

# Strategic Plan 2010-2013



North Metro Fire Rescue

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## OFFICE OF THE FIRE CHIEF

North Metro Fire Rescue District launched an extensive effort to envision its goals for the next four years and to restate in contemporary terms the mission, vision, and values espoused by our Fire District and our community. That work resulted in this 2010-2013 Strategic Plan.

In July of 2009, when I became North Metro Fire Rescue District's Fire Chief, I recognized that the previous Strategic Plan had been instrumental in moving the Fire District to a new level of excellence in service to its citizens and to the people that it employs. Core elements of the plan were sound and remained relevant, yet it was time for the Fire District to refresh its Strategic Plan and set out clear aspirations for our shared work ahead.

One concept used in the development of this Strategic Plan was establishing a balance between the existing projects of the Fire District while still challenging ourselves to be a leading edge, customer responsive, service delivery organization. The result is a dynamic plan that will be reviewed and updated annually to reflect our ever changing environment.

The underlying philosophy driving our mission and the goals outlined in this Strategic Plan is the recognition that individual tasks create the outcome for an organization. At North Metro Fire Rescue District our people make us great through their day in, day out activities. They go the extra mile to help a citizen and understand the value supporting each of our members through internal customer service.

Throughout the process of building the 2010-2013 Strategic Plan an exchange of ideas has stimulated an innovative approach to our goals as we respond to the challenges we face and the opportunities we have before us. I thank the Fire District staff who has participated in this process for their commitment to this effort. This Strategic Plan sets out a vision for the future and provides guidance for decision-making that will have a profound and positive impact on our excellence in serving the community.

Joseph A. Bruce,  
Fire Chief

# 2010-2013 STRATEGIC PLAN - NORTH METRO FIRE RESCUE DISTRICT

## DEPARTMENT SLOGAN

Excellence through each individual act

## MISSION STATEMENT

To be a responsive, all-hazard organization that works to provide a caring, high-quality, professional delivery of service.

## CORE VALUES

As members of North Metro Fire Rescue District we take pride in our commitment to professional service by maintaining our skills, knowledge, and abilities. All members of the Fire District are committed to conducting ourselves in an ethical manner, conforming to a standard which treats each other and the people we serve humanely, professionally, and honestly. We ascribe to the following values:

**Accountability:** Members of North Metro Fire Rescue District are accountable to each other and the community we serve. We accept responsibility for our decisions and actions.

**Transparency:** Members of North Metro Fire Rescue District make decisions and implement services with openness and a willingness to interact with internal stakeholders, government partners, and members of the community.

**Integrity, Trust, and Respect:** Members of North Metro Fire Rescue District demonstrate trust and respect for all persons and cultivate individual and organizational integrity in all that we do.

**Flexibility:** Members of North Metro Fire Rescue District adapt to the ever-changing needs of our community, the organization, and the environment.

**Innovation and Resourcefulness:** Members of North Metro Fire Rescue District are committed to the pursuit of inquiry and to the advancement of Fire District's services and programs through innovation and resourcefulness.

**Teamwork:** Members of North Metro Fire Rescue District recognize that every member of the Fire District is important and has value. We practice collaborative decision-making, when appropriate, at all levels of the organization.

These principles and values reflect the makeup of the men and women of this organization and the community we serve.

## STRATEGIC GOAL 1: MANAGE AND DEPLOY OUR RESOURCES EFFECTIVELY

North Metro Fire Rescue District will periodically review and propose improvements to provide exceptional levels of service to our stakeholders in an ever-changing environment, while maintaining fiscal responsibility, employee safety, and applicable national standards.

Objectives:

1. Complete a Standard of Coverage Assessment
  - To conduct a thorough analysis of the Fire District's emergency response capabilities, develop an action plan for any identified deficiencies, and determine the Fire District's acceptable standards for service delivery.
2. Research and Propose a Paramedic Training Program and Recruitment Process
  - To outline effective methods in training and recruiting paramedics to ensure the Fire District is meeting its mission and identified levels of service to the community.
3. Initiate Quarterly Customer Service Evaluation
  - To evaluate customer service results through quantitative/qualitative measurement tools in order to fulfill and to continuously enhance our level of service to the community.
4. Prioritize Current Responsibilities
  - To identify organizational strengths and deficiencies and prioritize all current duties, programs, and responsibilities in order to identify any underutilized resources and to modify or eliminate low priority items.
5. Identify Improvements for Fire District Communication System and Propose a Plan
  - To review the Fire District's current emergency communication system, including a split dispatch system, and propose a plan to address any shortfalls that restricts our ability to meet our mission or identified level of service.

## STRATEGIC GOAL 2: IMPROVE OUR INFRASTRUCTURE

Existing and future infrastructure for North Metro Fire Rescue District should be a part of a long-range plan to ensure continued improvement to all capital assets of the Fire District that support our mission and uphold our identified levels of service.

Objectives:

1. Develop a Master Plan for Fire Department Facilities
  - To create a facility plan that inventories all existing Fire District facilities and outlines a repair, refurbish, or replacement schedule that will allow the Fire District to meet its mission and uphold service levels.
2. Adopt a Capital Improvement Plan for Short-Term Needs
  - To incorporate a philosophy at the end of each year to earmark a percentage of any budget surplus for the Capital Improvement Plan. To prioritize immediate needs for the replacement or purchase of capital items.
3. Adopt a Comprehensive Capital Improvement Plan for Long-Term Needs
  - To build a long-term plan that will replace or purchase capital items required to fulfill the mission and uphold service levels for the Fire District in an orderly and timely fashion.
4. Build a Administration Facility
  - To construct a functional, fiscally responsible, and environmentally-friendly facility that consolidates the administrative services provided to the community, enhancing Fire District efficiency and customer service.

### STRATEGIC GOAL 3: ENHANCE AND CENTRALIZE OUR ADMINISTRATIVE PRACTICES

North Metro Fire Rescue District Administration supports the success of all Fire District employees through sound financial practices, staff support, and personnel services. The Fire District has evolved and increased staffing required a decentralized model. During this period there was little periodic update of administrative practices. With the construction of an Administration Facility and consolidation of personnel, we will evaluate and update practices to offer customer-centered services that improve efficiency.

#### Objectives:

1. Upgrade and Centralize Administrative Practices and Activities
  - To evaluate practices against current Fire District needs, new technologies, environmental and fiscal considerations, and efficiency standards to centralize and improve practices.
2. Refine Assignments and Responsibilities for each Administrative Position
  - To balance workload, utilize individual skills sets, develop training plans to improve deficiencies, and enhance job satisfaction, we will refine assignments and responsibility areas for each position.

3. Develop Career Track Training
  - To better prepare, develop, and retain employees, training should be provided to build the professional skills necessary for staff to excel in new positions and prepare for future assignments.
4. Implement Workflow Charts for each Program Area
  - To increase efficiency and consistency, workflow charts will be developed for essential tasks performed by each Program Area.
5. Prioritize and Train Skills that Require Cross Training for Administrative Personnel
  - To maintain efficiency and consistency during minimum staffing periods, administrative personnel will be trained in the most critical support activities even if not in their immediate position's responsibility area.