



GOLDEN FIRE DEPARTMENT

STRATEGIC PLAN 2021-2023



Dedication

To the fine volunteer firefighters who have served the City of Golden Fire Department, past, present, and future. Your professionalism and commitment are appreciated by your community.

Acknowledgements

The Golden Fire Department gratefully acknowledges the contributions of the Golden community and its leaders, who provided input for the Golden Fire Department Strategic Plan. We also acknowledge the people who worked to make this plan a reality.

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Message from the City Manager

Since 1879, the Golden Fire Department has been dedicated to providing critical fire and emergency response services to the Golden community. Over the intervening decades, the manner in which those services are provided has evolved and changed. New equipment, training, and techniques have been introduced. Facilities have improved. Personnel and responsibilities have progressed. The one thing that has not changed, however, is the dedication with which service to the community is provided. This dedication is at the very heart of what makes the Golden Fire Department unique and truly special, and what has enabled it to excel as a combination (volunteer and paid personnel) Fire Department.

As the years have passed, Golden's sophistication in government also has evolved. This year, the City of Golden and the Golden Fire Department embarked on complimentary strategic planning initiatives, establishing mission-critical goals and objectives and identifying what our collective desired future entails. GFD's strategic plan is a roadmap for the Department to work toward achieving our City Council's five primary Success Factors: 1) Active, Connected, and Sustainable; 2) Affordable and Thriving; 3) Safe, Inclusive, and Engaged; 4) Respected and Relational Governance; and 5) Quality Services.

I am excited that the GFD Strategic Plan reinforces the Department's strong foundation as a service-first agency, and further works to build upon that legacy by aspiring to be the best combination fire agency in the country. My gratitude to all of those who have contributed and worked to develop this Strategic Plan. GFD's commitment to this plan will result in more efficient and effective services and, ultimately, a safer Golden.

Sincerely,
Jason T. Slowinski
City Manager







Message from the Fire Chief

Over the last year, your Golden Fire Department (GFD) has undergone an in-depth process of defining and clarifying our direction. We have made decisions that will enable us to allocate the resources you have entrusted to us in ways that best fulfill our public safety mission. The end result of this year-long process may be found in this document, the Department's first strategic plan.

GFD's priorities for 2021-2023 are aligned with and directly support the City of Golden's five key success factors:

- Active, Connected and Sustainable
- Affordable and Thriving
- Safe, Inclusive, and Engaged
- Respected and Relational Governance
- Quality Service Providers

The members of our planning team have worked diligently to define our goals and specify the tactics needed to achieve them in a collaborative and thoughtful partnership with the Golden City Council, our partnering agencies, and our community. I am very grateful to my staff for the time and attention they devoted to creating a plan designed to frame our future organizational success in providing you with the highest possible quality of service.

As we take the next important step, executing this plan, our core values of integrity, loyalty, accountability, service and trust will guide our actions and decisions. We invite you to read through this document to discover how we plan to serve our community's public safety and other needs over the next three years. And please take the time to let us know how we are doing! Our community's input helped to shape this plan, and we continue to take your feedback very seriously.

Alicia Welch
Fire Chief





About the Golden Fire Department

Golden, Colorado was established during the Pikes Peak Gold Rush in 1858. It quickly became a leading economic and political center for the region and remains so today as the Jefferson County Seat. The Golden Fire Department (GFD) has protected the city since 1879. We currently have 17 career positions, which are filled by paid employees, and 90 authorized volunteer positions that are filled by members who serve the Golden community without pay. In addition to being certified emergency medical responders, most of our approximately 100 personnel are specially trained in structural firefighting, swift water rescue, high angle technical rescue, wildland firefighting, auto extrication, and/or ice rescue.

GFD is a combination fire agency comprised of volunteers and some career members. Our non-resident volunteers (who live outside of the city limits) are required to complete a minimum of 36, 12-hour shifts per year. Resident firefighters (volunteers who live within the city limits) must respond to a minimum of 72 calls per year, although many regularly exceed that number. GFD employs three career lieutenants

and three career firefighters who each work 56-hour weeks, which enables us to ensure that we have two career emergency responders on duty every day. Some of the GFD administrative career staff are certified to respond as well. The administrative career positions include the fire chief, fire marshal, assistant fire marshal, fire inspector, training officer, operations officer, administrative assistant, fire mechanic, administrative firefighter, fire academy coordinator, and administrative coordinator.

Medical incidents comprise nearly 60% of our emergency calls. We have contracted with an ambulance company to help provide this service.

GFD responded to 2,002 incidents in 2020. Incident volume continues to increase as our community grows. The Golden Fire Department will evolve as we anticipate and plan for the future while continuing to provide quality service in the present.



Golden Fire Department Purpose, Vision, Mission, Core Values

Purpose statement

To serve in the Face of Adversity.

Vision statement

The Golden Fire Department strives for customer service excellence as a model combination fire department. We pride ourselves in always putting our customers' needs above our own. Our department culture is grounded in inclusiveness, transparency and innovation. We protect each other through our dedication to training, safety and prevention. As a team of dedicated professionals, we are committed to the residents of Golden, our department and each other. All that we do is aimed at keeping Golden a premier place to live, play and work.

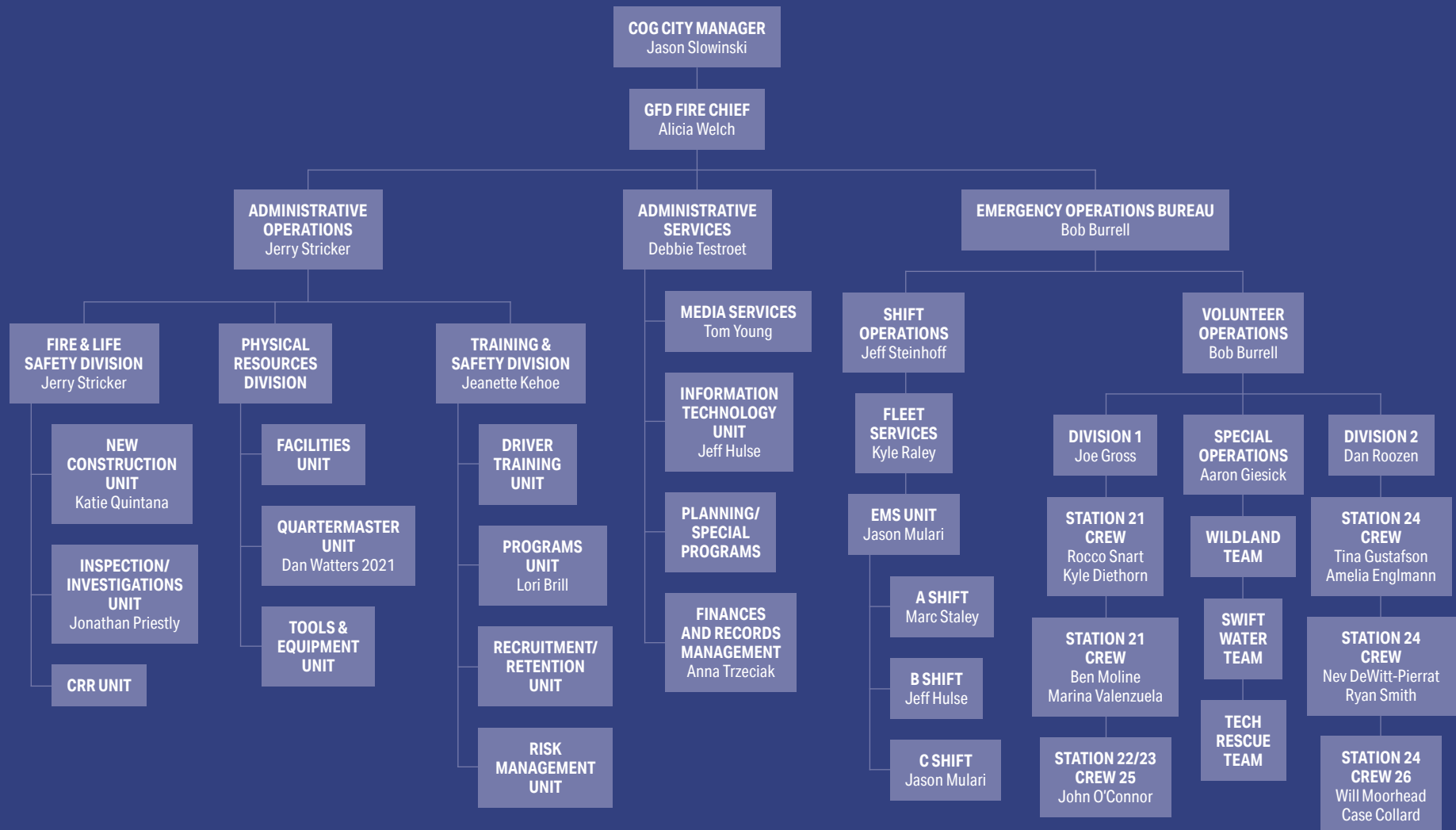
Mission statement

The mission of the Golden Fire Department's dedicated professionals is to enhance the quality of life for the Golden Community through fire and injury prevention, education and the protection of life and property.

Core values

Integrity
Loyalty
Accountability
Service
Trust

Golden Fire Rescue Organization Chart 2021



Executive Summary

The Golden Fire Department (GFD) is at a crossroads in our 142-year history. We respond to over 2200 calls for service each year, with activity levels increasing by 67% over the last seven years. 2020 was an anomaly due to COVID-19 and the stay at home orders. The Golden Fire Department's Strategic Plan is written to direct the future of the Department in meeting the needs of our community, our organization, and our members. The Strategic Plan provides the basic level of direction required to build programs and processes that will sustain and enhance our future over the next three years (2021-2023).

The GFD Strategic Plan project initially began during our 2019 Officer Development Course. In this course we collaborated as a leadership team to identify and define our vision, mission, core values, and purpose as an organization seeking excellence.

Next, in early 2020 we embarked on the formal process of strategic plan development by forming an internal Strategic Planning Committee. This committee was made up of career staff, both sworn and civilian, volunteer personnel, and a consultant in the end who helped us analyze and produce the final report that you see here. Our first task was to complete an internal SWOT (strengths, weaknesses, opportunities, and threats) analysis. After this exercise was complete, we paused for several months due to COVID-19.

The Committee picked back up in the summer to develop a survey aimed at soliciting the community's opinion of us as your fire and

emergency medical services provider. We asked questions related to our programming, emergency and non-emergency service delivery, and our purpose and values. GFD is grateful to have received the perspectives of 250 business owners and residents. This feedback was sorted through a second SWOT analysis, the results of which we used to inform the goal setting phase of the strategic plan.

While GFD was undertaking this work, the Golden City Council and City Manager's office were meeting separately to develop a strategic framework for City of Golden governance. The timing of this work was perfect, as GFD was seeking to align our planning efforts with the overarching city strategy. Additionally, GFD incorporated findings from the Golden Vision 2030 Report, which was a project undertaken by the Golden community in 2009 and 2010. The Report was a community-based analysis that gained consensus about questions related to "who we are as a community" and "who we intend to be in the future." As a key contributor to the health, safety, and well-being of this city, the Golden Fire Department presents our first formal strategic plan as public safety professionals striving to be "the" model combination fire department in the country. My thanks to all who participated in the development of this plan.

Alicia Welch, Fire Chief
Golden Fire Department



City Success Factor: Active, Connected and Sustainable



Goal 1:

(Infrastructure) Enable the Golden Fire Department ("GFD" or "Department") to achieve its vision and mission by creating a comprehensive, connected, and sustainable infrastructure, including personnel.

TACTIC 1

Ensure all areas of the GFD are aligned with the agency's vision, mission, purpose statement, and shared values.

- A. Educate all personnel about what these concepts and statements "look like" in behavioral terms.
- B. Communicate clear expectations about all personnel's adherence to these concepts and statements.
- C. Hold all personnel accountable for demonstrating the required behaviors by including them in their annual performance evaluations.
- D. Recognize and reinforce the desired behaviors when appropriate.
- E. Using results of periodic assessments of the effectiveness of the Department's efforts to ensure the alignment of these concepts throughout the agency, make adjustments as needed.

TACTIC 2

Follow National Fire Prevention Association ("NFPA") standards for fire departments relating to personnel, operational response, safety, equipment and resources.

- A. Equip firefighters and apparatus with the most efficient and effective equipment possible.
- B. Design apparatus with the mindset of safety, inclusivity, and an engaged community.

TACTIC 3

Develop a systematic process to revise and maintain the Department's Standard Operating Guidelines ("SOGs") and personnel policies.

- A.** Revise the review process as needed to include each division's review of its relevant SOGs and personnel policies.
 - 1.** Divide the revisions over three years.
- B.** Assign personnel resources for consistent review and revision of library content.
- C.** Revise the review process as needed to include each division's review of SOGs and personnel policies.

TACTIC 4

Update personnel-related Department policies and procedures.

- A.** Add input and/or update pertinent training and safety policies and procedures.
- B.** Continuously monitor or research issues or new developments that could affect personnel safety.
- C.** Develop new training programs as needed, such as for on-scene personal protective equipment ("PPE") decontamination, exposure, and lateral reciprocity.
- D.** Implement the new training programs in a timely manner.
- E.** Write new policies and procedures related to safety and training as needed, such as the issues listed above.
- F.** Using results of regular assessments of the effectiveness and completeness of personnel-related policies and procedures, make adjustments as needed.

TACTIC 5

Enhance the GFD's plan review and permitting process by implementing Accela software.

- A.** Identify the systems, processes, and other information required to purchase Accela.
- B.** Create a workflow process with community development partners.
- C.** Communicate the workflow process to the Accela development team.
- D.** Develop an online portal for customers, clients and community to access information about developments, projects, and permits.
- E.** Complete the Accela training for relevant GFD personnel.
- F.** Educate the community about the new process.
- G.** Implement the process.
- H.** Using results of periodic evaluations of the effectiveness of the Accela software, make adjustments as needed.

TACTIC 6

Ensure the continued effectiveness of the various elements of the GFD's infrastructure by developing and implementing appropriate assessment methods.

- A.** Identify the elements to be evaluated regularly, such as communications, services, processes, systems, programs, personnel, training, technology, and resource allocation.
- B.** Develop appropriate evaluation methods or use relevant existing methods.
- C.** Communicate a schedule for regular assessments.
- D.** Administrative Division is responsible for ensuring each evaluation method includes the appropriate information, such as performance criteria, measures of progress and achievement, personnel responsible for conducting the assessment as well as for analyzing the results and making recommendations, for communicating the findings, and for making changes as needed.



Goal 2:

(Sustainability)

Preserve the community's natural resources by adopting and implementing sustainable practices and procedures that minimize the Department's environmental impact.

TACTIC 1

Reduce our environmental impact

- A.** Maintain or improve the GFD's current sustainable programs.
- B.** Implement new sustainable energy and water use initiatives (e.g., zero scape, tankless water heaters, energy saving lighting fixtures).
- C.** Expand the use of online paperless forms throughout the Department.
- D.** Install portable charging stations for electric vehicle users at Fire Station 24.
- E.** Fund sustainability projects through grants and the annual budget process.
- F.** Enhance existing Fire Station 24 solar panels, artificial turf, and drought resistant landscaping.

TACTIC 2

Continuously seek improvements in our sustainability by utilizing data and metrics to identify areas of opportunity.

- A.** Identify repairs and maintenance (emissions) issues that may cause harm to the environment by collecting and analyzing maintenance data through PS Trax.
- B.** Base decision-making for apparatus and equipment replacement cycles on compiled data.
- C.** Using results of on-going assessments of the effectiveness of our sustainability efforts, make changes as needed.



TACTIC 3

Create a cleaner community by utilizing new technologies to reduce carbon emissions.

- A. Replace all apparatus without diesel particulate emission controls through the GFD apparatus replacement plan.
- B. Replace gas powered equipment with electric options when possible.
- C. Using results of on-going assessments of the effectiveness of new technologies in reducing the Department's carbon emissions, make changes as needed.

TACTIC 4

Ensure all training practices minimize environmental impact.

- A. Follow state law banning Class B firefighting foam containing per – and polyfluoroalkyl substances (PFAS), a known carcinogen, by August 2021.
- B. Continue to follow NFPA Standard 1403 for all live fire training.
- C. Continue to maintain or improve the practice of restricting large water flow during training evolutions.
- D. Using results of on-going assessments of the effectiveness of minimizing the environmental impact of GFD training practices, make adjustments as needed.

Goal 3:

(Technology) Create and maintain strong connections with our community, among our members, and with all of our partners by leveraging technology.

TACTIC 1

Improve public outreach through collaborative Department communications with the public.

- A.** Learn more about our audiences.
- B.** Continue providing fire department-related PSAs, statistics and timely information on the city website and government access television Channel 880 (GCO.tv).
- C.** Provide special messaging to target areas (i.e., interface areas) via Next Door.
- D.** Meet or exceed our diversity and inclusion goals by ensuring our outreach is all-encompassing.
- E.** Utilize social media in an efficient, effective, and productive manner.

TACTIC 2

Improve division training by using the most effective existing platforms and software available to the GFD.

- A.** Enhance our knowledge and efficiency of Emergency Reporting, Seamless, and Brycer applications.
- B.** Utilize new technology and tools provided by the Department or city such as MS Teams and Freedcamp.
- C.** Improve members' remote access to training by adding audio visual technology to the GFD Training Center and conference room.
- D.** Enable our staff to be successful in meeting their professional development goals by removing barriers to GFD training, education, and professional development opportunities to the extent possible.
- E.** Using results of on-going assessments of the effectiveness of the Department's efforts to remove barriers to staff professional development, make adjustments as needed.

TACTIC 3

Enhance the effectiveness in all areas of the Department by utilizing up-to-date workflow, productivity, and communication technology.

- A.** Increase members' ability to attend events virtually by recording meetings and trainings to provide online access.
- B.** Use GFD professional services budget account to support accessibility initiatives.
- C.** Track GFD benchmarks, issues, and budget compliance.
- D.** Enable JeffCom to notify closest single available apparatus unless SOG requires more units by adding apparatus identifiers (AVD) pending Stadium Medical transition and Feasibility Study findings.

TACTIC 4

Implement Target Solutions on January 1, 2021.

- A.** Assure completion of training for all staff and volunteers on usage of Target Solutions.
- B.** Meet with each division to determine uses for the platform to help meet their needs and enhance efficiency.
- C.** Using results of regular assessments of the effectiveness of Target Solutions in meeting its designated needs, make adjustments as needed.
- D.** Make changes as needed.



A high-angle photograph of six firefighters in full gear working on a dark, corrugated metal roof. They are wearing helmets with yellow and black patterns and carrying air tanks. One firefighter in the center has 'GOLDEN' and 'T. ORLANDO' on their back. The roof has some wooden planks and metal railings. The background shows a concrete surface and a building edge.

City Success Factor: Affordable and Thriving

Goal 4:

(Community risk reduction) Reduce barriers to affordable living in Golden by implementing and maintaining an effective community risk reduction program.

TACTIC 1

Minimize risk to the community by using data to identify and analyze community risks and trends.

- A.** Implement programs and processes specifically designed to reduce prominent risks in our community.
- B.** Develop methods to reduce false alarms and calls for service by analyzing response data and Brycer reports.
- C.** Create inspection schedules per NFPA 1300.
- D.** Using results of semi-annual assessments of the program's effectiveness, make adjustments as needed.

TACTIC 2

Keep the community and GFD personnel safe by ensuring adequate staffing and funding.

- A.** Ensure there is adequate staffing of Fire & Life Safety investigation positions.
- B.** Continuously monitor and evaluate all resource and staffing needs.
- C.** Work with the City Manager and County Manager to seek equitable solutions to create a balance between requests for GFD resources by "super users" (e.g. Highway 6, Jefferson County Open Space, Jefferson County Jail and Courthouse, Colorado School of Mines) and compensation for the costs incurred to provide them.
- D.** Retain qualified staff.
- E.** Enhance recruitment and retention in the Department by continuing to support the Live-in Firefighter Program at Fire Station 24 for volunteer firefighters.

TACTIC 3

Increase internal education and prevention efforts.

- A.** Develop company-level inspections and pre-plan programs with at least one certified International Code Council (ICC) Fire Inspector on each shift.
- B.** Implement semi-annual education sessions for businesses and target hazardous facilities.
- C.** Using results of on-going assessments of the effectiveness of these efforts, make adjustments as needed.

TACTIC 4

Develop unique, effective fire and life safety messaging programs.

- A.** Increase timely fire and life safety messages through all available channels.
- B.** Create a public education team to support and deliver all educational programs following NFPA 1035.
- C.** Ensure fire and life safety public education programs are entertaining and engaging.
- D.** Ensure all messages and programs embody the Department's core values and mission.
- E.** Customize programs for audiences such as seniors, children, and persons with access and functional needs.
- F.** Using results of on-going assessments of the effectiveness of the public safety messaging programs, make adjustments as needed.

TACTIC 5

Increase affordability in Golden by maintaining or improving the GFD's Insurance Services Office (ISO) Class 2 rating.

- A.** Collaborate with the ISO board and the city's insurance provider to improve GFD's response capability.

TACTIC 6

Conduct CPR classes for lay people in the community.

- A.** Work with the Golden Community Center to determine the current CPR resources offered and needed in the community.
- B.** Determine a lead volunteer to develop and coordinate the program.
- C.** Conduct the classes.
- D.** Using results of on-going evaluations of the effectiveness of this initiative in preparing residents to assist in medical emergencies that require CPR, make adjustments as needed.

Goal 5:

(Support business success) Enable business success by providing the tools, education, and support necessary to allow Golden businesses to thrive.

TACTIC 1

Implement Fire Code-based rules, regulations, and best practices for the City of Golden with a community stakeholder advisory group.

- A. Gather a group of stakeholders willing to participate in an advisory group.
- B. Identify opportunities to improve rules and regulations based on feedback.
- C. Draft a rules and regulations manual, document and guidelines.
- D. Formally adopt supplemental rules and regulations.
- E. Educate community members about the revised Fire Code-based regulations.
- F. Assess the effectiveness of the rules and regulations used to mitigate community risk and make adjustments as needed.

TACTIC 2

Continue to take an educational approach to fire code enforcement.

- A. Deliver fire extinguisher training programs for businesses.

- B. Deliver evacuation planning training programs for businesses.
- C. Deliver emergency preparedness training programs for businesses.
- D. Assess the effectiveness of each program by implementing an evaluation process that includes establishing feedback loop and making changes as needed.

TACTIC 3

Identify partnership opportunities with businesses and other city departments for purchasing goods and services at a reduced price.

- A. Develop additional partnership opportunities internally and externally that support cost effective purchasing.
- B. Identify efficiencies in ordering supplies by engaging with City of Golden Facilities Division in determining city-wide needs.
- C. Monitor spending.
- D. Assess the effectiveness of the partnerships in enabling the GFD to purchase goods and services at a reduced price and make adjustments as needed.

City Success Factor: Safe, Inclusive, and Engaged



Goal 6:

**(Community safety)
Maintain and
enhance the safety
of Golden residents,
businesses, visitors,
and workers by
implementing a
comprehensive
community
safety plan.**

TACTIC 1

To maintain and enhance safety of all those in the Golden community, implement the GFD strategic plan.

- A.** Align all aspects of the Department with the plan.
- B.** Collaborate with city departments as appropriate to maintain the desired level of public safety.
- C.** Continue to engage in environmental scanning for early identification of issues that could affect the plan's priorities.
- D.** Using results of the on-going assessments described throughout the strategic plan to assess its effectiveness in helping the city achieve its five success factors, make changes to the plan as needed.

TACTIC 2

Educate residents and business owners regarding fire safety by continuing our partnership with the Red Cross's Sound the Alarm program and creating similar new partnerships.

- A.** Engage with local home owners associations (HOAs).
- B.** Engage with the Chamber of Commerce.
- C.** Engage with the Colorado Mountain Club and local climbing clubs.
- D.** Engage with recreational groups.
- E.** Engage with youth groups.
- F.** Engage with faith-based organizations.
- G.** Using results of on-going assessments of the effectiveness of individual and overall programs, make changes as needed.

TACTIC 3

Implement a Department risk management plan as a component of a comprehensive safety and health program for GFD personnel.

- A.** Identify the health and safety risks presented by equipment and apparatus that are broken or outdated.
- B.** Identify job-related health and safety risks.
- C.** Prioritize the risks.
- D.** Obtain on-going funding for risk mitigation measures.
- E.** Identify and develop risk control measures.
- F.** Develop a comprehensive risk management plan that includes an educational component and measures of progress and achievement.
- G.** Implement the risk management plan.
- H.** Using the results of on-going assessments of the effectiveness of the risk management plan, make changes as needed.

Goal 7:

(Inclusiveness and equity) Enable people to feel comfortable and welcome in Golden and in our Department by providing an inclusive environment that respects and values all individuals and treats them equitably.

TACTIC 1

To ensure the GFD is successful in achieving this goal, create a common “big picture” of what the Department will look like when it achieves the goal.

- A.** Define the terms *diversity*, *inclusiveness*, and *equity* very broadly, going beyond demographics to include elements such as talents, competencies, interests, values, perspectives, cultural norms, family responsibilities, legal status, and socio-economic status.
- B.** Educate internal and external stakeholders about the differences among the three terms as well as how they are related and how they enhance our daily work.
- C.** Communicate and demonstrate this big picture to internal and external stakeholders.



TACTIC 2

Ensure that the GFD achieves its aspiration to maintain an inclusive and equitable culture by codifying and standardizing the behaviors and practices related to diversity, inclusiveness, and equity throughout the Department.

- A.** Convene a committee that may include external stakeholders to conduct a thorough review of the GFD's SOGs, policies and procedures, and processes.
- B.** Identify the behaviors, practices, and processes that demonstrate to Department members and the public the GFD's commitment to inclusion and equity.
- C.** Identify the aspects of the Department the committee will review, such as its SOGs, policies and procedures (in all areas, not only personnel), written materials, signage, and processes such as recruitment and hiring, promotional, training, professional development, performance evaluation, resource allocation, and decision-making.
- D.** Develop a review process that allows for flexibility in assessing the stated areas, if necessary.
- E.** Conduct a comprehensive review.
- F.** Make recommendations to the Fire Chief based on the findings.
- G.** Communicate the results and recommendations to the appropriate audiences.

TACTIC 3

To attract and retain quality personnel, maintain a work environment that reinforces diverse, inclusive, and equitable cultural values and attitudes through training, mentorship, professional development and promotional processes.

- A.** Ensure that all GFD training programs reinforce inclusion and equity in the workplace.
- B.** Enable all personnel to be successful by offering opportunities for them to utilize fully their own talents, skills, and abilities, and to encourage and enable others to do the same.
- C.** Incorporate GFD's "head and heart" philosophy, its core values, and relevant leadership elements into all promotional processes.

TACTIC 4

Continue to improve our ability to recruit individuals from diverse backgrounds and with diverse skills and talents.

- A.** Reach out to local groups within the community that may not be represented adequately in our Department.
- B.** Raise awareness of opportunities at the GFD within the community.
- C.** Ensure that a diverse group of members is involved in the academy testing process and the academy course.
- D.** Using results of on-going assessments of the effectiveness of our efforts to recruit individuals from diverse backgrounds and with diverse skills and talents, make adjustments as needed.

TACTIC 5

Ensure we are able to retain quality personnel by monitoring our ability to maintain the desired inclusive and equitable work environment.

- A.** Regularly reinforce behaviors that support the GFD's goal of maintaining an inclusive and equitable work environment.
- B.** Incorporate measures of behaviors that contribute to such an environment in individual and divisional performance evaluations.
- C.** Identify and address issues that otherwise could cause quality personnel to leave the Department.
- D.** Explore the feasibility of establishing a Recruitment and Retention Coordinator position to enhance the Department's ability to attract and keep quality personnel.
- E.** Using results of on-going assessments of the effectiveness of our efforts to maintain an inclusive and equitable work environment, make adjustments as needed.

TACTIC 6

Improve our ability to train all members to their highest potential skill level.

- A.** Reach out to members who need or wish to improve their skills.
- B.** Offer training designed to maximize members' skill capacity and confidence levels.
- C.** Using results of on-going assessments of the effectiveness of our efforts to train individuals to their highest potential skill level, make adjustments as needed.

Goal 8:

(Community and member engagement)

Elevate the level of public safety in Golden by fostering community and member engagement.

TACTIC 1

Foster engagement by participating in annual special events and fundraisers (e.g., Christmas parade, Buffalo Bill days, Golden City and Holidaily Breweries).

TACTIC 2

Develop a special event and community outreach team to assist with activities such as station tours, public education, and community interaction.

- A.** Create a FAQ segment on the homepage of GFD 's website that describes our programs.
- B.** Maintain seasonally relevant educational messages on a regular basis.

TACTIC 3

Implement a GFD Support Team of community and family members who wish to volunteer on a regular basis other than firefighting (when the COVID-19 situation allows).

- A.** Identify key personnel to develop and manage the Support Team.
- B.** Advertise for Support Team members within the Department and local community.
- C.** Fill Support Team roles by creating a process that addresses relevant elements (e.g., purpose(s) of the role, a “Firefighter Support Team Member” job description, eligibility, selection criteria).
- D.** Using results of regular evaluations of the effectiveness of this program in fostering member and community engagement, make adjustments as needed.

TACTIC 4

Implement a GFD Special Events Volunteer Program for community and family members who wish to volunteer only at occasional events in areas other than firefighting (when the COVID-19 situation allows).

- A.** Identify key personnel to develop and manage the Special Events Volunteer Program.
- B.** Advertise for Special Events Volunteer Program members within the department and local community.
- C.** Fill Special Events Volunteer roles by creating a process that addresses relevant elements (e.g., purpose(s) of the roles, a “Special Events Volunteer” job description, eligibility, selection criteria).
- D.** Using results of regular evaluations of the effectiveness of this program in fostering member and community engagement, make changes as needed.



TACTIC 5

Foster GFD personnel's community engagement by providing opportunities for members to become involved in planning and participating in station, public relations, and special events.

- A. Identify the types of events available for participation.
- B. Schedule those events on the GFD calendar.
- C. Communicate the events and dates to members in January each year so they can put the events that interest them and/or their families on their calendars.
- D. Send members information about each event well in advance.
 - 1. Provide name, date, time, location, purpose, expected audience, number of volunteers needed.
 - 2. Identify what's in it for them to participate in the planning and/or activities, such as the ability to spend time with their families, enjoy interacting with others, support a cause that's important to them.
 - 3. List the name and contact information for the event organizer.
- E. Using results of on-going assessments of the effectiveness of the program in fostering GFD personnel's community engagement, make changes as needed.

City Success Factor: Respected and Relational Governance



Goal 9:

**(Public safety partnerships)
Expand our ability to keep
our community and
members safe by
creating and maintaining
partnerships with local,
regional, state, tribal, and
national public safety-
related organizations.**

TACTIC 1

Build trusted relationships internally and externally, locally and regionally, through transparency, engagement, and collaboration.

- A.** Partner with private and government entities to identify and pursue grant funding and sponsorship opportunities.
- B.** Identify and pursue funding initiatives by cultivating partnerships with the Golden Fire Foundation and other civic organizations.
- C.** GFD leadership participates in and engages with the Citizens Budget Advisory Committee four times per year.
- D.** GFD leadership engages with City Council to provide information and data in support of public safety operational needs.
- E.** Maintain good community relations by participating in community engagement programs that are mutually beneficial.
- F.** Maintain and foster strong support for all city departments.
- G.** Support local businesses, the community, and civic groups by participating in events and fundraisers (e.g., BGoldN, schools, and Golden Young Professionals) as requested when sufficient resources and personnel are available.
- H.** Support our partners' goals and objectives.
- I.** Build trust between labor and management by maintaining frequent and on-going communication.
- J.** Using the results of assessments of the effectiveness of the above efforts in building trusted relationships, make adjustments as needed.

TACTIC 2

Continue to develop training relationships with public safety agencies.

- A.** Increase the sharing of training resources.
- B.** Continuously ensure response operations are cohesive through combined training, especially on new or less-often used skill sets or procedures.
- C.** Maintain our existing training relationships with other agencies, including Fairmount, Pleasant View, Golden Police Department, Colorado Department of Transportation, and Colorado State Patrol.
- D.** Using the results of assessments of the effectiveness of the above efforts in developing training relationships with public safety agencies, make adjustments as needed.

TACTIC 3

Create partnerships and share information with the Colorado Division of Fire Prevention and Control by improving the interaction of Operational staff with the Colorado State Training Officers Association.

- A.** Use resources available via the Colorado Fire Training Officers Association for professional development.
- B.** Form professional relationships through work on state committees.
- C.** Interact with fire departments outside of our local jurisdiction.
- D.** Participate in the development of higher certifications for our Department and its members.
- E.** Using the results of assessments of the effectiveness of the above efforts to create partnerships and share information with other state fire departments, make adjustments as needed.



Goal 10:

(Community partnerships) Enhance our community's safety and well-being by building trusting relationships with residents, businesses, and other city agencies through practicing transparency, engagement, and collaboration.

TACTIC 1

Enhance the community's safety and well-being by strengthening our members' training and organizational development through educational partnerships with universities, peer agencies, and regional partners.

- A.** Support the educational mission of the Fire Marshal's Association of Colorado (FMAC).
- B.** Participate in Colorado Division of Fire Prevention and Control trainings and activities.
- C.** Using results of assessments of the effectiveness of the above efforts in strengthening members' training and organizational development, make changes as needed.

TACTIC 2

Increase the awareness and safety of our outdoor community and the GFD's operational response capabilities by developing governmental and private partnerships.

- A.** Conduct combined training and field exercises with our partner agencies, businesses, and associations.
- B.** Expand grant-funded opportunities by partnering with other city or neighboring public safety departments to submit joint grant applications.
- C.** Using results of assessments of the effectiveness of the partnerships in increasing the awareness and safety of our outdoor community and the GFD's operational response capabilities, make changes as needed.



TACTIC 3

Continue training at local hazards as identified by the Department and the community.

- A.** Identify key hazards in the community – business, city, residential, and environmental - by developing criteria for recognizing and prioritizing them.
- B.** Set up a rotational schedule to train at identified hazard areas.
- C.** Using the results of an evaluation process to assess the effectiveness of the hazard training in enhancing (a) the safety of the community and (b) the GFD's operational response capabilities, make adjustments as needed.
- B.** Identify for which programs, services, or other aspects of the Department customers will be asked to provide feedback.
- C.** Research best practices used by other organizations both inside and outside the fire-rescue profession.
- D.** Make recommendations for developing a customer feedback process.
- E.** Develop the process, including relevant elements.
- F.** Educate customers about the important role they play in providing feedback by explaining how the information will be used as well as the availability and accessibility of the feedback mechanisms.
- G.** Implement the process.
- H.** Using results of assessments of the effectiveness of the process designed to solicit customer feedback, make changes as needed.

TACTIC 4

Implement an on-going, multi-faceted process for soliciting customer feedback.

- A.** Determine the purpose(s) of establishing such a process and how the Department will use the data it obtains.

Goal 11:

**(Government relationships)
Encourage and enable all residents, businesses, and Department members to participate fully in the safety and well-being of our community by establishing effective relationships with relevant government organizations from the local to the federal levels.**

TACTIC 1

Explore the possibility of enhancing the GFD's ability to deliver quality emergency services by merging or consolidating some or all of its functions and/or resources with those of one or more neighboring agencies.

- A.** Select a qualified vendor to conduct a feasibility study with the Fairmount and Pleasant View Fire Protection Districts.
- B.** Analyze and discuss the study's findings and recommendations.
- C.** Make recommendations to the city that will maintain or enhance the GFD's ability to provide quality fire and emergency services to the community.
- D.** Implement the findings as directed.
- E.** Using results of an evaluation of the effectiveness of changes, if any, in emergency services delivery over the short- and long-term, make adjustments as needed.

TACTIC 2

Enable all residents, businesses, and GFD personnel to participate effectively in choices made about the community's public safety by educating them about the roles they can play in the decision-making process.

- A.** Introduce stakeholders to the government processes that affect the level of public safety in the city by offering a "Civics 101" style class.
- B.** Using results of on-going evaluations of the effectiveness of the class in enabling participants to make more informed choices about decisions that affect the level of public safety in their community, make adjustments as needed.

TACTIC 3

Educate leaders and community members through events such as the fire academy and annual ride-alongs.

City Success Factor: Quality Services



Goal 12:

(Personnel) Provide the highest quality of emergency services through the recruitment, development, empowerment, physical and mental well-being, and retention of an inclusive, service-oriented workforce.

TACTIC 1

Create a professional development program for GFD personnel.

- A.** Review and revise job descriptions based on how the Department currently operates.
- B.** Establish a career development path that promotes retention and offers advancement opportunities.
- C.** Identify criteria for participation in this program.
- D.** Identify qualified instructors for the various components of the program.
- E.** Establish an evaluation process to assess the effectiveness of each component of the program, and of the program overall, in enhancing the quality of the GFD workforce.

TACTIC 2

Implement the professional development program.

- A.** Market the program widely throughout the GFD.
- B.** Ensure personnel have the support they need to participate (e.g., there is adequate staffing to backfill their positions while they are in class).
- C.** Conduct the program.
- D.** Using the results on on-going evaluations of every program element and the overall program for the effectiveness of their content and instructors, make changes as needed.

TACTIC 3

Support career staff education and certification.

- A.** Evaluate individuals' current education and certification status.
- B.** Determine education and certification needs.
- C.** Determine education and certification wants.
- D.** Provide accurate, current information about education and certification opportunities, communicating updates as they occur.
- E.** Encourage personnel to take advantage of educational opportunities such as attending the National Fire Academy and industry conferences.
- F.** Encourage members to apply for the city tuition reimbursement program.
- G.** Using results of assessments of the effectiveness of the above efforts to support career staff education and certification, make changes as needed.

TACTIC 4

Implement a Department-wide succession management process.

- A.** Create a succession management process that encompasses positions and functions throughout the Department.
- B.** Develop effective data collection and analysis initiatives by partnering with local educational institutions, including the Colorado School of Mines, Metropolitan State University, and Denver University, to develop internship programs for their students.
- C.** Define specific core competencies for each position.
- D.** Department divisions create accurate job descriptions, positional task books, and job shadowing opportunities.
- E.** Provide professional development in cross training of lateral duties to support administrative coverage and upward mobility.
- F.** Improve and enhance the annual performance (evaluation) review processes for career and volunteer personnel.
- G.** All personnel complete an annual Individual Development Plan.
- H.** Using results of assessments built into the succession management process, evaluate the effectiveness of the succession management process in enabling the GFD to keep the community safe by recruiting and retaining quality personnel, make adjustments as needed.

TACTIC 5

Follow national standards on physical fitness and skills competency.

- A.** Maintain a current and inclusive list of known and expected physical fitness standards for GFD.
- B.** Communicate that list with the message that the Department expects personnel to meet or exceed those standards.
- C.** Ensure that both career and volunteer firefighters are required to meet or exceed the adopted NFPA or GFD fitness and skills competency standards.
- D.** Equip firefighters and apparatus with the most effective equipment possible to support their ability to meet the designated standards.
- E.** Formalize our firefighter fitness evaluations.
- F.** Using the results of regular assessments of the effectiveness of the above steps in ensuring the fitness of all career and volunteer firefighters, make changes as needed.

TACTIC 6

Refine our Academy process for 2021.

- A.** Create a group of core Lead Instructors.
- B.** Communicate clear instructor expectations.
- C.** Set and adhere to clear roles for the Lead Academy Coordinators.

- D.** Move to the on-line International Fire Service Training Association (IFSTA) book instruction.
- E.** Redevelop the Academy Manual and move to Target Solutions.
- F.** Develop a GFD Ignition Officer certification program.
- G.** Using the results of on-going assessments of the effectiveness of the above steps in improving the effectiveness of the Academy process in 2021 and beyond, make changes as needed

TACTIC 7

Refine our Lateral Firefighter process.

- A.** Develop a recruitment strategy to market to career department firefighters.
- B.** Implement the strategy.
- C.** Develop a more "class" oriented structure to each lateral group (e.g., class identity, pride, and fellowship).
- D.** Expand the personnel officer's involvement in lateral firefighters' development.
- E.** Using results of an assessment of the effectiveness of the above actions in refining the lateral firefighter process, make changes as needed.

TACTIC 8

Expand our recruitment capabilities to reach audiences whose members have the greatest potential to become highly skilled and long-term dedicated volunteer firefighters.

- A.** Enhance the GFD's effectiveness by expanding our recruitment initiatives to include diverse groups and individuals.
- B.** Continue to redevelop recruitment tools such as posters, banners, a marketing booth, and new videos and informational materials.
- C.** Using results of on-going evaluations of the effectiveness of our individual and overall recruitment initiatives, make changes as needed.

TACTIC 9

Expand our ability to retain quality volunteer firefighters.

- A.** Actively track when and why volunteers choose to resign.
- B.** Use "outside the box" thinking to devise progressive ways to improve volunteer retention (e.g., implement "stay" interviews) by addressing the reasons why people leave before they become major issues.
- C.** Support volunteer retention by maintaining effective, relevant, and timely monthly stipend, mileage, and meal data entry and payment reimbursements.

- D.** Improve the effectiveness of our volunteer retention efforts by considering additional elements as appropriate, such as length of service awards, advanced education opportunities, performance recognition, and health and wellness programs.
- E.** Using results of on-going assessments of the effectiveness of Department efforts to increase the retention of good performing volunteer firefighters, make adjustments as needed.

TACTIC 10

Ensure volunteer and staff training is safe, pertinent, and progressive.

- A.** Continually take advantage of opportunities to improve training safety.
- B.** Conduct research on progressive training and firefighting techniques.
- C.** Recommend practices applicable to GFD.
- D.** Using the results of on-going evaluations of the effectiveness of efforts to ensure training is safe, pertinent, and progressive, make changes as needed.

TACTIC 11

Actively advocate for firefighter mental health.

- A.** Cultivate a culture in which asking for help is seen as courageous and all personnel act on the belief that they are responsible for seeking help for their own mental health and well-being as well as reaching out to help their colleagues who they perceive to be struggling.
- B.** Help safeguard our personnel's mental health by implementing a Peer Support Team.
- C.** Ensure all personnel are aware of available mental health resources.
- D.** Follow up on critical calls within the designated time frame with the appropriate approach(es), such as debriefs, After Action Reviews, Critical Incident Stress Debriefing, individual counseling.
- E.** Using results of on-going assessments of the effectiveness of the above efforts to advocate for firefighter mental health, make changes as needed.



Goal 13:

(Services) Provide the highest possible level of public safety by delivering services that meet or exceed our community's expectations and are fiscally responsible.

TACTIC 1

Determine adequate staffing needs based on growth and demands for services by analyzing data collected from 2012-2020.

TACTIC 2

Create centrally located EMS/ Fire/Police stations/substations (Stations 22 and 23).

- A.** Rebuild stations as multipurpose facilities that can be used by all city emergency services.
- B.** Collaborate with other city emergency services to determine and prioritize the needs.
- C.** Collaborate with other city emergency services to obtain funding for the facilities.
- D.** Using results of assessments of the effectiveness of the above efforts in enabling the GFD to provide quality services, make changes as needed.

TACTIC 3

Ensure Station 24 is fully staffed 24 hours a day, 7 days a week.

- A.** To retain personnel, provide strategically located affordable housing for firefighters, such as the Live-in Firefighter Program.

TACTIC 4

Explore improvements in our service delivery by utilizing data and metrics to identify gaps.

- A.** Review existing data and metrics to ensure their continued relevance.
- B.** Analyze metrics to identify gaps in our incident response and staffing.
- C.** Identify trends in Department salary and expense account expenditures based on historical analysis and statistical data.
- D.** Research available federal, state, and local grants for funding opportunities.
- E.** Maintain a balanced budget through timely and accurate record-keeping of expenses to ensure that expenditures are assigned to the correct line item budget.

- F.** Communicate regularly throughout the fiscal year with the Department's divisions about spending balance availability for needed equipment purchases.
- G.** Using results of assessments of the effectiveness of the above efforts in improving the GFD's service delivery, make changes as needed.

TACTIC 5

Improve the structure of our special team training and development programs.

- A.** Create training and development plans for each of the special teams, such as swift water, technical rescue, wildland, and confined space.
- B.** Deliver the training per the plans.
- C.** Create clear and updated team expectations and rosters for all special team members by using Target Solutions.
- D.** Using the results of an assessment of the effectiveness of the improved structure on the quality of the training, make adjustments as needed.

TACTIC 6

Improve our Officer Development Program.

- A.** Expand the Acting Company Officer program as a part of the volunteer officer process.
- B.** Specify expectations for officers' continuing education.
- C.** Provide increased and pertinent officer development training.
- D.** Using the results of an assessment of the effectiveness of the improvements on the quality of the Officer Development Program, make adjustments as needed.

TACTIC 7

Refine the Driver Operator Program.

- A.** Set clear pathways for members to follow to become driver operators.
- B.** Ensure drivers are skilled, experienced, and safe as they move up in the organization.
- C.** Using the results of an assessment of the effectiveness of the refinements on the quality of the Driver Operator Program, make adjustments as needed.

TACTIC 8

Increase the depth of our advanced training within the Department.

- A.** Establish advanced training requirements as appropriate as members advance in seniority and/or officer rank.
- B.** Include training such as the following:
 - 1.** Blue Card training
 - 2.** Instructor training/certification
 - 3.** Live Fire instructor training/certification
 - 4.** Safety Officer training/certification
- C.** Using the results of on-going assessments of the effectiveness of the increased depth of the GFD's advanced training, make adjustments as needed.

TACTIC 9

Improve the reality of our hands-on training.

- A.** Conduct a needs assessment to identify training needs.
- B.** Prioritize the needs.
- C.** Based on the needs and priorities, deliver new or refined training such as for timed skills training.
- D.** Add stressors to trainings.
- E.** Add competitions to trainings.
- F.** Using results of assessments of the effectiveness of improvements made to the reality of hands-on training, make changes as needed.

Goal 14:

(Apparatus and equipment) Provide the highest quality of emergency services by acquiring and maintaining the apparatus and equipment necessary to meet our community's needs, keep our members safe, and be fiscally responsible.

TACTIC 1

Accurately project Capital Improvement Project (CIP) needs for apparatus and equipment replacement cycles.

- A.** Use current 20-year replacement cycles as permitted by City Council.
- B.** Update the data as needed to enable accuracy.
- C.** Using results of periodic assessments of the accuracy of the Department's projected CIP needs, make adjustments as needed.

TACTIC 2

Develop and implement a CIP with replacement schedules for apparatus and equipment.

- A.** Work closely with Fleet Services Manager to evaluate apparatus.
- B.** Communicate the projected needs and timing to city decision-makers well in advance so they can incorporate that information into the budget process.

TACTIC 3

Implement the CIP with replacement schedules for apparatus and equipment.

- A. Utilize the Apparatus Committee made up of volunteers and staff members to detail the apparatus to meet the needs of the call types.
- B. Using results of on-going assessments of effectiveness of the CIP, make changes as needed.

TACTIC 4

Design apparatus to accommodate multiple service needs, reducing the overall amount of apparatus to house and maintain.

- A. Follow national standards on apparatus replacement to provide safe, mechanically sound modes of response.
- B. Implement committee strategies for multiuse designs on future apparatus acquisitions.

- C. Revise Standard Operating Guidelines for emergency response as needed.
- D. Using results of on-going effectiveness of efforts to design apparatus to accommodate multiple service needs, make changes as needed.

TACTIC 5

Develop the GFD Training Prop into a versatile firefighter training venue.

- A. Develop training parameters for safe use of the prop.
- B. Develop the prop for maximum usage and innovative trainings.
- C. Purchase or build additional training props such as a fire simulator, maze prop, roof vent prop.
- D. Using results of on-going assessments of the effectiveness of individual training props as well as their overall value to firefighter training, make adjustments as needed.

TACTIC 6

Improve personal protective equipment (PPE) maintenance and inspection procedures.

- A. Implement the PS Trax PPE module.
- B. Evaluate PS Trax for efficiency and effectiveness, including scheduling and tracking annual PPE inspections.
- C. Increase inventory maintenance capacity by enhancing platform knowledge among staff and volunteers.
- D. Using results of regular assessments of the effectiveness of training on increasing inventory maintenance capacity, make changes as needed.

Golden Fire Department Strategic Plan Benchmarks



The previous section of this document describes our strategic goals and the structure within which the Golden Fire Department will operate during the next three years. The next section, Benchmarks, provides examples of the actions we will take to achieve those goals during the next three years and beyond. Although we live in a dynamic environment, given the state of today's world, flexibility and adaptability will be needed more than ever. The structure we have created will enable us to pivot as needed to best serve our community.

Because establishing accountability mechanisms is critical to our ability to implement our strategic plan, in this section we provide the projected time frames by year for each action, identify which GFD division has responsibility for completing the tactics, and specify which divisions and/or city departments will be asked to collaborate with us.

Although the GFD Administrative Division will serve as the primary project coordinator for implementing this strategic plan, our talented and dedicated volunteer and career personnel throughout the Department will do the work required to accomplish the goals that they helped to identify. Finally, measuring our effectiveness will be a key to our success. While this document contains *examples* of our measures, please be aware that the details of the entire strategic plan, including its goals, tactics, tasks, measures of effectiveness and responsible parties, will be imported into our project tracking system for constant oversight and progress review.

Legend for Lead and Assisting Divisions and Departments

ADMIN	Administration Division
AHA	American Heart Association
ALL	All GFD personnel
APS	Area Public Safety Agencies
ARC	American Red Cross
BLDG	City Building Division
COMM	City Communications Department
CSC	City Sustainability Coordinator
FIN	City Finance Department
FLEET	City Fleet Division
FLS	Fire and Life Safety Division
HR	City Human Resources
IT	City Information Technology
MEDIA	Media Services
OPS	Operations Division
PLN	City Planning Division
PW	City Public Works
SEC	City Special Events Coordinator
TRNG	Training Division
VOL C	Community Volunteers
WATER	City Water Department

City Success Factor: Active, Connected, and Sustainable

Goal 1: Create a sustainable infrastructure					
TACTICS	2021	2022	2023	LEAD	ASSIST
1. Align all GFD areas with purpose, vision, mission, core values				ADMIN	ALL
A. Communicate expectations					
B. Hold personnel accountable					
C. Reinforce desired behaviors					
2. Follow national standards				OPS	ADMIN
A. Provide most effective equipment					
B. Design apparatus for safety					
3. Maintain updated SOGs				ADMIN	ALL
A. Revise the review process					
B. Assign personnel as reviewers					
C. Maintain SOGs					
4. Maintain updated personnel policies				ADMIN	ALL
A. Bring current policies up to date					
B. Monitor for safety-related issues					
5. Enhance GFD plan review and permitting process				FLS	PW, IT, PLN
A. Purchase software					
B. Develop online portal					

City Success Factor: Active, Connected, and Sustainable

Goal 1: Create a sustainable infrastructure (continued)					
TACTICS	2021	2022	2023	LEAD	ASSIST
C. Complete GFD personnel training					
D. Educate the community					
E. Implement the process					
6. Incorporate appropriate assessment methods throughout the GFD				TRNG	ADMIN, HR
A. Identify subjects for evaluation					
B. Incorporate appropriate methods					
Goal 2: Minimize the GFD's environmental impact					
TACTICS	2021	2022	2023	LEAD	ASSIST
1. Reduce our environmental impact				FLS	ADMIN, CSC
A. Maintain/improve current sustainability programs					
B. Implement new sustainable energy and water use initiatives					
C. Expand use of internal online forms					
2. Identify sustainability opportunities				OPS	CSC, ADMIN
A. Address emissions issues					
B. Make data-based decisions for apparatus/equipment replacement					

City Success Factor: Active, Connected, and Sustainable

Goal 2: Minimize the GFD's environmental impact (continued)					
TACTICS	2021	2022	2023	LEAD	ASSIST
3. Use technology to reduce carbon emissions				OPS	ADMIN, CSC
A. All apparatus have diesel particulate emission controls					
B. Use electric-powered equipment					
C. Engage community in our efforts					
4. Minimize environmental impact of training				TRNG	PW
A. Comply with state law re: firefighting foam					
B. Follow national standards for live fire training					
C. Restrict large water flow during training					
Goal 3: Leverage technology to help keep Golden safe					
TACTICS	2021	2022	2023	LEAD	ASSIST
1. Improve public outreach				MEDIA, ADMIN	FLS
A. Learn more about our audiences					
B. Develop effective data collection and analysis initiatives					
C. Provide special messaging to target areas					
D. Ensure our outreach is inclusive					
E. Use social media productively					

City Success Factor: Active, Connected, and Sustainable

Goal 3: Leverage technology to help keep Golden safe (continued)					
TACTICS	2021	2022	2023	LEAD	ASSIST
2. Improve division training				TRNG	ADMIN
A. Enhance our ability to use existing platforms and software					
B. Improve members' remote access to training, education, professional development					
3. Utilize current workflow, productivity, and communication technology effectively				ADMIN	ALL
A. Record meetings, trainings, and events to increase their accessibility					
B. Provide funding for accessibility initiatives					
C. Track GFD benchmarks, issues, budget compliance					
D. Add apparatus identifiers (AVD) to GFD apparatus					
4. Implement Target Solutions				TRNG	ADMIN
A. Complete training for all staff					
B. Identify divisions' relevant needs					

City Success Factor: Affordable and Thriving

Goal 4: Reduce community risk and hazards					
TACTICS	2021	2022	2023	LEAD	ASSIST
1. Identify and analyze community risks and trends				FLS	ADMIN, OPS
A. Implement programs to reduce risks					
B. Reduce false alarms					
2. Ensure adequate staffing and funding				FLS	ADMIN, OPS
A. Ensure adequate FLS investigative staff					
B. Evaluate resource/staffing needs					
C. Address "super users" revenue shortfall					
D. Retain qualified staff					
E. Support Station 24's live-in program					
3. Increase internal education and prevention efforts				FLS	ADMIN, MEDIA
A. Maintain one certified fire inspector per shift					
B. Conduct semi-annual education sessions for businesses and target hazards					
4. Develop unique, effective safety messaging programs				FLS	MEDIA
A. Send frequent, timely messages					
B. Create a public education team					

City Success Factor: Affordable and Thriving

Goal 4: Reduce community risk and hazards (continued)					
TACTICS	2021	2022	2023	LEAD	ASSIST
C. Present engaging FLS programs					
D. All messages/programs embody GFD's core values					
E. Customize programs for audience needs					
5. Maintain/improve GFD's ISO Class 2 rating				ADMIN	ALL, WATER, BLDG
A. Collaborate with the ISO board and city insurance provider					
6. Conduct community CPR classes				TRNG	ARC, AHA
A. Identify current CPR resources					
B. Determine a lead volunteer					
C. Conduct classes					
Goal 5: Support the success of Golden businesses					
TACTICS	2021	2022	2023	LEAD	ASSIST
1. Implement fire code-based regulations in collaboration with community advisory group				FLS	PLN, BLDG
A. Identify stakeholder partners					
B. Identify opportunities for improvements					
C. Draft a manual and guidelines					

City Success Factor: Affordable and Thriving

Goal 5: Support the success of Golden businesses (continued)					
TACTICS	2021	2022	2023	LEAD	ASSIST
D. Adopt new rules and regulations					
2. Take an educational approach to business fire code enforcement				FLS	OPS
A. Deliver fire extinguisher training programs					
B. Deliver evaluation planning programs					
C. Deliver emergency preparedness programs					
3. Purchase goods and services at reduced prices				ADMIN	FIN
A. Develop partnership opportunities					
B. Collaborate with city departments to identify efficiencies in ordering supplies					
C. Monitor spending					

City Success Factor: Safe, Inclusive, and Engaged

Goal 6: Implement a comprehensive community safety plan					
TACTICS	2021	2022	2023	LEAD	ASSIST
1. Implement the GFD strategic plan				ADMIN	ALL
A. Align all aspects of the GFD with the plan					
B. Collaborate with city departments to maintain public safety					
C. Engage in environmental scanning					
2. Educate residents and businesses about fire safety				FLS	ALL
A. Continue Red Cross partnership					
B. Create similar new partnerships					
3. Implement a risk management plan for GFD personnel				TRNG	ADMIN, OPS
A. Identify health and safety risks presented by broken/outdated equipment/apparatus					
B. Identify job-related health and safety risks					
C. Prioritize the risks					
D. Obtain funding for risk mitigation					
E. Develop a comprehensive risk management plan					
F. Implement risk mitigation plan					

City Success Factor: Safe, Inclusive, and Engaged

Goal 7: Maintain an inclusive and equitable environment					
TACTICS	2021	2022	2023	LEAD	ASSIST
1. Create a common “big picture” of GFD’s desired goal outcome				ADMIN	ALL
A. Define the terms <i>diversity</i> , <i>inclusiveness</i> , and <i>equity</i> very broadly					
B. Educate internal/external stakeholders about the terms and how they enhance work					
C. Communicate and demonstrate this big picture to internal and external stakeholders					
2. Codify and standardize diverse, inclusive, and equitable behaviors and practices throughout GFD				ADMIN	ALL
A. Review all SOGs/policies/procedures/practices					
B. Identify desired behaviors/practices/processes					
C. Identify the aspects of the Department the committee will review					
D. Develop a review process					
E. Make findings-based recommendations					
F. Communicate results and recommendations					

City Success Factor: Safe, Inclusive, and Engaged

Goal 7: Maintain an inclusive and equitable environment (continued)					
TACTICS	2021	2022	2023	LEAD	ASSIST
3. Reinforce diverse, inclusive, and equitable values				TRNG	ADMIN
A. All GFD training programs reinforce inclusion and equity in the workplace					
B. Offer opportunities for all personnel to use their talents, skills, and abilities fully					
C. Incorporate GFD's "head and heart" philosophy, core values, and relevant leadership elements into all promotional processes					
4. Improve recruitment of individuals from diverse backgrounds and with diverse talents and skills				TRNG	ADMIN
A. Reach out to underrepresented groups					
B. Raise awareness of opportunities at the GFD within the community					
C. Ensure diverse group of members is involved in academy testing process and courses					
5. Maintain an inclusive, equitable work environment				ADMIN	ALL, HR
A. Reinforce desired behaviors					
B. Incorporate behavioral measures in performance evaluations					

City Success Factor: Safe, Inclusive, and Engaged

Goal 7: Maintain an inclusive and equitable environment (continued)

TACTICS	2021	2022	2023	LEAD	ASSIST
C. Address issues that could cause turnover					
D. Consider a Recruitment and Retention Coordinator position					
6. Train all members to their highest potential skill level				TRNG	ALL
A. Conduct outreach					
B. Offer training designed to address members' needs					

Goal 8: Foster community and member engagement

TACTICS	2021	2022	2023	LEAD	ASSIST
1. Participate in special events and fundraisers				FLS	ALL, SEC
2. Develop a special event/community outreach team				FLS	MEDIA, COMM
A. Add a FAQ segment on GFD website					
B. Maintain seasonally relevant educational messages					

City Success Factor: Safe, Inclusive, and Engaged

Goal 8: Foster community and member engagement (continued)					
TACTICS	2021	2022	2023	LEAD	ASSIST
3. Implement a GFD Support Team of community and family members				TRNG	VOL-C
A. Identify key personnel to develop and manage the team					
B. Advertise for Team members					
C. Fill Support Team roles					
4. Implement a GFD Special Events Volunteer Program				TRNG	VOL-C
A. Identify key personnel to develop and manage the program					
B. Advertise for program members					
C. Fill Special Events Volunteer roles					
5. Provide opportunities for members' involvement in events				FLS	OPS, TRNG
A. Identify types of events available					
B. Post events on the GFD calendar					
C. Communicate the events					
D. Send event information in advance					

City Success Factor: Respected and Relational Governance

Goal 9: Maintain collaborative public safety partnerships					
TACTICS	2021	2022	2023	LEAD	ASSIST
1. Build trusted internal and external relationships				ADMIN	FIN
A. Pursue grant funding and sponsorships with other agencies					
B. Pursue funding initiatives with Golden Fire Foundation and other organizations					
C. Participate in City Budget Advisory Committee					
D. Engage with City Council to support public safety operational needs					
E. Participate in community engagement programs					
F. Support all city departments					
G. Participate in local business, community, and civic group events when possible					
H. Support our partners' goals and objectives					
I. Build trust between labor and management					
2. Develop and maintain training relationships with public safety agencies				TRNG	APS
A. Increase the sharing of training resources					
B. Engage in combined training					

City Success Factor: Respected and Relational Governance

Goal 9: Maintain collaborative public safety partnerships (continued)					
TACTICS	2021	2022	2023	LEAD	ASSIST
C. Maintain existing training relationships					
3. Improve the interaction of Operational staff with the Colorado State Training Officers Association				TRNG	OPS
A. Access state resources for professional development					
B. Volunteer to work on state committees					
C. Interact with fire departments outside our local jurisdiction					
D. Help develop higher certifications for our Department and our members					
Goal 10: Maintain collaborative community partnerships					
TACTICS	2021	2022	2023	LEAD	ASSIST
1. Develop educational partnerships				FLS	ALL
A. Support the educational mission of the Fire Marshal's Association of Colorado					
B. Participate in Colorado Division of Fire Prevention and Control trainings and events					

City Success Factor: Respected and Relational Governance

Goal 10: Maintain collaborative community partnerships (continued)					
TACTICS	2021	2022	2023	LEAD	ASSIST
2. Develop governmental and private partnerships				ADMIN	ALL
A. Conduct combined training and field exercises with partners					
B. Submit joint grant applications					
3. Train at local hazards				TRNG	OPS
A. Identify key community hazards					
B. Set up rotational training schedule					
4. Implement a customer feedback process				ADMIN	ALL
A. Determine purpose and data usage					
B. Research best practices					
C. Develop the process					
D. Educate customers about the importance of their feedback					
E. Implement the process					

City Success Factor: Respected and Relational Governance

Goal 11: Maintain effective government relations					
TACTICS	2021	2022	2023	LEAD	ASSIST
1. Explore consolidating GFD emergency services and functions in whole or in part with other agencies				ADMIN	APS
A. Select a feasibility study vendor					
B. Analyze study's findings					
C. Make recommendations to the city					
D. Implement the findings as directed					
2. Educate residents, businesses, and GFD personnel about their roles in public safety decision-making				ADMIN	TRNG
A. Offer a "Civics 101" style class					
3. Invite city and community leaders to participate in fire academy and annual ride-alongs				ADMIN	ALL

City Success Factor: Quality Services

Goal 12: Recruit and retain an inclusive, service oriented workforce					
TACTICS	2021	2022	2023	LEAD	ASSIST
1. Create a GFD professional development program				ADMIN	ALL
A. Review and revise job descriptions					
B. Establish a career development path					
C. Identify criteria for participation					
D. Identify qualified instructors					
2. Implement the professional development program				TRNG	ALL
A. Market the program internally					
B. Remove barriers to participation					
C. Conduct the program					
3. Support career staff education and certification				TRNG	ALL
A. Evaluate current education/certifications					
B. Identify education/certification needs					
C. Provide information about educational and certification opportunities					
D. Encourage personnel to apply for city tuition reimbursement program					

City Success Factor: Quality Services

Goal 12: Recruit and retain an inclusive, service oriented workforce (continued)					
TACTICS	2021	2022	2023	LEAD	ASSIST
4. Implement a Department-wide succession management process				ADMIN	ALL, HR
A. Create a succession management process that encompasses all positions and functions					
B. Define core competencies for each position					
C. Create accurate job descriptions, positional task books, job shadowing opportunities					
D. Provide administrative cross-training					
E. Improve annual performance review processes					
F. Complete Individual Development Plans annually					
5. Follow national standards for physical fitness and skills competency				TRNG	OPS, ADMIN
A. Maintain a current list of standards					
B. Communicate the expectation that the standards will be met					
C. Career and volunteer firefighters must meet the standards					
D. Formalize GFD firefighter fitness evaluations					

City Success Factor: Quality Services

Goal 12: Recruit and retain an inclusive, service oriented workforce (continued)					
TACTICS	2021	2022	2023	LEAD	ASSIST
6. Refine our Academy process for 2021				TRNG	ADMIN
A. Create a group of core Lead Instructors					
B. Communicate clear instructor expectations					
C. Adhere to clear roles for Lead Coordinators					
D. Move to the on-line IFSTA book instruction					
E. Redevelop the Academy Manual and move to Target Solutions					
F. Develop a GFD Ignition Officer certification program					
7. Refine our Lateral Firefighter process				TRNG	ADMIN
A. Develop a recruitment strategy for career firefighters					
B. Implement the strategy					
C. Develop a more "class" oriented structure					
D. Expand the personnel officer's involvement in lateral firefighters' development					
8. Focus our recruiting efforts on high potential audiences				TRNG	ADMIN
A. Include diverse groups and individuals					
B. Redevelop recruitment tools as needed					

City Success Factor: Quality Services

Goal 12: Recruit and retain an inclusive, service oriented workforce (continued)					
TACTICS	2021	2022	2023	LEAD	ASSIST
9. Retain quality volunteer firefighters				TRNG	ADMIN
A. Track when/why volunteers resign					
B. Devise ways to improve retention of quality volunteers					
C. Maintain effective benefits					
10. Ensure all training is safe, pertinent, and progressive				TRNG	OPS
A. Continually improve training safety					
B. Conduct research on progressive firefighting techniques					
C. Recommend applicable practices					
11. Advocate for firefighter mental health				ADMIN	ALL, HR
A. Cultivate a culture of personal responsibility for firefighter mental health					
B. Implement a Peer Support Team					
C. Educate all personnel about mental health resources					
D. Follow up all critical calls within designated time frame					

City Success Factor: Quality Services

Goal 13: Deliver quality services that meet or exceed our community's expectations					
TACTICS	2021	2022	2023	LEAD	ASSIST
1. Determine adequate staffing needs based on growth and demands for service				ADMIN	ALL
2. Create centrally located EMS/Fire/Police stations or substations				ADMIN	OPS
A. Rebuild stations as multipurpose facilities for city emergency services					
B. Identify and prioritize needs in collaboration with other city emergency services					
C. Obtain funding in collaboration with other city emergency services					
3. Ensure Station 24 is fully staffed 24 hours daily				OPS	ADMIN
A. Provide strategically located affordable housing for firefighters					
4. Utilize data and metrics to identify gaps in our service delivery				ADMIN	ALL
A. Review existing data and metrics					
B. Analyze metrics to identify gaps in incident response and staffing					
C. Identify trends in GFD salary and expense account expenditures					
D. Research outside funding opportunities					

City Success Factor: Quality Services

Goal 13: Deliver quality services that meet or exceed our community's expectations (continued)					
TACTICS	2021	2022	2023	LEAD	ASSIST
E. Maintain a balanced budget					
F. Engage in regular conversations with GFD divisions about budget issues					
5. Improve the structure of training and development programs for special teams				OPS	TRNG
A. Create a training and development plan for each special team					
B. Maintain clear expectations of special teams					
C. Maintain accurate rosters of special teams					
6. Improve our Officer Development Program				TRNG	OPS
A. Expand the Acting Company Officer program					
B. Increase officer development training					
7. Refine the Driver Operator program				TRNG	OPS
A. Set clear path to become a driver operator					
B. Ensure participants' proficiency as they move up in the organization					
8. Increase the depth of our advanced training				TRNG	OPS
A. Set requirements for advanced training					
B. Include training such as Blue Card, Instructor Certification, Live Fire Instructor, Safety Officer					

City Success Factor: Quality Services

Goal 13: Deliver quality services that meet or exceed our community's expectations (continued)

TACTICS	2021	2022	2023	LEAD	ASSIST
9. Improve the reality of our hands-on training				TRNG	OPS
A. Identify training needs					
B. Prioritize the needs					
C. Deliver new or refined training					

Goal 14: Acquire and maintain equipment and apparatus that allow us to deliver quality services

TACTICS	2021	2022	2023	LEAD	ASSIST
1. Project Capital Improvement Project (CIP) needs for apparatus and equipment				OPS	ADMIN, FIN
A. Use current 20-year replacement cycles					
2. Implement a CIP with replacement schedules for apparatus and equipment				OPS	FLEET, FIN
A. Work closely with Fleet Services Manager					
B. Convey CIP needs and timing to city decision-makers					
3. Implement the CIP with replacement schedules				OPS	ADMIN, FIN, FLEET
A. Utilize the Apparatus Committee					

City Success Factor: Quality Services

Goal 14: Acquire and maintain equipment and apparatus that allow us to deliver quality services (continued)					
TACTICS	2021	2022	2023	LEAD	ASSIST
4. Design apparatus to accommodate multiple service needs				OPS	ADMIN
A. Follow national apparatus replacement standards					
B. Implement committee strategies for multiuse designs					
C. Revise SOGs as needed					
5. Develop the GFD Training Prop into a versatile firefighter training venue				TRNG	OPS, FLS
A. Develop parameters for safe use of prop					
B. Develop the prop for maximum safety, usage, and innovation					
C. Purchase/build additional training props					
6. Improve PPE maintenance and inspection procedures				OPS	ADMIN
A. Implement PS Trax PPE module					
B. Evaluate PS Trax for efficiency and effectiveness					
C. Enhance platform knowledge among GFD personnel					

I-LAST

**WE HAVE THE FORTITUDE TO DO WHAT IS NEEDED
AND THE HUMILITY TO SERVE OTHERS FIRST.**

INTEGRITY

Honest, fair, consistent and an uncompromising adherence to ethical behavior.

LOYALTY

Committed to each other as one family of brothers and sisters, to the residents of our community, and visitors

ACCOUNTABILITY

Responsible for our words and behavior to ourselves, each other, and the public. We humbly support one another in the positive pursuit of excellence, coaching each other to constantly improve.

SERVICE

Putting others before ourselves, doing our duty courageously, honorably, and respectfully. Through education and innovation, we provide the highest level of emergency services and fire prevention education in the nation.

TRUST

Depend on one another's words and commitments to each other as a high-performance team, based on our professional knowledge, skills, and capabilities.

"To Serve in the Face of Adversity"



***"To be the Best Combination
Fire Department in the Country"***