



Strategic Plan - 2024 Edition



“Whatever it takes” ...to serve.



Message from the Fire Chief



Excellence is the hallmark of organizations that embrace their mission, unite around a shared vision, and commit to continuous improvement. At West Metro Fire Rescue, we understand the significance of this journey and have prioritized the development of a strategic plan that embodies our core values and addresses the evolving needs of our community. Central to our strategic vision is the cultivation of a workplace culture characterized by respect and belonging.

Our strategic plan serves as a dynamic roadmap, guiding our actions and reinforcing our collective purpose. It is a living document that evolves alongside our organization, ensuring we consistently deliver exceptional service to the community. Regularly tracking our progress and revising the plan enables us to remain adaptable in the face of change, keeping our strategic priorities aligned with our overarching mission.

Through deliberate analysis and the collaborative efforts of individuals both within and outside the organization, we present a refreshed version of our strategic plan. While our mission, vision, and values remain steadfast, our strategic priorities reflect new opportunities for growth and development.

As we serve our internal and external stakeholders, we recognize that our greatest strength lies in every employee's inspiration, dedication, and innovation. Through their commitment to continuous improvement and excellence, we confidently pledge to our community: when the alarm sounds, we will respond quickly, arrive prepared, and be ready to fulfill our motto, "Whatever it takes"...to serve. This commitment underscores our unwavering dedication to fostering a workplace where every individual feels respected, valued, and empowered to excel.

"Whatever It Takes" ...To Serve.



Strategic Plan Development

Strategic Management Philosophy

As an organization, West Metro Fire Rescue desires to provide exceptional cost effective services, to meet legal requirements, and to acknowledge public need. Evaluation of our services on an annual basis emphasizes what we're doing well, what demands improvement, and what is not meeting organizational objectives.

Research and Discovery

We began our strategic planning process with a thorough review of our mission, vision and values and then followed with an extensive process of research and discovery: studying strengths, weaknesses, opportunities, and threats.

We consulted with our uniformed and civilian employees, our internal stakeholders and our external stakeholders through comprehensive meetings and surveys.

Analysis and Strategic Priority Development

We then moved into the analysis phase of planning. This involved identifying common themes from internal and external stakeholder meetings and reviewing survey data to validate themes. Working with these themes allowed us to develop our strategic priorities and objectives. Assignments for the objectives will remain the responsibility of the fire chief, to ensure shared responsibility throughout the organization.

Annual Review

The strategic plan will be reviewed annually by the Strategic Planning Team, incorporating new information gathered from follow-up surveys and stakeholder meetings. This process will keep our strategic plan valid and visionary in today's dynamic environment.

WHO WE ARE

Mission, Vision, Values

Mission

The West Metro Fire Rescue family is committed to protecting the community's quality of life through prevention, preparedness, and all-hazards emergency response.

Vision

West Metro Fire Rescue endeavors to be a high quality, responsive, adaptive, learning organization, anticipating and responding to evolving community needs.

Values

Respectful:

Valuing life, property, and the needs of our community.
Honoring and supporting the people in our organization.
Desiring a culture of community.

Responsible:

Sustaining a highly trained, well-equipped community response force.
Focused on sustainable fiscal management.
Desiring a culture of stewardship.

Resourceful:

Drawing on the talents of our stakeholders.
Seeking innovative ideas.
Desiring a culture of empowerment.



STRATEGIC PRIORITY I: *Invest In Our People*

The West Metro Fire Protection District's (District) greatest strength and value lies in our people. We want to support and develop our personnel by cultivating an ever-improving work environment. To that end, the strategic planning process identified the need to focus on overall well-being, developing and preparing our workforce for professional growth, and recognizing the cultural value of their inherent talents and strengths. While taking pride in hard work and professionalism, we also recognize the need to carefully manage workload expectations to maintain a healthy balance between work and personal life. The District desires to be mindful of the individual employee and their quality of life.

Objective A: Focus on employee wellness to enhance service delivery and organizational effectiveness.

- Item 1 - Enhance mental health, physical health, and employee benefit programs aimed at addressing overall employee wellbeing.
- Item 2 - Encourage the participation of individuals, leveraging their distinct talents and perspectives to foster ongoing organizational advancement within a culture that emphasizes belonging, engagement, and retention.
- Item 3 - Promote inclusiveness by recognizing the diversity that exists in the organization and the community, thereby improving shared understanding that allows for respectful and supportive interactions.
- Item 4 - Develop metrics to accurately capture outcomes of wellness programs for long-term employee health.

Objective B: Acknowledge and address the importance of employee workload balance and the opportunity for growth at all levels of the organization.

- Item 1 - Identify and implement creative solutions to manage increased workload, additional ancillary duties, and organizational growth opportunities.
- Item 2 - Enhance the current system of succession planning for uniform and civilian employees.
- Item 3 - Introduce comprehensive leadership development and structured mentorship initiatives across all organizational levels, recognizing the value of expertise, cultural understanding, and professional growth.
- Item 4 - Explore emerging opportunities for recruitment and hiring practices to optimize the employment of exceptional and diverse talent.



STRATEGIC PRIORITY II: *Enhance Communication Channels and Practices*

The District aims to enhance both internal and external communication practices. Internally, the focus is on improving consistency, transparency, and rationale by providing clear messaging and context, evaluating communication platforms, and fostering collaboration among different divisions. Externally, efforts will be made to develop a cohesive brand identity through consistent messaging and branding. Additionally, there will be a focus on expanding communication capabilities to effectively convey risk reduction efforts and market the District to external stakeholders.

Objective A: Improve internal communication practices with an emphasis on consistency, rationale, and transparency.

- Item 1 - Provide clear messaging and context regarding District decisions and initiatives to promote shared understanding.
- Item 2 - Evaluate District communication platforms for effectiveness and efficiency.
- Item 3 - Encourage collaboration across all organizational teams to improve awareness and collective pursuit of common goals.

Objective B: Further develop external communication strategies and methods.

- Item 1 - Create consistent messaging and branding.
- Item 2 - Continue to engage the community and media to promote the District through various channels, including an expanded social media presence.
- Item 3 - Expand capacity to deliver risk reduction efforts and evaluate related programs and services.



STRATEGIC PRIORITY III: *Enhance Operational Readiness for All-Hazard Response Through Staffing, Training, and Collaboration*

The District acknowledges the range of community risks and the varied approaches to addressing them. External stakeholders have expressed interest in collaborating on special operations to enhance response efficiency. The Community Wildfire Protection Plan is dynamic, necessitating organizational efforts to bolster wildfire mitigation and response in line with local, state, and federal standards. Additionally, given the evolving medical needs of the community, the District should explore unconventional roles related to community healthcare.

Objective A: Enhance operational readiness and effectiveness by assessing deployment strategies and offering pertinent and impactful training opportunities.

- Item 1 - Ensure that training initiatives and financial allocations align with special operations requirements, furthering a proficient and capable response team.
- Item 2 - Evaluate minimum staffing protocols to allow safe and effective response and to support relevant and realistic training.
- Item 3 - Create meaningful training in support of a new and changing workforce.

Objective B: Enhance wildfire preparedness, response, and mitigation efforts within the local and county communities.

- Item 1 - Align wildfire risk reduction strategies with industry standards throughout the target-hazard areas.
- Item 2 - Continually evaluate the current Community Wildfire Protection Plan through a science-based approach to better address wildfire risk.
- Item 3 - Balance wildfire risk with response capabilities by ensuring the presence of qualified personnel, thereby improving incident management and resulting outcomes.

Objective C: Evaluate the existing Emergency Medical Services (EMS) delivery model to achieve a reliable, adaptable, and sustainable system of patient-centered care that is empirically informed and community driven.

- Item 1 - Consider alternative approaches to meet the growing demand for service and evolving landscape of EMS.
- Item 2 - Develop programs to address unmet healthcare needs outside traditional community resources.
- Item 3 - Establish relationships to provide interdisciplinary collaboration in support of community healthcare.



STRATEGIC PRIORITY IV: *Build and Strengthen Relationships with Neighboring Agencies, Community Organizations, and Leaders*

Building strong relationships with external stakeholders fosters trust, collaboration, and smoother coordination during emergencies. These partnerships provide valuable insights into risks, resources, and community needs, enhancing emergency response planning. Additionally, strong relationships facilitate access to resources, bolster the District's capabilities, and enhance its reputation, which are crucial for securing funding and support.

Objective A: Evaluate partnerships to improve response, planning, and training.

- Item 1 - Seek mutual understanding of service expectations and capabilities with community partners.
- Item 2 - Evaluate aid agreements, contracts, and special team response.
- Item 3 - Develop cooperative training with external stakeholder partners.

Objective B: Raise awareness of external policies and practices that have potential to influence our organization.

- Item 1 - Encourage employees to engage in outside organizations and actively participate in stakeholder meetings to offer ideas, share practices, and learn from others.
- Item 2 - Establish a process of evaluating and implementing industry best practices.
- Item 3 - Cultivate political and legislative engagement and advocate for initiatives important to the industry and the organization.

Objective C: Gain efficiencies in service delivery through relationship building and collaborative decision-making with community partners.

- Item 1 - Foster respectful interactions between crews and facility staff (e.g., assisted living, schools) to advance understanding of respective priorities and expectations of care.
- Item 2 - Evaluate aligning response with partners to improve cohesion.
- Item 3 - Explore regionalization of services, particularly for specialized resources that can enhance collective response capability, result in greater community impact, and reduce costs.



STRATEGIC PRIORITY V: *Ensure Long-term Financial Health and Fiscal Sustainability Through Efficient Budgeting, Risk Management, and Strategic Resource Allocation and Accountability*

West Metro Fire Rescue is proud to have received numerous awards related to stewardship and prudent financial planning. Our desire is to maintain this level of performance as we serve the community.

Objective A: Optimize use of financial resources for strategic outcomes.

- Item 1 - Ensure a budgeting practice which aligns with long-term goals and objectives.
- Item 2 - Maintain a balanced budget that allocates resources based on operational priorities.
- Item 3 - Apply financial accountability measures to ensure transparency and responsible use of public funds.

Objective B: Diversify revenue sources and maintain a healthy fund reserve to anticipate future financial needs and sustainability.

- Item 1 - Identify alternative funding sources and explore ways of expanding existing revenue streams.
- Item 2 - Maintain a healthy fund reserve based on an annual financial risk assessment that considers economic uncertainties and external factors that may impact the District's financial position.
- Item 3 - Maintain a capital investment plan that allocates future capital expenses and incorporates a replacement plan through committed funds.

Objective C: Integrate effective communication with robust internal controls to strengthen understanding, collaboration, and compliance with financial policies and procedures.

- Item 1 - Enhance internal stakeholder training and awareness on financial policies, procedures, and controls.
- Item 2 - Ensure effective checks and balances through internal controls to safeguard assets, minimize errors, and limit organizational risk.
- Item 3 - Optimize communication channels to enhance collaboration and engagement in maintaining the integrity of the financial process.

West Metro Fire Rescue List of Accomplishments

(2021 – 2023)

The following items have been removed from the strategic plan. West Metro Fire Rescue acknowledges that while these items have been removed, we strive to continue to make these details a regular part of our service, response, and culture. Each of the accomplishments listed will be re-evaluated in conjunction with the annual progress review of the strategic plan.

Accomplishment	How Achieved
Develop methods to eliminate the most common communication breakdowns.	IT has implemented Office365, specifically TEAMS and SHAREPOINT, as well as the new Resource Hub, and is currently using many features within those platforms to assist in the elimination of communication breakdowns.
Streamline and unify our communications model so that it is flexible, dynamic, and responsive.	The use of TEAMS and SHAREPOINT has eliminated the need for network drives and folders, eliminated the use of the All-Postings email address, enhanced distance meeting availability though TEAMS, and reverted Vector Solutions back to a learning/training-specific module. Operationally, the elimination of redundant radio traffic has reduced communication delays.
Develop and promote a program which will connect all members to improve communication and enhance relationships.	The implementation of TEAMS now allows stations, special teams, divisions, and the entire organization to connect through meetings, calendars, and file sharing.
Identify staffing solutions for both line and civilian personnel to address organizational growth.	To address present and future organizational growth, uniform staffing has increased and added two medic units while civilian staffing has increased with planned increases in place.
Leverage new technology to inform and engage the community, recognizing generational differences that affect how people use and receive information.	West Metro’s social media presence is strong and continues to grow at an average of 20% per year. Continual updating of these platforms keeps the community engaged and builds trust with those we serve.
Create and deliver targeted public service announcements that elevate awareness of relevant factors affecting fire and injury prevention.	West Metro regularly delivers public service announcements (PSAs) and related education through social media in a deliberate and calculated way.
Seek opportunities to creatively promote the many ways the District serves the community and allow for public feedback and involvement.	West Metro employs both traditional and non-traditional communication channels to inform district residents and businesses of West Metro services including social media, local newspapers, livestreaming, and story pitches to local media.

West Metro Fire Rescue List of Accomplishments

(2021 – 2023)

Accomplishment	How Achieved
Ensure materials and staffing meet the needs of the community.	An annual review of the risk assessment, response data, and community feedback helps ensure that the materials shared at community events, via the website, and through our educational programs and services are relevant to the needs of the community. All community events and educational programs/services are staffed by West Metro firefighters, the Speaker's Bureau, and civilians.
Advance a robust Speaker's Bureau aimed at educating and informing the community.	Continued internal promotion of the Speaker's Bureau and encouraged firefighters to take the pre-requisite Fire Instructor 1 course, which has made advancing the Speaker's Bureau achievable.
Solicit feedback from community members about educational programs as a means of quality improvement.	Receiving feedback from the community via program/service evaluations, surveys, and feedback forms demonstrate that education programs and services are both well received and serving the needs of the community.
Strengthen our connection with the community through participation at community events, and by working with community partners and other supporting agencies to promote and support the District's safety programs and services.	The District continues to support community, businesses, and stakeholders at their meetings throughout the district and surrounding areas. The District also participates as a member on the Governor's Fire Service Training and Certification Advisory Board and the State of Colorado Fire Commission.
Enhance positive relationships with local media, fostering timely flow of pertinent information aimed at improving public relations.	West Metro has become a go-to agency for Denver area media by being proactive in pitching stories to reporters and producers and by being responsive to requests. Media relies on West Metro to provide information and photos/videos about both breaking incidents and ongoing situations, such as fire danger and drought.
Continue to enhance and streamline pre-plan information for improved situational awareness.	Pre-plans have been streamlined to the furthest extent possible at this point. As resources become available, the Life Safety division will address site specific plans to be implemented.
Utilize advanced analytics for evidence-based decision making.	While attaining and developing some advanced analytics has been challenging, West Metro has acknowledged that decisions are now made and include evidence-based information to move the organization forward in a responsible manner.
Work with the community to develop and implement a Community Wildfire Protection Plan (CWPP).	The CWPP project was conducted in late 2020 into mid-2021 and was adopted by the Board of Directors in May 2021. Implementation is in progress and an update to the plan will be required in May 2026.

West Metro Fire Rescue List of Accomplishments

(2021 – 2023)

Accomplishment	How Achieved
Gain an understanding of stakeholder needs and compare with the District’s end goals.	An updated list of key stakeholders was developed and used by the Strategic Plan SPT to organize internal and external stakeholder meetings to refresh the strategic plan for the organization. What will be learned from these stakeholder meetings will be key to understanding their needs.
Evaluate aid agreements, contracts, and special team response.	Aid agreements have been reviewed and archived based on a recommendation from the CFAI Accreditation Peer Assessment Team. The special team programs have been audited and appraised by the division chief of special operations and reviewed by the Standard of Cover SPT with strategic needs identified.
Assess alignment of services versus allocated funds.	The District follows its balanced budget policy (B-2512) to ensure the revenues and fund balances are adequate to maintain sustainable service levels.
Seek opportunities to reduce expenditures using cost cutting measures without affecting services.	The District reviews District and program budgets to identify opportunities to reduce expenditures, promote efficient utilization of resources, and implement practices that leverage economy of scale. The District also makes several cost saving efforts through scheduled asset maintenance, insurance coverages, shared services, as well as securing discounts through long term service contracts and prepayment agreements.
Maintain a healthy fund reserve balance by minimizing vulnerability during extreme events.	The District’s conservative budgeting and financial prudence have enabled the District to build and maintain healthy fund reserve balance. Over the past five years, the District has consistently maintained a fund reserve above 25% of operating expenditures. In 2019, the GFOA recognized the District as a winner for exceptionally well implemented best practice for its approach to long term financial plan through its fund balance guidelines.
Conduct an annual financial risk analysis.	The District conducts a financial risk analysis which incorporates quantitative and qualitative measures on several factors, including revenue stability, expenditure volatility, liquidity, growth, and other extreme events.
Identify alternative funding sources.	The District has actively identified alternative funding from local, state, and federal sources and actively participates in state legislative processes.
Seek state and federal grant funds to offset current costs and enhance services.	The District has enhanced participation in federal and state grant funding opportunities. While the District is active in identifying and applying for local, state, and federal grant assistance programs, the District’s budgeting processes do not, and should not, anticipate this revenue to sustain ongoing operations and staffing.

West Metro Fire Rescue List of Accomplishments

(2017 – 2020)

Accomplishment	How Achieved
Establish a system of brand management.	Specific standards have been developed for internal stakeholders as well as continual monitoring of media and social media platforms.
Improve current District technology to inform and engage the community.	Since 2017, West Metro’s social media platforms have grown by almost 400%, engaging and informing District residents with timely news about programs, initiatives, and incidents in the District.
Develop a robust Speakers Bureau.	Solidified annual Speaker's Bureau training to increase current membership to 25. Strengthened the community education budget to include cost of extra duty personnel as well as resources for forecasted presentations.
Improve community awareness of educational programs and services offered by West Metro Fire Rescue.	Speakers Bureau, Life Safety, and on duty crews met with 96,374 people at scheduled presentations, events, and tours in 2019. In 2020, the District reached over 100,000 people through various virtual platforms. The District’s website and social media posts now include regularly updated information on the Family Fire Muster, smoke alarms, motor vehicles, and wildfire conditions and actions.
Improve employee awareness of community education programs as guided by the annual Risk Assessment document.	Created and delivered training through the learning management system for all staff members and reviewed with select employees through task book assignments.
Establish and sustain a comprehensive Quality Assurance/Quality Improvement program.	West Metro has contracted with a third party to review and provide feedback to 100% of EMS calls. When applicable, calls are reviewed again by the medical director liaison and the Safety and Medical (SAM) officer.
Increase the amount and quality of EMS training.	Created an EMS lieutenant position dedicated to ensuring relevant EMS training. Additional hands-on EMS training is now coordinated with fire-related multi-company drills several times a year.
Employ the use of call volume data to address Paramedic Technician workload.	Additional Paramedic Technician (PT) positions have been created as well as emphasis on double PT stations.
Modernize the process and tools for developing and referencing pre-plans and target hazard data.	Creation and implementation of Mobile-Eyes Responder on all apparatus. All Pre-plans have now been entered into VisiNet and available on all apparatus.
Modernize the process of permitting and make the system more user-friendly.	Mobile-Eyes and BlueBeam software implementation have achieved a completely electronic process for plan submittal and review.

West Metro Fire Rescue List of Accomplishments

(2017 – 2020)

Accomplishment	How Achieved
Provide for more efficient information flow to field units.	The creation and implementation of Mobile-Eyes Responder has allowed electronic documents to be more accessible to field units. Additionally, the Compliance Engine program was implemented in 2019, allowing Life Safety to analyze compliance in the District and to integrate a more effective system for tracking and correcting non-compliant fire protection systems.
Develop a comprehensive list of community partners available through the communications center.	Comprehensive and fluid list of community partners completed, revised, and distributed annually to Jeffcom911.
Work in partnership with regional emergency operations centers to prevent duplication of efforts.	The division chief of special operations remains involved in efforts at the city, county, and regional levels. The District has worked with North-Central Region agencies on coordinated efforts, and collaborated with Douglas, Boulder, and Arapahoe Counties to augment staff during times of need.
Improve internal finance related communications via easily accessible, innovative software.	Microix software was implemented that allows for internal communication related to budgeting and finance.
Market a transparency portal which hosts the District's financial reports.	A transparency portal located on the OpenGov website allows for public viewing of financial statements.

ACKNOWLEDGEMENTS

The members of the Strategic Plan SPT wish to thank the numerous people involved in this process. It was a humbling experience to interact with so many who demonstrated a desire to make our organization better. From our members, to our community partners, to the community we serve, your voices were heard. We hope that is reflected back as you read this collaborative work. It couldn't have been done without you.

Special thanks to the West Metro Fire Rescue Board of Directors, Fire Chief Don Lombardi, Deputy Chief Dan Pfannenstiel, Division Chief Steve Aseltine, West Metro Fire Rescue Strategic Planning Teams, and all of the Internal and External Stakeholders who provided valuable input throughout the process.

STRATEGIC PLAN SPT MEMBERS:

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THANK YOU TO OUR PAST TEAM MEMBERS

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Aaron Giesick
Mike Binney
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HOW TO GET INVOLVED

West Metro Fire Rescue invites you to join us in serving our community.

Here are a few ways to get started:

Prevent, Prepare, Prosper - Use the checklist below to ensure you're actively preventing and prepared for emergencies:



Ensure you have working smoke alarms in every bedroom and smoke and carbon monoxide alarms on every floor.



Practice your family's escape plan & make sure everyone knows 2 ways out of each room, their phone number & address, and your household's safe meeting place.



Smart911

Create your own safety profile at www.Smart911.com or visit westmetrofire.org to request a File of Life.



LookoutAlert
EMERGENCY NOTIFICATIONS

CODE RED

Enroll in emergency alerts & notifications via LookoutAlert (Jeffco) or CodeRed (Douglas County)



Sign up for our Kids Club monthly newsletter and activities!



Follow **@WestMetroFire** on Social Media to learn about WMFR and to stay informed.



Visit westmetrofire.org to explore and request our programs, resources & services: car seat installs, wildfire readiness, safety trainings and more.

Join our TEAM - Become a Firefighter or explore other great careers in public service



Come experience the empowering world of firefighting & EMS at this 4 day, 3 night free camp for young women, ages 16-18.



Follow the QR code to view job postings and learn more about what it takes to join the West Metro Fire Rescue Family.

Donate - Donations in the form of time, and/or money have great impacts on our community:



Volunteer your time at West Metro Fire Rescue's Annual Family Fire Muster Event.



Make a donation to the [West Metro Fire Rescue Family Support Network](#) to support our firefighter families through deployments, family emergencies, line of duty injuries, death or family illness.