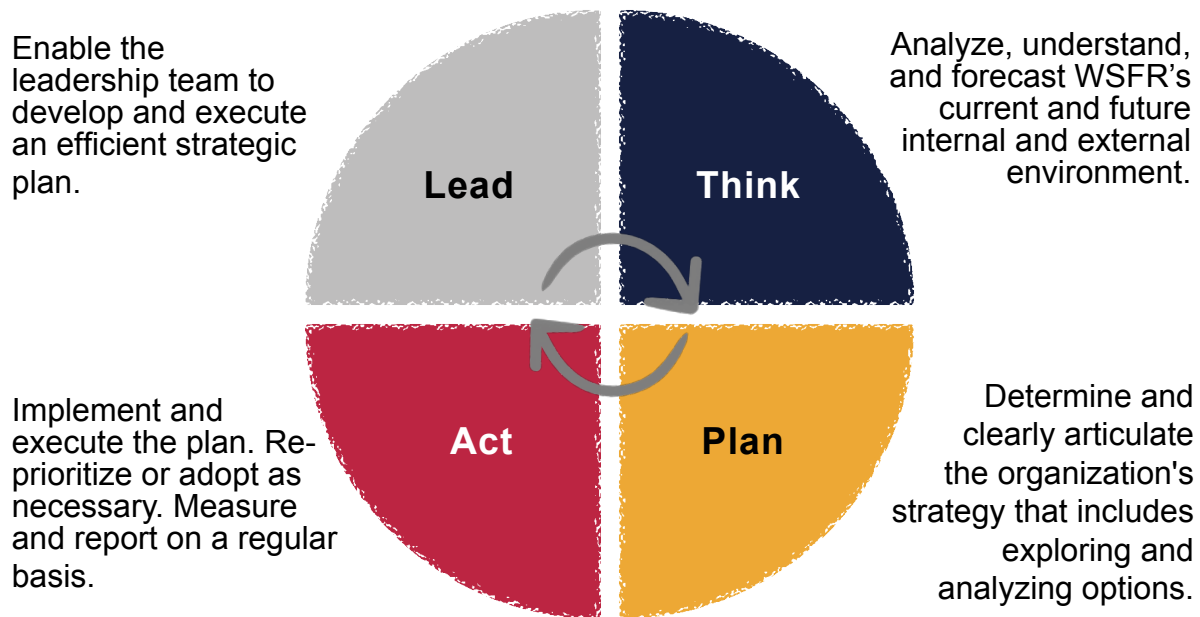
Identifies the District's potential through identification of its strengths and weaknesses.

Provides direction and prioritization for annual budget development and short-range operational plans.

Lead, Think, Plan, Act Approach

Application of the Lead, Think, Plan, Act¹ approach:

- Promotes a strategic culture that results in continuous improvement
- Reinforces WSFR's mission
- Promotes communication throughout the organization
- Integrates risk management throughout the process



LTPA Approach with Focus on a Community-Based Model

Utilizing the community-based model in the development of the strategic plan ensures that the community has engagement, buy-in, and ownership of the plan. The LTPA Approach that includes a community-based component creates an environment where residents and businesses come together to determine service level expectations that guide the future of WSFR. As such, the planning process included input from both external and internal stakeholders.

Community-based strategic planning is more than a technique to establish a strategic plan. It is a strategy for engaging residents and creating community.

- Julia Novak, "Dreams that Make a Difference"

¹Guide to the Strategic Planning and Strategic Management Body of Knowledge, Second Edition. Association of Strategic Planning. 2015.

External Stakeholder Input Process

Key to the community-based approach is understanding the priorities and expectations of the community, or the “external stakeholders.” To accomplish this, in March of 2021 WSFR facilitated two external stakeholder virtual workshops that included attendees representing a cross section of the community. A full list of the participants is included in the Acknowledgments section at the beginning of this document. An information overview was presented to the attendees that included:

- Review of emergency and non-emergency services provided
- Funding sources for WSFR
- Call type, volume, and response time information
- Expected growth in WSFR population and call volume in the next five years
- Question and answer session

Following the information overview presentation, attendees were surveyed to gain their input regarding expectations of their District and to measure their priorities of services currently provided. The following tables represent survey results.

Ranking	Expectation	Average Score (4.0 total possible)	Classification
1	Ensuring maximum safety of firefighters	3.6	Essential
2	Adequate staffing, apparatus, and equipment for emergency response	3.5	Essential
3	Professionalism of WSFR personnel	3.4	Very Important
4	Expedient response time to emergencies	3.3	Very Important
4	Ensuring a high level of competency/training of personnel	3.3	Very Important
4	Maintaining current service levels during the expected strong growth period of the next few years	3.3	Very Important
5	Providing training, time, and equipment for adequate physical conditioning of firefighters	2.9	Very Important
Ranking	Program	Average Score (4.0 total possible)	Classification
1	Fire/Emergency Medical Services	3.5	Essential
2	Special operations – Hazardous materials emergencies and technical rescue	2.9	Very Important
3	Fire prevention programs such as new construction plan review and code enforcement	2.8	Very Important
3	Domestic preparedness and planning – large scale natural or man-made disasters	2.8	Very Important
4	Community involvement and presence at schools, fairs, neighborhood activities, etc.	2.5	Very Important
5	Public education and community outreach programs such as CPR and fire prevention classes	2.4	Important
5	Fire investigation	2.4	Important
6	Smoke/CO detector battery change service	1.6	Somewhat Important

Just as important as gaining input from the community, is gaining input from those responsible for supporting and delivering the services the community wants and expects. To accomplish this, a Strategic Planning Team was formed that represented all aspects of WSFR. Members of the Team are listed in the Acknowledgments section. The Team met five times over a period of six months to help develop the direction of the District over the next three years. Team members were responsible for gaining input for the Plan from their coworkers and subordinates and bringing the input to the team meetings.

As the Team progressed through the development process, a set of guiding principles emerged to help direct the identification of key focus areas and subsequent associated goals and objectives.

STRATEGIC PLAN GUIDING PRINCIPLES

Align with the mission, vision, and values.

Member health and safety is always a priority.

Keep it simple and functional.

Keep the plan at the strategic level vs. operations.

Build on consensus of the strategic plan team.

Consider applicable and proven technology for all goals.





**IF EVERYONE IS MOVING FORWARD TOGETHER,
THEN SUCCESS TAKES CARE OF ITSELF.**

-HENRY FORD

As part of the plan development process, the Strategic Plan Team conducted a SWOT (strengths, weaknesses, opportunities and threats) analysis. The strengths and weaknesses were considered from an internal aspect; the opportunities and threats were considered from an external aspect. A SWOT analysis offers the opportunity for an organization to holistically and realistically appraise its current status and provides a mechanism for identifying strategic focus areas from which goals and objectives can be developed.



STRENGTHS

- Fire chief who is active in the community
- Engaged, talented, and capable workforce
- Moving away from dependency on oil and gas revenues
- Strong mental health program
- Young organization and workforce that is nimble and readily accepts change
- Training Division and access to outside training
- Mission-focused, effective hiring process
- On cutting edge of fire tactics - tactical deployment is strong and dynamic
- New computer-aided dispatch system (2022)
- Wildland team
- Community outreach program
- Family oriented
- Well liked, respected, and supported by community
- Organization embraces technology
- Strong Labor/Management partnership operating as Vision Leadership Team
- Positive culture has strong buy-in to values and mission throughout the organization
- Strong relationships with neighboring agencies
- Financially sound with excellent financial management
- Good operational relationship with UC Health
- New ladder company

WEAKNESSES

- Antiquated records management and data collection tools
- Uncoordinated calendars, workflow, schedules, and inventory management tools
- Communication pathways throughout the organization
- Upper management understaffed
- Data driven but not utilizing to its capability
- Life Safety Division ability to keep up with growth demand
- While education opportunities are good, the pathway to take advantage of them is cumbersome
- Ineffective process to keep policies updated
- Uncoordinated safety, health, and wellness programs
- Integrating community event planning efforts with partnering agencies
- Improvement of Life Safety Division not emphasized
- Dispatch system
- Not maximizing use of technology
- Information Technology is spread too thin
- Consistent and timely regional salary comparison surveys
- Response/dispatch alignment with mutual aid companies in need of improvement to ensure closest unit responds
- Mental health resources and their use by members needs to continue to be “normalized”

OPPORTUNITIES

- Improve mental and physical fitness standards, education, etc.
- Continue efforts to improve inclusivity and diversity
- Rapid community growth
- Shared services arrangements with other districts
- Explore enhancement of medical services
- Embrace opportunities to adopt best cultural and operational practices from other fire departments/districts
- Enhance efforts to develop and expand community outreach programs
- Strengthen partnerships with EMS providers
- Improve all-hazards response
- Enhance the pathway for professional development
- Enhance efforts for firefighters to utilize available mental health resources
- Maximize auto/mutual aid resources to enhance response capabilities and effectiveness
- Engage with regional partners to implement closest station response concept
- Anticipate potential annexations to WSFR service area

THREATS

- Changes in fire code - new standards, codes, regulations
- New social and political developments
- Employee retention
- Expanded response expectations
- Impacts of inflation and cost of living
- Instability of District income relative to the oil and gas industry
- Potential downturn in economy resulting in decreased revenue for the District
- Addressing the current socio-cultural changes and trends
- Meeting the growing service demand within the District
- Neighboring agencies annexing into WSFR service area resulting in decrease in revenue
- Legislative changes impacting operational issues and employment matters

Strategic Focus Areas

Focus areas were developed during the SWOT analysis and strategic issue identification process.



PLANNING AND READINESS

WSFR's service area is experiencing rapid growth. As a result, planning for maintaining current service levels and operational readiness with the anticipated increase in service demands will be a primary area of focus during the period of the strategic plan.

ORGANIZATIONAL DEVELOPMENT

WSFR recognizes that its most important resource is its people. Core areas of concentration for WSFR will be providing a positive value-centered culture, clear career advancement paths, a means to strengthen all members' knowledge, skills, and abilities in their current positions, along with competitive salaries and benefits.



HEALTH AND WELLNESS

External and internal stakeholders in the strategic planning process identified health and wellness as a high priority for WSFR. It is WSFR's intent to ensure the emotional and psychological well-being of WSFR members, so they are physically and mentally prepared to perform their jobs each day.

COMMUNITY RISK REDUCTION

Community risk reduction is primary to preventing risks from becoming emergencies. Besides saving lives and property, an effective community risk reduction program helps reduce emergency service call volume. This allows for a higher reliability that the closest most appropriate unit(s) respond.



PARTNERSHIPS AND RELATIONSHIPS

As an all-hazards fire and rescue district, WSFR recognizes that future success of its mission relies heavily on partnerships and relationships. Developing new and building upon existing partnerships and relationships are key elements of the strategic plan.

TECHNOLOGY AND DATA

Now, and in the future, technology will play an increasingly important role in the way WSFR operates, not only for services provided to the community but also for internal support services. This focus area is critical to all operational and support services functions and will have high priority during the period of this strategic plan.



PLANNING & READINESS | GOALS & OBJECTIVES



View video about this focus area.

WSFR's service area is experiencing rapid growth. As a result, planning for maintaining current service levels and operational readiness with the anticipated increase in service demands will be a primary area of focus during the period of the strategic plan.

Goal 1A - Ensure adequate and appropriate staffing to maintain current service levels that are commensurate with anticipated growth. **Leader: Human Resources**

Objective	Projected Start
1A.1 Evaluate need for increasing operational staff to maintain current service delivery performance.	2nd quarter 2022*
1A.2 Evaluate Life Safety Division staffing to meet community and organizational expectations.	3rd quarter 2022*
1A.3 Evaluate the need for Training Division staff that aligns with organizational expectations and needs.	4th quarter 2022*
1A.4 Evaluate the need for administrative and support service staff to meet the growing demands and expectations.	2nd quarter 2022*

Goal 1B - Ensure that best financial practices are in place that account for long-term financial stability and sustainability. **Leader: Fire Chief**

Objective	Projected Start
1B.1 Evaluate and implement best practices for short and long-term financially-related Board policies.	2nd quarter 2022
1B.2 Explore retaining a third-party consultant for a more thorough analysis of economic forecast, the impact of growth, associated service delivery impact, and the need for a 10 to 20-year master plan.	3rd quarter 2022
1B.3 Establish a regular interval for evaluating and implementing adjustment to service fees.	2nd quarter 2022
1B.4 Complete an Annual Compliance Financial Report and submit to Government Finance Officers Association.	3rd quarter 2022
1B.5 Seek out grant opportunities to assist in the funding of operational and organizational needs.	2nd Quarter 2022*

*Ongoing through the period of the Strategic Plan

Goal 1C - Ensure that required physical/capital assets will be in place to meet the anticipated increased service demand resulting from the rapid growth of the WSFR community. **Leader: Fire Chief**

Objective	Projected Start
1C.1 Determine land acquisition needs for future facilities.	1st quarter 2023
1C.2 Expand administrative office space to meet current and expected needs during the period of the strategic plan.	1st quarter 2022
1C.3 Explore the feasibility of constructing a training facility within the WSFR boundary.	1st quarter 2024
1C.4 Develop and implement a plan for placing Station 4 in service.	1st quarter 2022
1C.5 Establish a data-driven apparatus/vehicle replacement plan to maximize fleet efficiency and meet future service demand increases.	3rd quarter 2022

Goal 1D - Utilize the District's accreditation Community Risk Assessment/ Standards of Cover (CRA-SOC) and Self-Assessment Manual as a tool to anticipate needed resources for growth and the increase in demand for proactive and emergency services. **Leader: Fire Chief**

Objective	Projected Start
1D.1 Achieve re-accreditation.	1st quarter 2023
1D.2 Enhance the annual updating of the CRA-SOC to track service performance and identify service demand trends.	1st quarter 2022*
1D.3 Enhance the annual required division appraisals to ensure they include anticipated needs.	1st quarter 2023*

*Ongoing through the period of the Strategic Plan

ORGANIZATIONAL DEVELOPMENT | GOALS & OBJECTIVES



WSFR recognizes that its most important resource is its people. Core areas of concentration for WSFR will be providing a positive value-centered culture, clear career advancement paths, a means to strengthen all members' knowledge, skills, and abilities in their current positions, along with competitive salaries and benefits.

Goal 2A - Provide members with education and training to maximize their performance within the organization.		Leader: Operations Chief
Objective	Projected Start	
2A.1 Complete a comprehensive review of Department Standard Operating Procedures, Positional Task Books, and Fire Company Manuals.	2nd quarter 2022	
2A.2 Establish performance standards for each rank.	4th quarter 2022	
2A.3 Evaluate members to determine baseline performance and compare to best practices and consensus national standards.	3rd quarter 2023	
2A.4 Enhance education and training programs to close any gaps identified in objective 2A.3.	1st quarter 2024	
2A.5 Establish educational guidelines/recommendations that work in partnership with a WSFR mentor program to assist members pursuing higher education tracks.	3rd quarter 2024	

Goal 2B - Provide members with opportunities to gain the necessary education and training to reach their professional goals.		Leader: Training
Objective	Projected Start	
2B.1 Develop a structured plan for the professional development and growth of all members.	4th quarter 2023	
2B.2 Establish education standards for each position to assist in career planning.	1st quarter 2023	
2B.3 Explore new opportunities for professional development.	1st quarter 2023	

Goal 2C - Foster a culture that reflects WSFR's mission, vision, and values.		Leader: Training and Human Resources
Objective	Projected Start	
2C.1 Establish and implement a mentor program.	2nd quarter 2024	
2C.2 Enhance culture of diversity and inclusivity.	1st quarter 2023	
2C.3 Continually utilize SOPs, Positional Task Books, and Fire Company Manuals to ensure the operational philosophy of the organization is consistent with all personnel.	1st quarter 2022	
2C.4 Ensure WSFR training staff have a consistent presence at the Front Range Fire Consortium Fire Academy to ensure early engagement with WSFR recruits.	4th quarter 2022	

Goal 2D - Enhance the employee life cycle to have a fulfilled and engaged workforce in a competitive market.		Leader: Human Resources
Objective	Projected Start	
2D.1 Evaluate current hiring process to ensure WSFR is hiring the best candidates available.	2nd quarter 2023	
2D.2 Implement post-employment retirement health care funding plan and opportunities for possible implementation.	1st quarter 2022	
2D.3 Establish a standard method that includes the process and frequency for comparing "total compensation" in the region.	3rd quarter 2022	
2D.4 Promote financial planning resources to all members.	4th quarter 2022	

HEALTH & WELLNESS | GOALS & OBJECTIVES



External and internal stakeholders in the strategic planning process identified health and wellness as a high priority for WSFR. It is WSFR's intent to ensure the emotional and psychological well-being of WSFR members, so they are physically and mentally prepared to perform their jobs each day.

Goal 3A - Improve existing behavioral health practices by formalizing a behavioral health program that follows NFPA 1500, Chapter 12.1, Behavioral Health Program. **Leader: Peer Support Coordinator**

Objective	Projected Start
3A.1 Evaluate the potential of mental health leave time.	3rd quarter 2022
3A.2 Enhance the current peer support program.	1st quarter 2023
3A.3 Establish a regular mental health assessment for all members with a dedicated program manager and clinician.	1st quarter 2023
3A.4 Establish a mental performance program.	4th quarter 2022

Goal 3B - Ensure the WSFR workforce is physically prepared to perform their job responsibilities. **Leader: Health and Safety**

Objective	Projected Start
3B.1 Establish a physical fitness assessment for all operations personnel.	4th quarter 2022
3B.2 Revitalize the WSFR Peer Fitness Trainer program.	4th quarter 2023
3B.3 Develop a standardized functional fitness program for on and off duty personnel.	1st quarter 2023
3B.4 Provide nutritional counseling and training.	1st quarter 2023

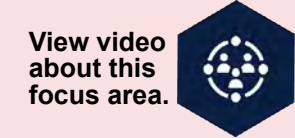
Goal 3C - Review and enhance the firefighter cancer risk reduction program. **Leader: Health and Safety**

Objective	Projected Start
3C.1 Establish a cancer risk reduction committee to research best practices and make enhancement recommendations to the cancer risk reduction program.	1st quarter 2022
3C.2 Based on enhancements identified, provide regular training for cancer reduction program.	3rd quarter 2022

Goal 3D - Establish a health and safety committee to review new research, industry best practices, and make recommendations regarding matters of occupational health and safety within the District. **Leader: Health and Safety**

Objective	Projected Start
3D.1 Ensure the make up of the committee includes a blend of management and labor as well as members from each of the District's divisions.	1st quarter 2022
3D.2 Develop a SOG for the committee that includes but not limited to its purpose, roles and responsibilities, committee member requirements, and frequency of meetings.	3rd quarter 2022
3D.3 Perform a survey to determine status of WSFR compliance with NFPA 1500 Standard on Fire Department Occupational Safety, Health, and Wellness Program, 2021 Edition.	2nd quarter 2022
3D.4 Develop priorities and an action plan as a result of the completion of 3D.3.	3rd quarter 2022

COMMUNITY RISK REDUCTION | GOALS & OBJECTIVES



Community risk reduction is primary to preventing risks from becoming emergencies. Besides saving lives and property, an effective community risk reduction program helps reduce emergency service call volume. This allows for a higher reliability that the closest most appropriate unit(s) respond.

Goal 4A - Create and implement a sustainable and effective Community Risk Reduction (CRR) plan that is reviewed and measured on a regular basis.		Leader: Fire Marshal
Objective	Projected Start	
4A.1 Determine resources needed and method/standard to be utilized for the development of the CRR plan.	1st quarter 2022	
4A.2 Develop the CRR plan.	3rd quarter 2022	
4A.3 Evaluate staffing needs and implement the new CRR plan.	1st quarter 2023	
4A.4 Once in place, measure, evaluate and modify the CRR plan as necessary.	1st quarter 2023	
4A.5 Tie the CRR plan into hazard mitigation planning.	3rd quarter 2022	

Goal 4B - Utilize data to develop focused outreach programs.		Leader: Life Safety Educator
Objective	Projected Start	
4B.1 Determine what data is needed to collect and analyze.	1st quarter 2022	
4B.2 Based on the analyzed data, develop and deliver focused outreach programs to the community.	1st quarter 2023	
4B.3 Identify and pursue funding sources such as grants for the development and delivery of outreach programs.	1st quarter 2022*	

*Ongoing through the period of the Strategic Plan

Goal 4C - Evaluate and enhance the current fire inspection program.		Leader: Fire Marshal
Objective	Projected Start	
4C.1 Verify and adjust frequencies of when annual inspections are being performed.	2nd quarter 2022	
4C.2 Establish expectations, training standards, and certifications for those tasked with performing inspections.	4th quarter 2022	

Goal 4D - Enhance the fire investigation team.		Leader: Fire Marshal
Objective	Projected Start	
4D.1 Develop new and update existing SOGs to provide for a successful fire investigation team program.	4th quarter 2022	
4D.2 Ensure all fire investigation team members receive training and certifications based on NFPA 921, Guide for Fire and Explosion Investigations.	3rd quarter 2023	
4D.3 Establish fire cause tracking capabilities to identify trends that help guide community risk reduction programs.	1st quarter 2022	

PARTNERSHIPS & RELATIONSHIPS | GOALS & OBJECTIVES



View video about this focus area.

As an all-hazards fire and rescue district, WSFR recognizes that future success of its mission relies heavily on partnerships and relationships. Developing new and building upon existing partnerships and relationships are key elements of the strategic plan.

Goal 5A - Evaluate opportunities for enhancement of partnerships/relationships related to emergency operations. Leader: Operations Chief

Objective	Projected Start
5A.1 Explore and implement opportunities for regional special operations response.	3rd quarter 2023
5A.2 Work with neighboring agencies (Fire & EMS) to ensure an effective response matrix.	2nd quarter 2022
5A.3 Establish After Action Review (AAR) processes for mutual aid responses.	1st quarter 2023
5A.4 Evaluate and potentially develop regional training with a focus on mutual aid training.	4th quarter 2022
5A.5 Explore and potentially implement interoperability through closest unit dispatch.	3rd quarter 2022
5A.6 Work in conjunction with the Weld County Regional Communication Center to analyze, maintain, and evaluate the operations of the dispatch center, including implementation of the new Computer Aided Dispatch (CAD) system.	4th quarter 2023

Goal 5B - Evaluate opportunities for new and enhancement of existing partnerships and relationships related to administrative and support services. Leader: Fire Chief

Objective	Projected Start
5B.1 Explore opportunities for WSFR to integrate Geographic Information System (GIS) needs.	2nd quarter 2023
5B.2 Evaluate information technology (IT) needs and implement improvements with consideration of a regionalization concept.	2nd quarter 2023
5B.3 Evaluate effectiveness of the regional fleet services model.	2nd quarter 2023
5B.4 Evaluate potential opportunities for shared administrative workspace with external stakeholders.	4th quarter 2023
5B.5 Evaluate effectiveness of current shared services agreements.	2nd quarter 2023*
5B.6 Explore opportunities for new shared services opportunities.	3rd quarter 2022*

*Ongoing through the period of the Strategic Plan



Station 4 Groundbreaking - June 2021

TECHNOLOGY & DATA | GOALS & OBJECTIVES

Now, and in the future, technology will play an increasingly important role in the way WSFR operates, not only for services provided to the community but also for internal support services. This focus area is critical to all operational and support services functions and will have high priority during the period of this strategic plan.

View video about this focus area.



Goal 6A - Maximize the digital experience by ensuring that efficient and effective systems are in place for internal and external users.

**Leader:
Admin.
Services**

Objective	Projected Start
6A.1 Enhance the District website to include additional end user opportunities and a possible redesign.	4th quarter 2022
6A.2 Evaluate effectiveness of current software and hardware applications for maximizing end user efficiencies and capabilities.	3rd quarter 2022
6A.3 Implement Vector Solutions® learning management platform to its maximum potential for WSFR.	4th quarter 2022

Goal 6B - Develop a three-year information technology (IT) plan that includes forecasting needs for the acquisition of new and replacement hardware, software, associated IT management requirements, and system security.

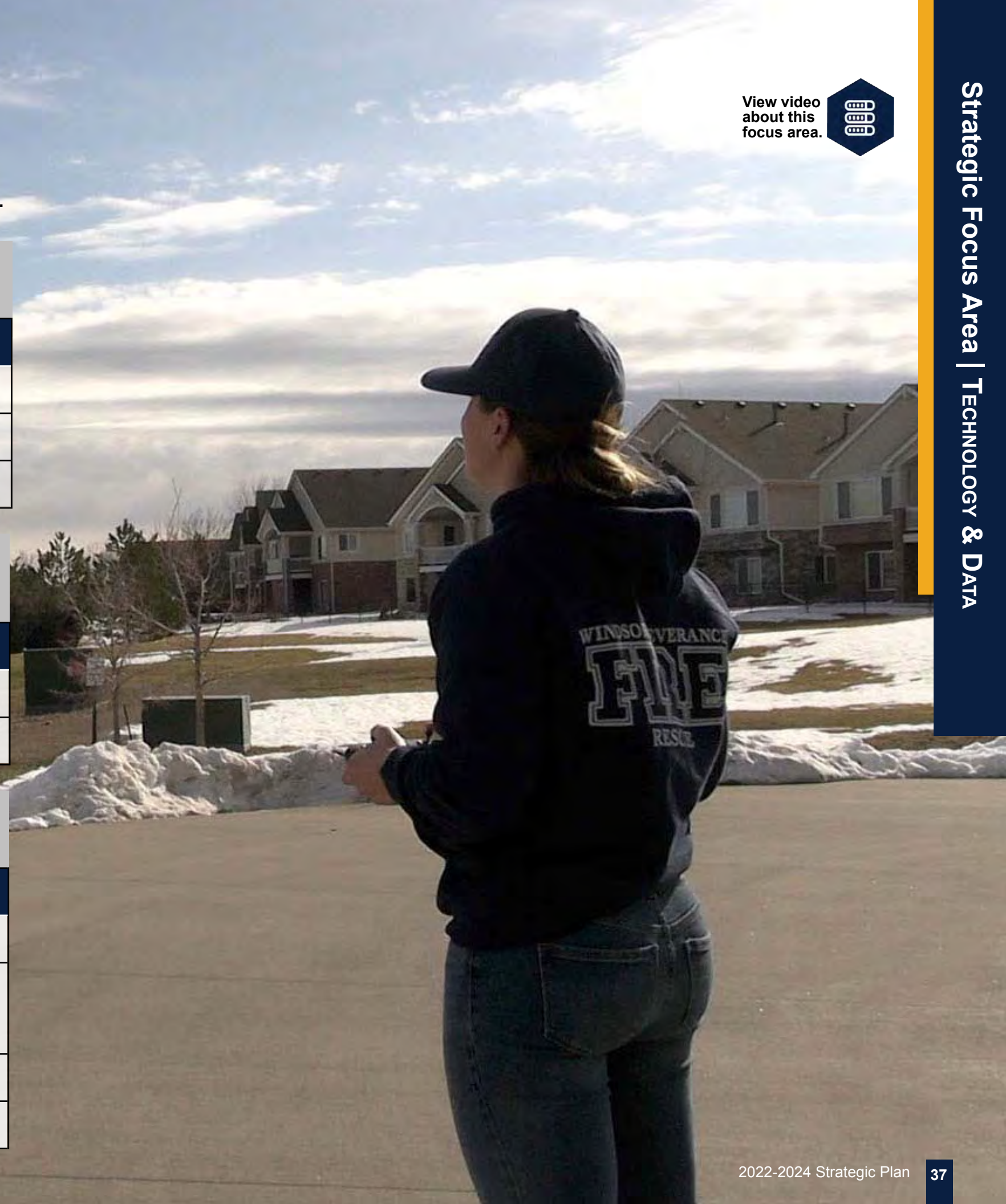
**Leader:
Admin.
Services**

Objective	Projected Start
6B.1 Determine if the plan will be developed in house or by a third party.	2nd quarter 2023
6B.2 Adopt and begin implementation of the three-year IT plan.	3rd quarter 2023

Goal 6C - Use data to help create a culture of continuous improvement within WSFR that emphasizes performance and focuses on the customer.

**Leader:
Operations
Chief**

Objective	Projected Start
6C.1 Develop a training program for WSFR members to better understand the need for data and how we can better use data to make decisions.	4th quarter 2022
6C.2 Establish a system to internally publish relevant data to all staff to provide a regular “status report” and emphasize the value and impact that can be made using data. (Turnout times, number of responses, time of day, etc.)	3rd quarter 2022
6C.3 Create/enhance data entry standards to ensure quality data entry for maximum benefit to the District.	3rd quarter 2022
6C.4 Review and enhance as necessary the current quality assurance process for reviewing incident reports.	1st quarter 2022



Plan Implementation | Performance Measurement

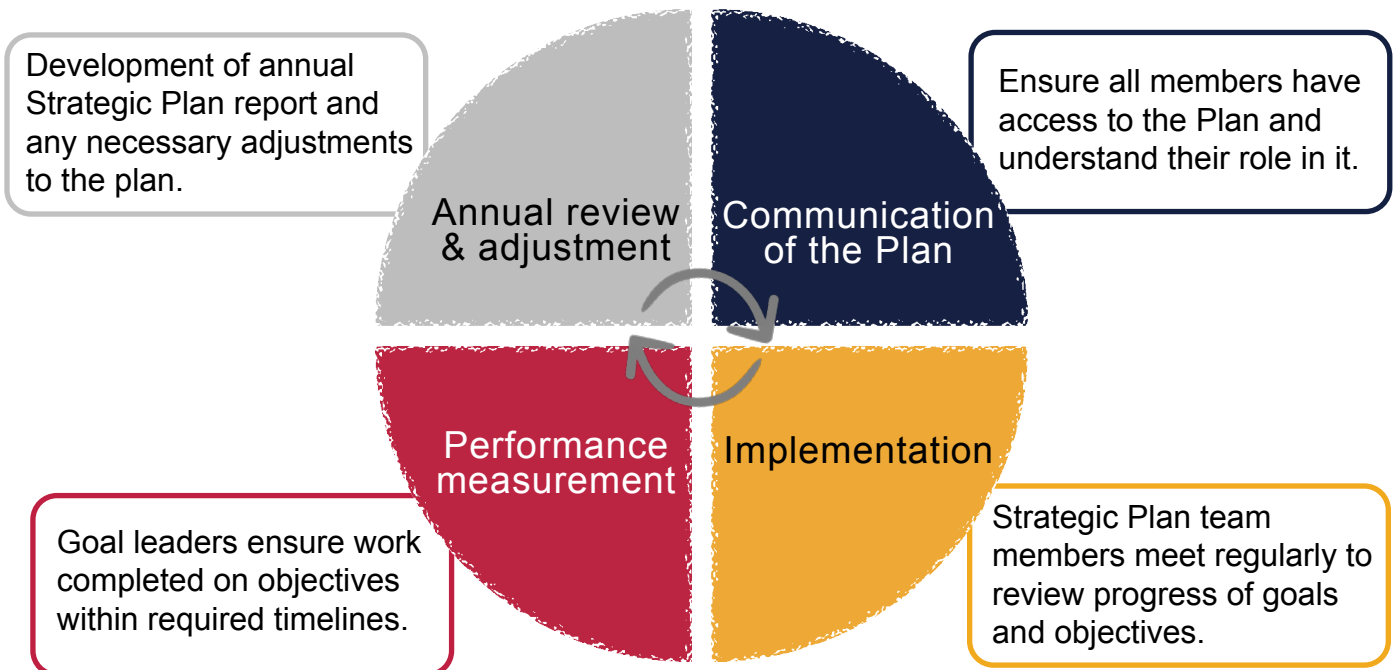
This Strategic Plan is the result of many hours of work by members of Windsor Severance Fire Rescue. Key to the success of this effort is having an implementation and performance measurement system in place that ensures the plan remains contemporary and exercised.

The overall management of the Strategic Plan is the Fire Chief's responsibility. The Fire Chief has identified goal leaders for each of the Strategic Plan's goals, whose responsibility will be to ensure that all objectives for their goals are achieved. Goal leaders in turn may develop their own teams to accomplish the associated objectives. The goal leaders will work together to balance human, physical, and financial resources as the District moves forward with the plan.

Progress and performance measurement of the Plan will be reviewed by the Strategic Plan Team at quarterly meetings. These meetings will cover each of the goals and provide a forum to recognize progress and determine if timelines for any objectives need to be adjusted.

The Strategic Plan Team will perform an annual formal review of the Strategic Plan and subsequently develop an annual report for the previous year that will be submitted to the Fire Board. The review will include a progress assessment of the goals that may result in re-prioritization if necessary due to budget concerns and other significant factors that may require an adjustment to the Plan. The review and report will be a tool for the Fire Chief in creating an annual operational plan that follows the Strategic Plan priorities. This process ensures the Strategic Plan will be used as the foundation for annual operating budget development, capital improvement plan (CIP) development, and equipment and staffing planning.

The ultimate success of the Plan will require support from the Fire Board, all members of the organization, and the community as a whole.





This strategic plan is dedicated to the memory of a mentor, fire service leader, and a friend.

“When things are tough, always remember to breathe and see the trees.”
In Memory of Fire Chief Jeff Piechura



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