



Brighton Fire Rescue District Strategic Plan 2011-2016

**July 2011
Amended February 2013**

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Introduction

History

Fire protection in the Brighton area had its beginning with the growth of a new community. The area that is now Brighton had its start in 1870 with the construction of the Denver Pacific Railway (now the Union Pacific) from Cheyenne to Denver along with the construction of a train depot. By the late 1880's a large number of homes and businesses had sprung up in a central area around the depot and the need for fire protection and other public services was evident.

On July 26, 1887, Brighton became an incorporated town. The Town Council acknowledged the need for a fire department due to the rapidly growing population of the town. As records show, the following year after the town incorporated, a committee from "The Fire Company" asked the Town Board for assistance in getting apparatus. In 1890, bylaws were drafted for Hook and Ladder Company #1. In 1892, a Hose Company was formed and the "Fire Company" was now a Fire Department, consisting of the Hook and Ladder Company and the Hose Company. During that year, the first by-laws for the "Brighton Fire Department" were drafted.

On July 5, 1938, the department was legally incorporated as the Brighton Volunteer Fire Department, Inc. In 1961, The City of Brighton determined it could no longer support fire protection outside its boundaries. Rural residents later formed a Rural Fire District to provide protection. The Rural District entered into a contract with the City of Brighton to purchase fire protection on a cost-sharing basis.

In 1980, the City Council of Brighton and the Rural District Board entered into a joint process evaluating the working agreement between the two entities. In a joint agreement, the two entities established the present Fire Protection District, a special district under Statutory Law within the state. In 1999, the legal name of the District organization was changed to the Greater Brighton Fire Protection District. In 2011, it was decided that the brand name of the district was to be the Brighton Fire Rescue District.

Present

Today, the Fire District serves an area of 150 square miles with five fire stations. The service area includes urban, suburban, and rural characteristics. The population is estimated at 50,000. The Fire District is a combination department, with 64 full-time employees and 15 reserves. Through a contract provider, the District provides transport ALS service.

Fire District members serve on wild land, technical rescue, hazardous materials, and water rescue teams. The District maintains 7 engines, 1 quint, 1 tower ladder, 1 rescue squad, 3 attacks, 5 water tenders, a zodiac rescue boat, an air/light trailer, a mass casualty trailer, a regional mobile command/communications unit, a regional hazardous materials unit, and a number of staff vehicles. In 2012, the District handled 4,520 incidents.

Planning for the Future

The Fire District began a planning process in January 2011 with the goal of completing a Strategic Plan. The primary purpose of a Strategic Plan is to identify where the Fire District wants to be at some point in the future and how it is going to get there. The planning process is never done. To be successful, there must be continual attention to changes in the organization and its external environment, and how this affects the future of the Fire District.

The District has identified 10 Strategic Goals. Each Strategic Goal is supported by performance objectives. Finally, an Action Plan has been developed to lead the District in meeting each objective.

By following the Action Plan, we will meet our future vision of the Fire District.

Plan Updates

In the Fall of 2012 the status of the Strategic Plan was reviewed with the Board of Directors. In February 2013 the plan document was updated to reflect the current status of the objectives. Updates and amendments to the plan are highlighted in this revised document.



Our Mission

The Mission of the Brighton Fire Rescue District is to provide effective and efficient emergency services, life safety education, and code enforcement, and to be actively involved in our community.

Our Vision

To be recognized as a leader in the delivery of emergency services and life safety activities.

To be supported by our community who will have pride, respect, and confidence in our service.

To be adequately staffed by well-trained and physically fit personnel.

To have dependable equipment, embrace leading technology, and emphasize firefighter safety.

To be recognized as a leader and caring partner in improving the quality of life in our community.

To be accountable to those we serve, each other, and the organizations we interact with.

To be a department of choice for our employees and volunteers to work and achieve professional development.



Our Values

- Honor
 - To demonstrate integrity and professionalism
 - To take personal responsibility and be accountable
 - To be fair and sincere
- Courage
 - To be brave in the face of adversity
 - To do the right thing
 - To persevere and be firm in mind and will
- Commitment
 - To protect life, property, and the environment
 - To our personal growth and excellence
 - To our fire service oath
- Respect
 - To demonstrate compassion and courtesy
 - To recognize each individual's worth
 - To show regard to others through our conduct
- Unity
 - To be one in spirit, purpose, and action
 - To be part of a team
 - To recognize and live the fire service tradition

Strategic Goals

- Provide for an administration system that plans, staffs, directs, assists, coordinates, and evaluates the activities of the Fire District.
- Financially sustain future district operations while maintaining an efficient approach to service delivery.
- Provide effective fire suppression and rescue services in a manner that is recognized as a leader in our field
- Provide effective emergency medical services in a manner that is recognized as a leader in our field
- Provide effective code enforcement, fire investigation, and life safety education program which improves the quality of life in our community
- Provide the physical resources necessary to provide the community with efficient and effective emergency and life safety services.
- Provide the human resource administration necessary to be a department of choice for people to work and to achieve professional development
- Maintain a comprehensive training program that enhances our level of service and increases firefighter safety.
- Maintain effective relationships with external agencies
- Be active in and supported by our community

Strategic Plan Objectives

- Provide for an administration system that plans, staffs, directs, assists, coordinates, and evaluates the activities of the Fire District.
 - Provide and maintain a staffing plan that fulfills the emergency and non-emergency needs of the District
 - Develop a Standards of Cover (SOC) Document
 - Maintain a future station location plan that meets the needs of the community and the SOC
 - Attain CFAI Accreditation
 - Maintain or improve on current ISO Class 4 rating
 - ~~○ Determine brand name of District~~
 - Have Fuller Estates [and Southgate](#) area annexed into Fire District
 - Maintain involvement in the proposed Dry Creek RUA Development process
 - Provide administrative support for District operations

- Financially sustain future district operations while maintaining an efficient approach to service delivery.
 - ~~○ Determine minimum amount to maintain adequate fund balances~~
 - [Maintain minimum fund balances according to policy](#)
 - Apply for local, state, and federal grants
 - Review alternative revenue source fees
 - Track revenue sources from the Brighton Urban Renewal Authority (BURA)
 - Determine need for mill levy increase or bond issue
 - Develop, maintain, and revise financial policies.

- Provide effective fire suppression and rescue services in a manner that is recognized as a leader in our field
 - Develop and revise SOG's to direct suppression and rescue activities
 - Review and revise response plans
 - Maintain specialized response team capabilities for technical rescue, swift water, ice, and hazardous materials
 - ~~○ Provide for a minimum staffing of three personnel for each front line apparatus~~
 - [Maintain a minimum staffing of three personnel for each front line apparatus](#)

- Provide effective emergency medical services in a manner that is recognized as a leader in our field
 - Evaluate services being provided by third party contract
 - Provide ALS capabilities on fire apparatus
 - Review first responder versus transport service, [if required](#)
 - Develop new and revised SOG's to direct EMS response activities

- Provide effective code enforcement, fire investigation, and life safety education program which improves the quality of life in our community
 - Inspect occupancies a minimum of one time each year
 - Develop new and revised SOG's to direct code enforcement and life safety activities
 - Maintain a multi-family smoke detector compliance program
 - Maintain an adopted Fire Prevention Code consistent with governmental units served
 - Provide life safety education to reduce risks in the community
 - Provide an effective fire cause and origin investigation program

- Provide the physical resources necessary to provide the community with efficient and effective emergency and life safety services.
 - Build a fire station near Tower Road and Southern Street
 - Build a fire station near WCR 4 and WCR 27
 - Research and recommend alternatives for a vehicle maintenance facility
 - Research alternatives for a training facility
 - Build a fire station near 136th and Sable Avenue
 - ~~○ Renovate Station 52 if necessary~~
 - ~~○ Develop and implement a facilities maintenance plan~~
 - Improve Station 52 living facilities
 - Provide and maintain apparatus and other vehicles
 - Provide and maintain the proper equipment for emergency operations
 - Research and provide technology solutions to improve efficiency and effectiveness
 - ~~○ Provide alerting and response systems that properly and safely alert crews and provide needed information.~~

- Provide the human resource administration necessary to be a department of choice for people to work and to achieve professional development
 - Implement a market based pay system
 - Maintain and/or improve benefits based on available budget levels
 - Provide for the recruitment of qualified reserve and career members
 - Provide for fair and consistent promotional examinations
 - Develop and maintain a member mentoring program
 - Encourage outside training and higher education
 - Review and revise position descriptions and evaluation documents
 - Provide annual medical and fitness examinations
 - Establish an occupational risk management program

- Maintain a comprehensive training program that enhances our level of service and increases firefighter safety.
 - Meet minimum required training needs established by outside agencies and the District
 - Establish an annual training calendar
 - Establish training performance benchmarks
 - Provide for regular training with automatic and mutual aid agencies.
 - Provide for regular training with automatic and mutual aid agencies.
 - Establish an occupational health and safety training program

- Maintain effective relationships with external agencies
 - Share Emergency Management (EM) responsibilities with the City of Brighton
 - Participate in established mutual aid agreements
 - Maintain cooperative relationships with the cities, town, and counties served
 - Maintain cooperative relationships with area police departments
 - Be active in activities of Adams County Communications (ADCOM)
 - Be active in local, state, and national organizations

- Be active in and supported by our community
 - Participate in community events
 - Provide a dedicated marketing strategy
 - Be involved in community projects
 - Provide a means for community feedback
 - Interact as a caring partner in the community

Action Plan

Goal 1 – Provide for an administration system that plans, staffs, directs, assists, coordinates, and evaluates the activities of the Fire District.

<i>Objective 1a: Provide and maintain a staffing plan that fulfills the emergency and non-emergency needs of the District</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Update 5 year staffing plan on an annual basis 	Ongoing
<ul style="list-style-type: none"> • Recruit and retain a District Chaplain 	12/31/2013

<i>Objective 1b: Develop a Standards of Cover (SOC) Document</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Begin planning process for SOC 	12/31/2012
<ul style="list-style-type: none"> • Conduct and finalize a community risk assessment 	12/31/2013
<ul style="list-style-type: none"> • Complete SOC document 	12/31/2015

<i>Objective 1c: Maintain a future station location plan that meets the needs of the community and the SOC</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Update the station location study every five years or as needs dictate 	12/31/2016

<i>Objective 1d: Attain CFAI Accreditation</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Develop plan for self-assessment process 	12/31/2011
<ul style="list-style-type: none"> • Complete research and information collection 	12/31/2012
<ul style="list-style-type: none"> • Complete written self-assessment 	12/31/2013
<ul style="list-style-type: none"> • Submit application for peer review 	>12/31/2016

<i>Objective 1e: Maintain or improve on current ISO Class 4 rating</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Complete preparation for 2014 reevaluation 	12/31/2013
<ul style="list-style-type: none"> • Cooperate with re-evaluation process 	12/31/2014

<i>Objective 1f: Determine brand name of District</i>	<i>Timeline</i>
• Evaluate legal and “doing business as” name options	12/31/2011
• Determine symbol (patch) to be used	12/31/2011
• Complete transition to brand name	12/31/2015

<i>Objective 1g: Have Fuller Estates/Southgate area annexed into Fire District</i>	<i>Timeline</i>
• Review possibility of annexing roadways	12/31/2011
• Work with City of Brighton to educate residents on annexation	12/31/2012
• Work with COB on possible city action to annex Fuller Estates	12/31/2013
• Work with COB on Southgate developers annexing	Ongoing
• Propose annexation on ballot question <u>if necessary</u>	12/31/2014

<i>Objective 1h: Maintain involvement in the proposed Dry Creek RUA Development process</i>	<i>Timeline</i>
• Maintain contact with Dry Creek representatives	Ongoing
• Attend county meetings on project	Ongoing
• Obtain fire station site from developer	Ongoing
• Pursue funding source for fire station from developer	Ongoing

<i>Objective 1i: Provide administrative support for District operations</i>	<i>Timeline</i>
• Add a receptionist position	12/31/2014
• Determine need for dedicated computer technician	12/31/2015
• Review need for an additional positions in finance	>12/31/2016

Goal 2 - Financially sustain future district operations while maintaining an efficient approach to service delivery.

<i>Objective 2a: Determine minimum amount to maintain adequate fund balances</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Submit recommendation to BOD 	12/31/2011
<ul style="list-style-type: none"> • Maintain required fund balance as part of budget process 	Ongoing

<i>Objective 2b: Apply for local, state, and federal grants</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Determine viability of creating a 501(c)3 foundation 	12/31/2012 12/31/2013
<ul style="list-style-type: none"> • Research and apply for federal grants (FEMA) 	Ongoing
<ul style="list-style-type: none"> • Research and apply for state grants (DOLA, CFS, CDPH) 	Ongoing
<ul style="list-style-type: none"> • Research and apply for private grants (i.e. Walmart, FM, 9-1-1) 	Ongoing
<ul style="list-style-type: none"> • Pursue other grant opportunities not listed 	Ongoing

<i>Objective 2c: Review alternative revenue source fees</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Review annually the district's fee schedule 	12/31/2011 Ongoing
<ul style="list-style-type: none"> • Submit and follow-up on hazardous materials response fee billing 	Ongoing

<i>Objective 2d: Track revenue sources from the Brighton Urban Renewal Authority (BURA)</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Verify amount held by BURA for North Employment Area on an annual basis 	12/31/2011 Ongoing
<ul style="list-style-type: none"> • Track development of south BURA and possible revenue sharing 	Ongoing

<i>Objective 2e: Determine need for mill levy increase or bond issue</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Annually review financial needs and forecasting 	Ongoing
<ul style="list-style-type: none"> • Hold mill levy increase election in 2014 or 2015 	12/31/2015

<i>Objective 2f: Develop, maintain, and revise financial policies.</i>	<i>Timeline</i>
• Seek approval for proposed Investment Policy	12/31/2011
• Conduct annual review of the Investment Policy	Ongoing
• Develop annual budgets and multi year 3-year financial plannings	Ongoing

Goal 3 – Provide effective fire suppression and rescue services in a manner that is recognized as a leader in our field

<i>Objective 3a: Develop and revise SOG's to direct suppression and rescue activities</i>	<i>Timeline</i>
• Create and prioritize list of SOG's to be developed	12/31/2011
• Create SOG's to address operational guidelines	Ongoing
• Review and revise existing SOG's on an bi-annual basis	Ongoing

<i>Objective 3b: Review and revise response plans</i>	<i>Timeline</i>
• Develop multiple alarm response capabilities	12/31/2011
• Review and revise response plans on annual basis	Ongoing

<i>Objective 3c: Maintain specialized response team capabilities for technical rescue, swift water, ice, and hazardous materials</i>	<i>Timeline</i>
• Evaluate all teams for need, membership, equipment, and training	12/31/2011
• Conduct required training evolutions on an annual basis	Ongoing

<i>Objective 3d: Provide for a minimum staffing of three personnel for each front line apparatus</i>	<i>Timeline</i>
• Through grants and budget planning, increase minimum staffing at Stations 53 and 54 to three personnel	12/31/2013
• Develop plan to add personnel for additional stations	12/31/2014
• Add assigned staffing for aerial platform	>12/31/2016
• Meet NFPA 1710 for 4 person staffing	>12/31/2016

Goal 4 - Provide effective emergency medical services in a manner that is recognized as a leader in our field

<i>Objective 4a: Evaluate services being provided by third party contract</i>	<i>Timeline</i>
<ul style="list-style-type: none"> Determine need for an additional 12 or 24 hour ambulance through an annual criteria review 	Ongoing
<ul style="list-style-type: none"> Conduct an annual review of the Platte Valley Ambulance (PVA) service delivery model 	Ongoing

<i>Objective 4b: Provide ALS capabilities on fire apparatus</i>	<i>Timeline</i>
<ul style="list-style-type: none"> Conduct a feasibility study on ALS apparatus 	12/31/2011
<ul style="list-style-type: none"> Institute ALS apparatus capability on E54 and possibly E55 	12/31/2015
<ul style="list-style-type: none"> Institute ALS capability on E55 and E53 	12/31/2016

<i>Objective 4c: Review first responder versus transport service, if required</i>	<i>Timeline</i>
<ul style="list-style-type: none"> Conduct a feasibility study on providing fire based EMS transport Determine if PVMC intends to continue to provide ALS ambulance service 	12/31/2016

<i>Objective 4d: Develop new and revised SOG's to direct EMS response activities</i>	<i>Timeline</i>
<ul style="list-style-type: none"> Create and prioritize list of SOG's to be developed 	12/31/2012
<ul style="list-style-type: none"> Create SOG's to address operational guidelines 	Ongoing
<ul style="list-style-type: none"> Review and revise existing SOG's on an bi-annual basis 	Ongoing

Goal 5 – Provide effective code enforcement, fire investigation, and life safety education programs which improve the quality of life in our community

<i>Objective 5a: Inspect occupancies a minimum of one time each year</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Add a fulltime or part-time fire inspector position (review potential job share) 	12/31/2013 12/31/2014
<ul style="list-style-type: none"> • Determine occupancies that require more than one inspection per year 	Ongoing
<ul style="list-style-type: none"> • Report annually the occupancies where no inspection was conducted 	Ongoing

<i>Objective 5b: Develop new and revised SOG's to direct code enforcement and life safety activities</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Create and prioritize list of SOG's to be developed 	12/31/2012
<ul style="list-style-type: none"> • Create SOG's to address operational guidelines 	Ongoing
<ul style="list-style-type: none"> • Review and revise existing SOG's on an bi-annual basis 	Ongoing

<i>Objective 5c: Maintain a multi-family smoke detector compliance program</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Develop compliance program methodology 	12/31/2011
<ul style="list-style-type: none"> • Provide annual reporting on compliance 	Ongoing

<i>Objective 5d: Maintain an adopted Fire Prevention Code consistent with governmental units served</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Work with local code officials to determine code versions to be adopted 	Ongoing

<i>Objective 5e: Provide life safety education to reduce risks in the community</i>	<i>Timeline</i>
• Develop carbon monoxide detector program	12/31/2011
• Add PIO/public educator position (part-time)	12/31/2013 12/31/2014
• Add a fire extinguisher trainer	12/31/2013 12/31/2014
• Add a safety house trailer	12/31/2015
• Add a full-time public educator	12/31/2016
• Continue free smoke detector and carbon monoxide detectors and installation program	Ongoing
• Enhance our current efforts in reaching various groups	Ongoing

<i>Objective 5f: Provide an effective fire cause and origin investigation program</i>	<i>Timeline</i>
• Determine the desired size of the investigation team	12/31/2012
• Work with area departments on joint investigations	Ongoing
• Develop SOG's to direct operational assignments	Ongoing

Goal 6 - Provide the physical resources necessary to provide the community with efficient and effective emergency and life safety services.

<i>Objective 6a: Build a fire station near Tower Road and Southern Street</i>	<i>Timeline</i>
• Obtain land for fire station	12/31/2012 12/31/2013
• Determine financing for station construction	12/31/2013 12/31/2015
• Build and occupy fire station	>12/31/2016

<i>Objective 6b: Build a fire station near WCR 4 and WCR 27</i>	<i>Timeline</i>
• Obtain land for fire station	12/31/2011 12/31/2013
• Determine financing for station construction	12/31/2013 12/31/2015
• Build and occupy fire station	>12/31/2016

<i>Objective 6c: Research and recommend alternatives for a vehicle maintenance facility</i>	<i>Timeline</i>
• Make recommendation to BOD	12/31/2011
• Develop plan for building development	12/31/2012 <u>12/31/2014</u>
• Build and occupy facility	>12/31/2016

<i>Objective 6d: Research alternatives for a training facility</i>	<i>Timeline</i>
• Determine if Sheriff's Training site is viable	12/31/2012
• Develop plan for construction of <u>a</u> training facility	12/31/2014 <u>>12/31/2015</u>
• Build training facility	>12/31/2016

<i>Objective 6e: Build a fire station near 136th and Sable Avenue</i>	<i>Timeline</i>
• Obtain land for fire station	12/31/201 <u>5</u> <u>6</u>
• Build and occupy fire station	>12/31/2016

<i>Objective 6f: Renovate Station 52 if necessary</i>	<i>Timeline</i>
• Determine if renovation will be required	12/31/2013
• <u>Develop renovation plan</u>	<u>12/31/2013</u>
• Complete renovation project, if required	12/31/2014

<i>Objective 6g: Develop and implement a facilities maintenance plan</i>	<i>Timeline</i>
• Develop a 5 year maintenance plan	12/31/2011
• Have completed an energy audit of facilities	12/31/2012
• <u>Follow, maintain, and update a 5 year facility maintenance plan</u>	<u>Ongoing</u>

<i>Objective 6h: Provide and maintain apparatus and other vehicles</i>	<i>Timeline</i>
• Develop written a vehicle maintenance program SOG	12/31/2011
• Conduct study to determine needs for additional mechanic	12/31/2011
• Add an additional vehicle mechanic position (FT or PT)	12/31/2013
• Follow, maintain, and update 10 year fleet replacement plan	Ongoing

<ul style="list-style-type: none"> • Verify record keeping and maintenance logs 	Ongoing
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<i>Objective 6i: Provide and maintain the proper equipment for emergency operations</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Develop a written equipment maintenance plan 	12/31/2012
<ul style="list-style-type: none"> • Follow, maintain, and update 5 year equipment replacement plan 	Ongoing

<i>Objective 6j: Research and provide technology solutions to improve efficiency and effectiveness</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Maintain and upgrade computer systems 	Ongoing

<i>Objective 6k: Provide alerting and response systems that properly and safely alert crews and provide needed information.</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Install First In alerting system in all stations 	12/31/2011
<ul style="list-style-type: none"> • Review alternate methods to alpha paging system 	Ongoing
<ul style="list-style-type: none"> • Research additional options for alerting system upgrades 	Ongoing

Goal 7 - Provide the human resource administration necessary to be a department of choice for people to work and to achieve professional development

<i>Objective 7a: Implement a market based pay system</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Conduct an annual review of pay and benefits utilizing the state data system and comparable districts 	12/31/2011 Ongoing
<ul style="list-style-type: none"> • Develop a pay program and implementation procedure to achieve the BOD desired market pay plan 	12/31/2012 12/31/2013

<i>Objective 7b: Maintain and/or improve benefits based on available budget levels</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Conduct an annual review of the insurance benefit program 	Ongoing
<ul style="list-style-type: none"> • Offer annual retirement planning training 	Ongoing
<ul style="list-style-type: none"> • Conduct a bi-annual review of all other benefits (vacation, etc) 	Ongoing

Objective 7c: Provide for the recruitment of qualified reserve and career members	
• Review and recommend a fire explorer program	12/31/2011
• <u>Possibly begin a fire explorer program</u>	<u>12/31/2013</u>
• Review attendance at <u>Attend</u> county career fairs	12/31/2012
• Use <u>Consider</u> CPAT as the <u>in lieu of</u> physical ability test	12/31/2013 2
• Review and revise testing process and create SOG	Ongoing

Objective 7d: Provide for fair and consistent promotional examinations	Timeline
• Review and revise the current acting programs	12/31/2011 Ongoing
• Review and revise the current promotional process and create SOG	12/31/2011 <u>12/31/2013</u>
• Create an officer development program	12/31/2012

Objective 7e: Develop and maintain a member mentoring program	Timeline
• Develop a formal mentor program	12/31/2012 <u>12/31/2013</u>
• Review need for a field officer training (FTO) program	12/31/2013

Objective 7f: Encourage outside training and higher education	Timeline
• Review and revise tuition reimbursement program	12/31/2012
• Increase funding for outside training opportunities	12/31/2013
• <u>Maintain funding for outside training opportunities</u>	<u>Ongoing</u>

Objective 7g: Review and revise position descriptions and evaluation documents	Timeline
• Review position descriptions <u>s</u> on a bi-annual basis	Ongoing
• Create SOG on performance evaluation process	12/31/2012

<i>Objective 7h: Provide annual medical and fitness examinations</i>	<i>Timeline</i>
<ul style="list-style-type: none"> Review and revise fitness evaluation program 	12/31/2012 12/31/2013
<ul style="list-style-type: none"> Include wellness into exams as budget allows 	Ongoing
<ul style="list-style-type: none"> Provide preventative screenings as budget allows 	Ongoing
<ul style="list-style-type: none"> Maintain fitness equipment in fire stations 	Ongoing
<ul style="list-style-type: none"> Annual review of NFPA 1581 and medical exam requirements 	Ongoing

<i>Objective 7i: Establish an occupational risk management program</i>	<i>Timeline</i>
<ul style="list-style-type: none"> Establish safety committee with regular meetings 	12/31/2011
<ul style="list-style-type: none"> Conduct a NFPA 1500 analysis 	12/31/2011
<ul style="list-style-type: none"> Improve NFPA 1500 compliance to 90% 	12/31/2013
<ul style="list-style-type: none"> Develop a written risk management plan 	12/31/2012 12/31/2013
<ul style="list-style-type: none"> Conduct injury and accident reviews 	Ongoing
<ul style="list-style-type: none"> Maintain worker compensation cost containment certification 	Ongoing

Goal 8 – Maintain a comprehensive training program that enhances our level of service and increases firefighter safety.

<i>Objective 8a: Meet minimum required training needs established by outside agencies and the District</i>	<i>Timeline</i>
<ul style="list-style-type: none"> Provide notification of renewals 3 months prior to expirations 	Ongoing
<ul style="list-style-type: none"> Maintain updated records in RMS (Firehouse) 	Ongoing
<ul style="list-style-type: none"> Report training hours on a monthly basis to all personnel 	Ongoing

<i>Objective 8b: Establish an annual training calendar</i>	<i>Timeline</i>
<ul style="list-style-type: none"> Develop annual priority list 	Ongoing
<ul style="list-style-type: none"> Provide a minimum of 100 man hours of live fire training 	Ongoing
<ul style="list-style-type: none"> Require a minimum of one hour per day of company training 	Ongoing
<ul style="list-style-type: none"> Develop lesson plans for company level drills and multi-company drills 	Ongoing

<i>Objective 8c: Establish training performance benchmarks</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Develop emergency scene operations standards (NFPA 1410) 	12/31/2012
<ul style="list-style-type: none"> • Conduct an annual evaluation of operation standards 	12/31/2013

<i>Objective 8d: Provide for regular training with automatic and mutual aid agencies.</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Establish a schedule for joint training with each agency at least once per year 	12/31/2012 Ongoing

<i>Objective 8e: Establish an occupational health and safety training program</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Develop priority list of ongoing training topics 	12/31/2012 Ongoing
<ul style="list-style-type: none"> • Utilize insurance carrier training programs on safety practices 	Ongoing

Goal 9 – Maintain effective relationships with external agencies

<i>Objective 9a: Share Emergency Management (EM) responsibilities with the City of Brighton</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Maintain bi-monthly meetings with EM, police, fire, and city management 	Ongoing
<ul style="list-style-type: none"> • Participate in revision to the Emergency Operations Plan (EOP) 	Ongoing
<ul style="list-style-type: none"> • Participate in Adams County EM activities 	Ongoing

<i>Objective 9b: Participate in established mutual aid agreements</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Assist with the organization for area task force responses 	12/31/2012
<ul style="list-style-type: none"> • Continue participation in the Denver Mutual Aid Agreement 	Ongoing
<ul style="list-style-type: none"> • Continue participation in the Adams/JeffCo hazardous materials team 	Ongoing
<ul style="list-style-type: none"> • Continue participation in the North Area Technical Rescue Team 	Ongoing

<i>Objective 9c: Maintain cooperative relationships with the cities, town, and counties served</i>	<i>Timeline</i>
• Review City of Brighton (COB) office lease agreement	12/31/2012
• Review 10 year COB IGA revision	>12/31/2016
• Maintain COB MOU for IT services	Ongoing
• Attend city and town council meetings	Ongoing

<i>Objective 9d: Maintain cooperative relationships with area police departments</i>	<i>Timeline</i>
• Establish joint fire investigation team with BPD	12/31/2011
• Maintain joint color guard with BPD	Ongoing

<i>Objective 9e: Be active in activities of Adams County Communications (ADCOM)</i>	<i>Timeline</i>
• Attend monthly Board of Director meetings	Ongoing
• Attend Fire Task Force meetings as scheduled	Ongoing

<i>Objective 9f: Be active in local, state, and national organizations</i>	<i>Timeline</i>
• Participate in Adams County Chiefs Association	Ongoing
• Participate in Metro Denver Chiefs Association	Ongoing
• Participate in Colorado State Fire Chiefs Association	Ongoing
• Participate in International Fire Chiefs Association	Ongoing

Goal 10 – Be active in and supported by our community

<i>Objective 10a: Participate in community events</i>	<i>Timeline</i>
• Maintain presence at significant community events	Ongoing
• Seek ways to involve the color guard in events	Ongoing
• <u>Attend community scheduled block parties</u>	<u>Ongoing</u>

<i>Objective 10b: Provide a dedicated marketing strategy</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Create a video about the Fire District 	12/31/2011 12/31/2013
<ul style="list-style-type: none"> • Review feasibility of holding citizen academies 	12/31/2011
<ul style="list-style-type: none"> • Form a public relations working group 	12/31/2011
<ul style="list-style-type: none"> • Update Fire District brochure 	12/31/2013
<ul style="list-style-type: none"> • Provide a community-wide newsletter 	Ongoing
<ul style="list-style-type: none"> • Consider a one page District informational mailing 	12/31/2013
<ul style="list-style-type: none"> • Maintain presence on website, facebook, twitter 	Ongoing

<i>Objective 10c: Be involved in community projects</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Participate in COB Help for Homes 	Ongoing
<ul style="list-style-type: none"> • Arrange for senior center visits on a regular basis 	12/31/2011
<ul style="list-style-type: none"> • Maintain senior center involvement program 	Ongoing

<i>Objective 10d: Provide a means for community feedback</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Research and recommend survey method 	12/31/2012

<i>Objective 10e: Interact as a caring partner in the community</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Develop an “after incident” program 	12/31/2011 12/31/2013
<ul style="list-style-type: none"> • Participate in local food drives 	Ongoing