



DENVER
THE MILE HIGH CITY

Denver Fire Department

Strategic Plan

2017-2020

City and County of Denver

5/1/2018

FOR CITY SERVICES VISIT | CALL
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Summary of Goals and Objectives

1) Promote safe, inclusive, and professional environment

- 1A: Continue to implement a sustainable safety officer program
- 1B: Expand physical therapy program capacity to serve all members and outfit a second location in Englewood
- 1C: Implement functional movement screenings for all Operations members
- 1D: Conduct performance evaluations for all uniform members
- 1E: Foster success of candidates in the recruiting and hiring process
- 1F: Increase preemptive discipline measures through data collection and improved training opportunities

2) Increase training opportunities and share expertise

- 2A: Deliver a comprehensive inspections class to all Denver Firefighters
- 2B: Expand training topics and learning experience in the ARFF Division
- 2C: Expand education opportunities for members and partners related to fire code, preventative measures, and enforcement
- 2D: Earn International Association of Arson Investigators (IAAI) and Fire Investigation Technician (FIT) certifications

3) Enhance business processes and fiscal management

- 3A: Use Peak Performance methodologies to refine systems in the ARFF Division
- 3B: Use Peak Performance methodologies to identify waste and implement efficiencies in Fire Prevention record keeping, payment methods, payment processing, and cross-training to redeploy personnel time and hard costs
- 3C: Train Operations personnel to better identify cost recovery opportunities in hazardous materials incidents
- 3D: Identify formal and informal relationships with external agencies/systems and their anticipated impacts or benefits to DFD's mission, operations, and cost effectiveness

4) Provide faster and higher quality emergency response

- 4A: Create a Standards of Cover/Community Risk Assessment using the Commission on Fire Accreditation International manual and incorporate it into Department management practices
- 4B: Improve call to answer, call processing, turnout and response times striving toward compliance of NFPA 1710
- 4C: Collaborate with Denver Health to train Denver Firefighters to full scope EMT-Basic level with intravenous (IV) therapy certification and implement a quality assurance and quality improvement (QA/QI) program and incident reporting software
- 4D: Improve response times in the Northfield area by building, equipping, and staffing Fire Station 39 on Central Park Blvd.
- 4E: Enhance the med unit to address response areas with high call volume

5) Increase community preparedness

- 5A: Develop and implement a self-inspection program for multi-family dwellings
- 5B: Meet state-mandated code compliance for conveyances
- 5C: Consolidate food truck inspections tasks and track data on processing times
- 5D: Speed up delivery of apprentice registrations and create Spanish-language tests for licensing

6) Update infrastructure, equipment, and technology

- 6A: Assess long-term needs for ARFF training facility expansion and remodeling
- 6B: Submit budget requests for Truck 35 equipment, gear, and staffing
- 6C: Align new radios with interagency interoperability
- 6D: Continue to improve the microwave dispatch network with state of Radwin system with redundancy

Message from Eric C. Tade, Chief of Department

Since its founding in 1866 as Volunteer Hook & Ladder Company #1, the Denver Fire Department has grown and improved:

- Denver Firefighters invented the Denver Drill and the T-N-T Tool, which first responders around the world now use for rescues and firefighting.
- DFD leads the fire service with our Total Wellness program incorporating both behavioral and physical health, a cancer guide book, and partnership with the Carson J Spencer Foundation.
- Our members field inquiries from fire departments around the world looking for guidance on regulating marijuana businesses, food trucks, and distilleries.
- Thanks to partnerships with the City of Englewood, City of Glendale, City of Sheridan, Skyline Fire District, and Arapahoe County, DFD is nationally-recognized in regionalism and intergovernmental agreements to improve emergency services.



As DFD expanded to cover wider service areas, both geographically and thematically beyond fire suppression, the department now includes more than 1,000 uniform and civilian members and management challenges unimaginable to the volunteers who joined Volunteer Hook & Ladder Company #1 in 1866 and served a mere 3,000 Denver residents.¹

Why A Strategic Plan? Quite simply, this is an investment in continuing to improve the department for everyone we serve, both our customers and our members.

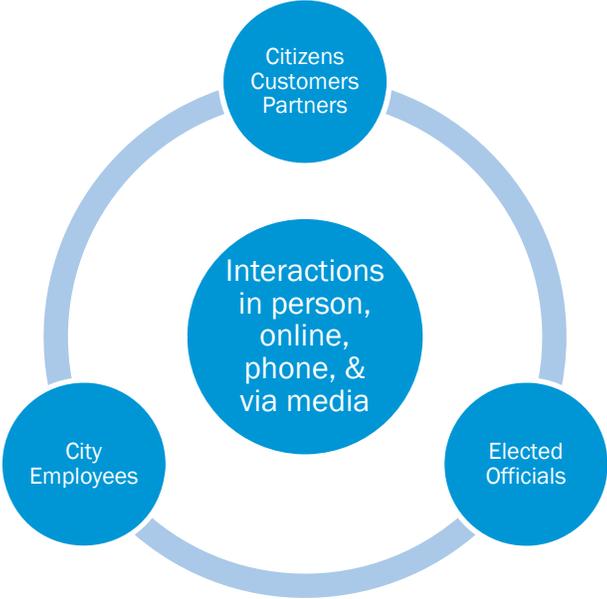
When Mayor Michael B. Hancock took office in 2011, he set a vision for a world-class city where everyone matters. His top priorities include public safety, mobility with increased safety and efficiency, and repairing and improving streets and other essential infrastructure and city facilities. A world-class city requires a world-class fire department. A strategic plan is a road map leading an already strong department to an even better place. There is a lot we *could* do; we cannot do it all at once. With limited resources and personnel, this strategic plan outlines priorities for the next three years to make structured, proactive decisions that support continuous improvement. The purpose of continuous improvement is not to compete with other agencies, but to compete with ourselves. To get better, we must know where we currently stand. That is why this strategic plan is data-informed and defines current state baseline metrics, future state benchmarks, and action steps for measurable improvement.

¹ Abbott, C., Leonard, S.J., and Noel, T.J. (2013). *Colorado: A History of the Centennial State (5th ed.)*. Boulder, CO: University of Colorado Press.

To all DFD members, on behalf of the entire command staff, thank you for participating in the City Employee Engagement Survey and the DFD member Survey, for bringing to your supervisor constructive opportunities for safety and service enhancements, and – most importantly – for demonstrating every day the desire to serve, the courage to act, and the ability to perform.

Desire to Serve: Customers, Partners, and Citizens

We signed up for this job to help people. We are public servants. We serve the residents and visitors, taxpayers and businesses, adults and children in the City and County of Denver, City of Englewood, City of Glendale, City of Sheridan, Skyline Fire District in unincorporated Arapahoe County. As public servants, we work for and with the public in three different capacities.² Members of the public are our customers when they seek services from DFD including emergency medical response, fire suppression, and plan reviews. Members of the public are our partners in public safety when they call 911 and 311 to provide information, request firefighters to give safety talks at schools, and comply with the Fire Code and Building Code. Residents act as citizens when they vote in elections for elected leaders and on ballot measures. For example, In 2007, voters approved the general obligation [Better Denver Bond Program](#) with \$550 million for over 300 City projects including \$7.8 million to open Station 18 and \$6.2 million to fund renovations at Fire Stations 6, 11, 23, 24 and 25. The [2012 Measure 2A](#) allowed the City to eliminate a budget deficit and restore essential services. DFD invested one new fire apparatus, hired Academy Class 2013-2, and started to maintain staffing at full authorized strength. In 2017, Denver voters approved the \$937 million [2017 general obligation bond](#) program, which will restore, replace, and expand infrastructure and capital assets across Denver, update restrooms and kitchens at 19 fire stations, and build a new fire station at 72nd and Tower Road.



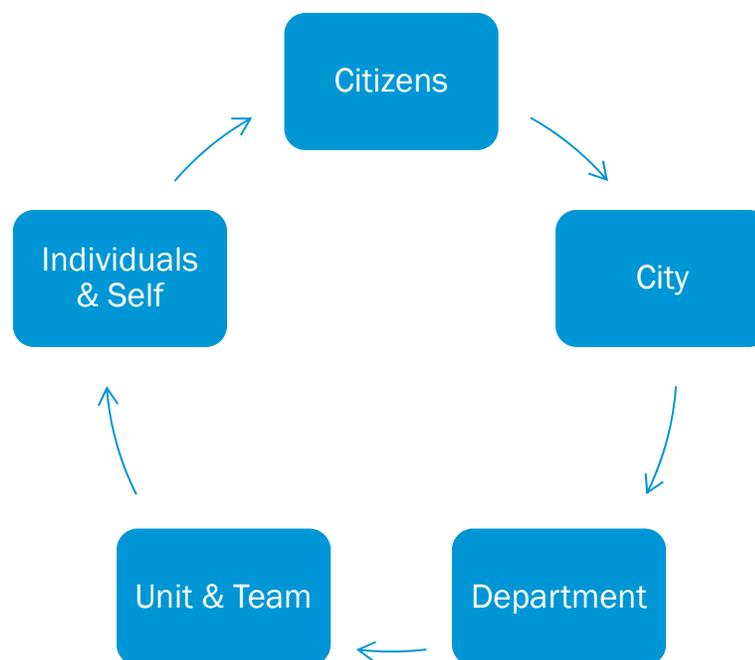
² Thomas, J.C. (2012). *Citizen, Customer, Partner: Engaging the Public in Public Management*. Armonk, NY: M.E. Sharpe.

DFD Decision Making

A balanced decision seeks a win for everyone.

- Citizens – All decisions must start with the citizens in mind. After all, service to our citizens is our core mission. Decisions that are made in the best interest of our citizens ultimately lead to stronger communities.
- City – Strong communities build strong cities. Decisions that are made in the interest of the City ultimately lead to stronger departments.
- Department – Strong cities support and build strong departments. Decisions that are made in the interest of the Department ultimately lead to stronger units and teams within the Department.
- Unit/Team – Strong departments support and build strong teams. Decisions made in the interest of the units and teams ultimately lead to stronger individuals within those units and teams.
- Individuals – Strong units and teams build strong individuals through teamwork, support, and working to respect and value our colleagues. Individuals make up the core of who we are. Decisions made by and for individuals must always support our mission.

Although this diagram looks linear in process, balanced decision making is not linear in application.



What Our Residents Say

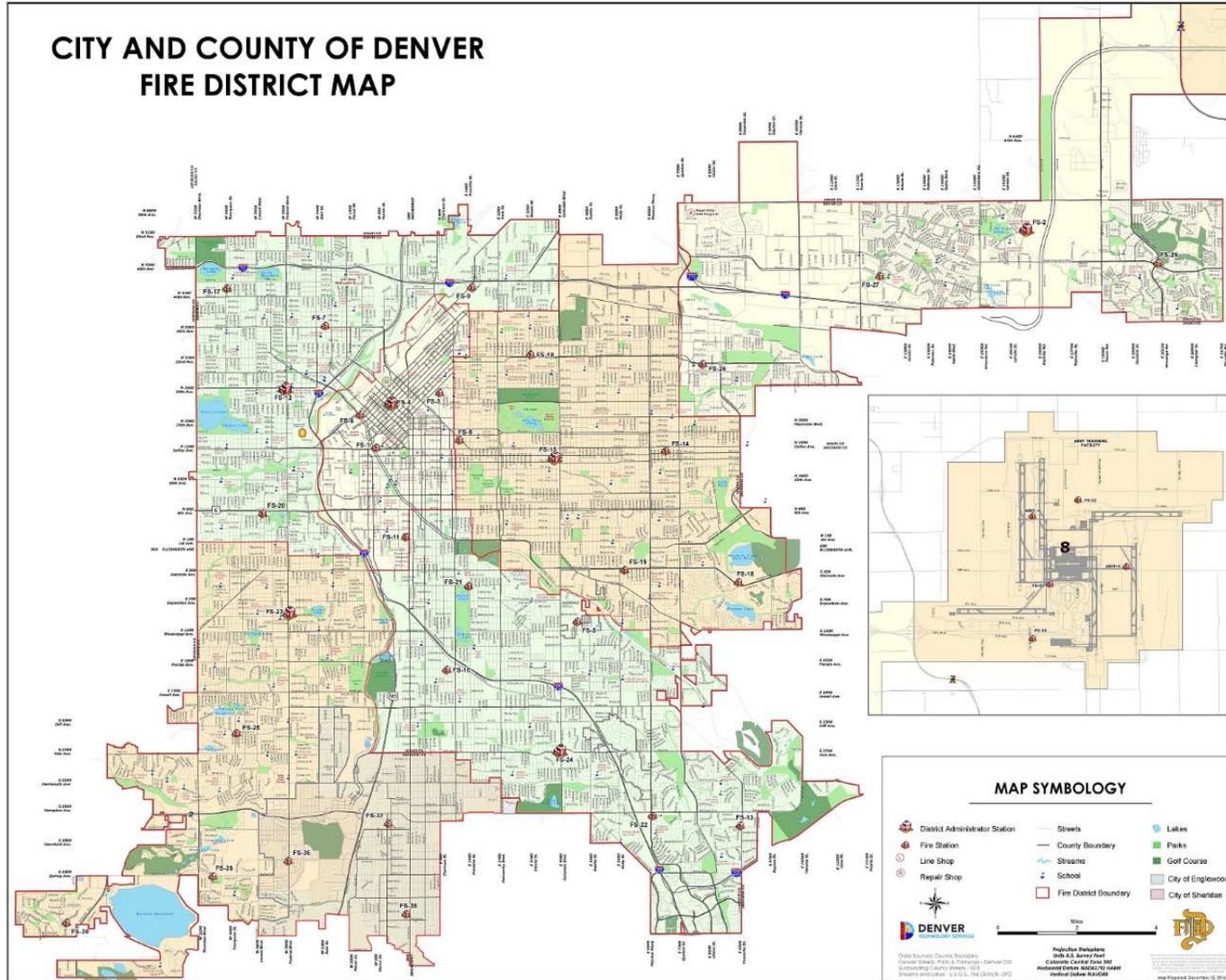
The 2016 National Citizen Survey³ “captures residents’ opinions within the three pillars of a community (Community Characteristics, Governance and Participation) across eight central facets of community (Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment and Community Engagement).” Residents have a consistently positive view of “Fire.” There is opportunity for improvement in how residents view “Fire prevention and education” and “Emergency preparedness.” When the survey asks residents about “Fire prevention” or “Fire prevention and education,” residents are not rating the Denver Fire Department division called Fire Prevention (which mostly does business inspections, licenses, and permits). Rather, residents are speaking more broadly about the public and community education the Denver Fire Department offers to help residents prevent fires.

Table 7: Governance by Facet

	Percent rating positively (e.g., excellent/good)															2016 rating compared to 2015
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	
Police	64%	66%	59%	57%	63%	63%	66%	69%	62%	54%	63%	59%	58%	59%	64%	Higher
Fire	91%	92%	91%	88%	92%	95%	93%	91%	91%	89%	91%	90%	90%	91%	90%	Similar
Ambulance/EMS	84%	88%	85%	82%	86%	86%	86%	86%	85%	84%	89%	84%	86%	85%	83%	Similar
Crime prevention	47%	45%	39%	38%	38%	34%	49%	48%	46%	44%	47%	46%	47%	43%	43%	Similar
Fire prevention	NA	NA	NA	NA	NA	NA	NA	NA	NA	63%	63%	66%	62%	66%	61%	Similar
Animal control	54%	56%	52%	50%	50%	51%	52%	56%	56%	52%	56%	59%	58%	59%	55%	Similar
Emergency preparedness	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	57%	60%	63%	52%	Lower
Safety																

³ www.denvergov.org/content/denvergov/en/denver-department-of-finance/budget-and-management/citizen-surveys.html

Service Area



Mission

The DFD mission statement defines why the organization exists, who it serves, how it serves them, and what it does.

The Denver Fire Department is dedicated to:

- Our *Desire to Serve*; committing to those we serve with integrity, accountability, and inclusivity.
- Our *Courage to Act*; providing quality, timely, and professional emergency services to protect life and property.
- Our *Ability to Perform*; working together to maintain the highest standards of mitigation, preparedness, prevention, and community engagement.

Vision

The DFD vision statement defines where the organization is going.

The Denver Fire Department will lead in every service it provides, in continuous improvement, customer service and efficiency, and in a culture of respect and inclusion.

Values

STARS Values are the guiding principles for employees of the City and County of Denver. Service, Teamwork, Accountability, Respect, Safety, and Sustainability are the values that shape how we go about achieving our goals.



- **Service to Customers** –Continually exceed customer expectations by identifying and meeting needs, working collaboratively to solve problems, and developing trusting constructive relationships with residents, employees, officials, vendors, and contractors.
- **Teamwork** – Works cooperatively with others to achieve team goals. Actively fosters commitment and team spirit and works with others to meet business objectives.
- **Accountability and Ethics** – Follows through on commitments made and takes responsibility for results and subsequent outcomes. Contributes to maintaining the integrity of the organization and displays high standards of ethical conduct.
- **Respect for Self and Others** – Treats others with consideration and high regard. Demonstrates respect for the differences that exist among fellow employees and recognizes

Courage to Act: Continuous Improvement

The June 2017 DFD member survey asked members to identify strengths, weaknesses, opportunities, and threats. The chart below lists the top 10 categories that survey participants chose in each category. The goals and objectives in the strategic plan capitalize on the strengths and opportunities to make improvements in areas of weaknesses and threats.

SWOT Analysis

Strengths	Weaknesses
1) Emergency incident response and mitigation	1) Internal communication and dissemination of information to members
2) Buildings, apparatus, and equipment	2) Transparency
3) Fire Code enforcement, inspections, permits	3) Training of personnel
4) Wildland firefighting capabilities	4) Technology
5) Intergovernmental agreements and partnerships	5) Recruitment and hiring
6) Problem solving and implementing solutions by members of any rank	6) Organizational flexibility and adaptability
7) Funding and budget	7) Funding and budget
8) Training of personnel	8) Problem solving and implementing solutions by members of any rank
9) Respect, inclusion, and equity for members	9) Respect, inclusion, and equity for members
10) Community engagement and public education	10) Buildings, apparatus, and equipment

Opportunities	Threats
1) Training of personnel	1) Funding and budget
2) Technology	2) Transparency
3) Funding and budget	3) Recruitment and hiring
4) Recruitment and hiring	4) Training of personnel
5) Buildings, apparatus, and equipment	5) Internal communication and dissemination of information to members
6) Respect, inclusion, and equity for members	6) Respect, inclusion, and equity for members
7) Intergovernmental agreements and partnerships	7) Organizational flexibility and adaptability
8) Transparency	8) Technology
9) Problem solving and implementing solutions by members of any rank	9) Buildings, apparatus, and equipment
10) Internal communication and dissemination of information to members	10) External communication to the public and stakeholders

Performance Metrics

Mayor Hancock created [Peak Performance](#) and the [Peak Academy](#) to empower employees to improve their own work and to increase taxpayers' return on their investment in City government. Peak Performance asks: What does “good” look like? How will we know when it’s “better”? The answer is metrics. DFD does this every day by measuring response times to 911 calls and calculating what percentage of responses meet NFPA standards. DFD is moving toward applying the same

measurement philosophy to all services to support transparency, internal communication, problem solving, and implementing solutions by members of any rank.

The field of government administration categorizes metrics as follows:

- **Inputs** are counts of resources, such as budget dollars or number of personnel.
- **Outputs** are counts of activities or work product created with the inputs. Examples include the number of calls answered, number of classes hosted, number of people attending a class, number of inspections completed, or number of plans reviewed.
- **Outcomes** measure results and quality, such as percent of inspections completed on time, ISO ratings, National Citizen Survey results, percentage of participants who can demonstrate new knowledge or skills after a class, or percentage of emergency responses that meet NFPA standards.

While outcomes can be the most difficult to identify and calculate, outcomes best measure service improvements and quality for customers.

Ability to Perform: Goals and Objectives

Goals are short-range plans that support DFD's mission. Objectives are the steps to achieve the goals in a specific timeframe. Objectives are S.M.A.R.T.:

1. **Specific**
2. **Measurable**
3. **Attainable**
4. **Realistic**
5. **Time-bound**

The following pages contain DFD's goals and objectives for 2017 through 2020. Appendix A lists the reporting schedule.

Goal 1

Promote a safe, inclusive, and professional environment for current members, future members, and the public

Objective 1A: Continue to implement a sustainable safety officer program

Assigned to: Division Chief Charles Drennan III

	2017 baseline	2018	2019	2020 benchmark
Inputs	100% district chiefs certified	35 members certified	50 members certified	Maintain 50 members certified
Personnel	All district chiefs	All district chiefs	All district chiefs	All district chiefs
Personnel Time	16-hour class and 2-hour testing 35 members	16-hour class and 2-hour testing Backfill for recently promoted Assistant Chiefs needing the certification	16-hour class and 2-hour testing Backfill for recently promoted Assistant Chiefs needing the certification	16-hour class and 2-hour testing Backfill for recently promoted Assistant Chiefs needing the certification
Capital Costs	\$0	\$0	\$0	\$0
Other Costs	\$3805 instructor fee, \$2500 book fee, Department membership and testing fees. FDSOA membership fee \$385/year Department membership fee, \$90/member tested	\$450 book fees, \$1500 instructor fee, FDSOA Membership Fee, \$385/year Department membership fee, \$90/member tested	\$450 book fees, \$1500 instructor fee, FDSOA membership fee, \$385/year Department membership fee, \$90/member Tested	\$450 book fees, \$1500 instructor fee, FDSOA membership fee, \$385/year Department membership fee, \$90/member tested
Outputs	100% district chiefs certified and safety officer presence at all fires, technical rescues, and training	35 certified members	50 certified members	50 certified members
Outcomes	<ul style="list-style-type: none"> 82% of current promoted assistant chiefs certified as a safety officer 100% compliance of having a certified safety 	<ul style="list-style-type: none"> 100% of current promoted assistant chiefs certified as a safety officer 	<ul style="list-style-type: none"> 100% of current promoted assistant chiefs certified as a safety officer 	<ul style="list-style-type: none"> 100% of current promoted assistant chiefs certified as a safety officer

officer on scene for fires, technical rescues, and training

- 100% compliance of having a certified safety officer on scene for fires, technical rescues, and training

- 100% compliance of having a certified safety officer on scene for fires, technical rescues, and training

- 100% compliance of having a certified safety officer on scene for fires, technical rescues, and training

Objective 1B: Expand physical therapy program capacity to serve all members and outfit a second location in Englewood

Assigned to: Casey Stoneberger, Kristy Yarbrough, Lt. Shawn Brooks

	2017 baseline	2018	2019	2020 benchmark
Inputs				
Personnel	2 FTEs	3 FTEs	4 FTEs (add 1 administrator)	5 FTEs (add 1athletic trainer)
Personnel Time	3920 hours	5880 hours	7800 hours	9800 hours
Capital Costs	\$2,400.00 equipment	\$1,600.00 equipment	n/a	TBD
Other Costs	\$1,200.00 supplies	\$2,400.00 supplies	\$3,600.00 supplies	\$4,800.00
Outputs	2,688 patient visits	4,032 patient visits	4,500 patient visits	5,000 patient visits
	177 patient evaluations	200 patient evaluations	240 patient evaluations	300 patient evaluations
	Value of services if paying outside therapists: \$334,178.08	\$397,178.00	\$585,000.00	\$674,820.00
Outcomes	270 new patient cases	200 new patient cases	200 new patient cases	200 new patient cases
	452 patients seen since 2015	652 total	852 total	1052 total - all members
	45% of members	65% of members	85% of members	100% of members

Objective 1C: Implement functional movement screenings for all Operations members

Assigned to: Lt. Shawn Brooks

	2017 baseline	2018	2019	2020 benchmark
Inputs				
Personnel	8 certified peer fitness trainers	12 certified peer fitness trainers	16 certified peer fitness trainers	24 certified peer fitness trainers
Personnel Time	310 hours	410 hours	550 hours	625 hours
Capital Costs	n/a	n/a	n/a	n/a
Other Costs	\$500 functional movement kits and supplies	\$500 functional movement kits and supplies	\$900 functional movement kits and supplies	\$900 functional movement kits and supplies
Outputs	375 screenings	475 screenings	575 screenings	685 screenings
Outcomes	37.5% of Operations members screened	47.5% of Operations members screened	57.5% of Operations members screened	68.5% of Operations members screened

Objective 1D: Conduct performance evaluations for all uniform members

Assigned to: Lt. Shawn Brooks

	2017 baseline	2018	2019	2020 benchmark
Inputs				
Personnel	15 certified peer fitness trainers	28 certified peer fitness trainers	32 certified peer fitness trainers	35 certified peer fitness trainers
Personnel Time	630 hours	720 hours	800 hours	850 hours
Capital Costs	n/a	n/a	TBD software	TBD software
Other Costs	\$5,400 equipment and supplies	\$5,400 equipment and supplies	\$3,100 equipment and supplies	\$2,100 equipment and supplies
Outputs	945 evaluations	780 evaluations	790 evaluations	800 evaluations
Outcomes	95% of uniformed members evaluated in the last year or two	100% of uniformed members evaluated in the last year or two	100% of uniformed members evaluated in the last year or two	100% of uniformed members evaluated in the last year or two

Objective 1E: Foster success of candidates in the recruiting and hiring process

Assigned to: Captain Greg Pixley, Lt. Kelly Fournier, and Lt. Ahmid Nunn

	2017 baseline	2018	2019	2020 benchmark
Inputs				
Personnel	3	3	3	3
Personnel	2 lieutenants 100%	2 lieutenants 100%	2 lieutenants 100%	2 lieutenants 100%
Time	1 captain 50%	1 captain 50%	1 captain 50%	1 captain 50%
Capital Costs	n/a	n/a	n/a	n/a
Other Costs	\$17,000 materials, and exhibit fees/sponsor booths	TBD overtime and comp time \$18,000 materials, and exhibit fees/sponsor booths	Overtime/Comp-Time \$19,000 materials, and exhibit fees/sponsor booths	Overtime/Comp-Time \$20,000 materials, and exhibit fees/sponsor booths
Outputs				
	12 orientation classes 8 hours each Average 70 people per class)	6 orientation classes 8 hours each Average 80 people per class	6 orientation classes 8 hours each Average 90 people per class	6 orientation classes 8 hours each Average 100 people per class
	70 job fairs attended	75 job fairs attended	80 job fairs attended	85 job fairs attended
		6 6- hour 2 nd level orientation classes 60 average class size	6 6- hour 2 nd level orientation classes 70 average class size	6 6- hour 2 nd level orientation classes 80 average class size
Outcomes				
	92% passing rate for all people contacted who entered the testing process	95% passing rate for all people contacted who entered the testing process	98% passing rate for all people contacted who entered the testing process	98% passing rate for all people contacted who entered the testing process

Objective 1F: Increase preemptive discipline measures through data collection and improved training opportunities

Assigned to: Assistant Chief David Borelli and Captain Kathleen Vredenburg

	2017 baseline	2018	2019	2020 benchmark
Inputs				
Personnel	2	2	2	2
Personnel Time	390 hours	390 hours	390 hours	390 hours
Capital Costs	n/a	n/a	n/a	n/a
Other Costs	\$20,000 data program purchase \$4,600 program training	\$4,000 program fee	\$4,000 program fee	\$4,000 program fee
Outputs	130 discipline classes taught, 6 firefighters average per class	130 discipline classes taught, 6 firefighters average per class	130 discipline classes taught, 6 firefighters average per class	130 discipline classes taught, 6 firefighters average per class
	Data analysis to identify discipline trends			
Outcomes	25 disciplines	5% decrease	5% decrease	5% decrease
	17 coaching and counseling	10% increase	20% increase	30% increase

Goal 2

Increase training opportunities for members to better serve the community

Objective 2A: Deliver a comprehensive inspections class to all Denver Firefighters

Assigned to: Division Chief Manny Almagure, Assistant Chief Jeremy Vigil, and Technician Charlie Vigil

	2017 baseline	2018	2019	2020 benchmark
Inputs				
Personnel	Instructors- 6	4	2	Online class
Personnel Time	100 hours developing 126 hours instructing	50 hours updating class 63 hours instructing	25 updating class 31 hours instructing	12 hours updating voice-over for online class
Capital Costs	n/a	n/a	n/a	n/a
Other Costs	\$5,637.24 materials	\$2,818.00 materials	\$1,386.94 materials	\$536.88 materials
Outputs	1 In service class	On demand online video course	On demand online video course	On demand online video course
Outcomes	70% of firefighters have completed the course	75% of firefighters have completed the course	85% of firefighters have completed the course	95% of firefighters have completed the course

Objective 2B: Expand training topics and learning experience in the ARFF Division

Assigned to: Assistant Chief Ryan Nuanes

	2017 baseline	2018	2019	2020 benchmark
Inputs				
Personnel	<ul style="list-style-type: none"> • 1 assistant chief • 1 lieutenant • 0.5 CSA support • 14 adjunct trainers • 1 cadet 	Same as 2017	<ul style="list-style-type: none"> • 1 assistant chief • 1 lieutenant • 1 CSA support • 14 adjunct trainers • 1 cadet • 1 engineer 	Same as 2019
Personnel Time	<ul style="list-style-type: none"> • 40 hours/week assistant chief • 40 hours/week lieutenant • 20 hours/week CSA support • As needed adjuncts • 26 hours/week cadet 	Same as 2017	<ul style="list-style-type: none"> • 40 hours/week assistant chief • 40 hours/week lieutenant • 40 hours/week engineer • 40 hours/week CSA support • As needed adjuncts • 26 hours/week cadet 	Same as 2019
Capital Costs	\$50,178	\$41,697 (fewer classes due to replacement of existing simulator)	\$73,281	\$75,164
Other Costs	\$593,004	\$575,564	\$815,712	\$845,759
Outputs	Maintain training for: FAA mandated, SRT, Driver, EMS, Structural Fire, FPB, and Outside Agency	Maintain training for: FAA mandated, SRT, Driver, EMS, Structural Fire, FPB, and Outside Agency	Maintain previous training, while expanding abilities for in-house driver training.	Expansion of Division by 12 members (T35), plus potential expansion of training program on regional, national, international level.
Outcomes	100% compliance with all mandatory training requirements.	100% compliance with all mandatory training requirements.	100% compliance with all mandatory training requirements, while expanding some programs.	100% compliance with all mandatory training requirements while adding 12 members to our training pool and increasing classes provided to outside agencies.

Objective 2C: Expand education opportunities for members and partners related to fire code, preventative measures, and enforcement

Assigned to: Division Chief Manny Almagure, Assistant Chief Jeremy Vigil, Executive Assistant Jennifer Fraser, and Chief Fire Protection Engineer David Clark

	2017 baseline	2018	2019	2020 benchmark
Inputs				
Personnel	52	56	56	56
Personnel Time	134 hrs.	140 hrs.	145 hrs.	150 hrs.
Capital Costs	n/a	n/a	n/a	n/a
Other Costs	\$35,000 training fees \$6660.00 books	\$38,500 training fees \$6,800 books	\$40,000 training fees \$7,000 books	\$42,000 training fees \$7,200 books
Outputs	2 NFPA certification classes	2 NFPA certification classes for 5 members	2 NFPA certification classes for 6 members	2 NFPA certification classes for 7 members
Outcomes	75% Certified Fire Inspector I, II, & III Certification	80%	85%	90%

Objective 2D: Earn International Association of Arson Investigators (IAAI) and Fire Investigation Technician (FIT) certifications

Assigned to: Captain Dale Jacobsen

	2017 baseline	2018	2019	2020 benchmark
Inputs				
Personnel	5 investigators eligible to obtain the certification	3 investigators eligible to obtain the certification	3 investigators eligible to obtain the certification	2 investigators eligible to obtain the certification
Personnel Time	220 hours class time	132 hours class time	132 hours class time	88 hours class time
Capital Costs	n/a	n/a	n/a	n/a
Other Costs	\$450 class fees	\$270 class fees	\$270 class fees	\$180 class fees
Outputs				
	5 classes (44 hours each)	3 classes (44 hours each)	3 classes (44 hours each)	2 classes (44 hours each)
	5 certification tests	3 certification tests	3 certification tests	2 certification tests
Outcomes				
	30% arson unit is certified as Fire Investigation Technicians	60% arson unit is certified as Fire Investigation Technicians	85% arson unit is certified as Fire Investigation Technicians	100% arson unit is certified as Fire Investigation Technicians

Goal 3

Enhance business processes and fiscal management

Objective 3A: Use Peak Performance methodologies to refine systems in the ARFF Division

Assigned to: Bev Schillinger

	2017 baseline	2018	2019	2020 benchmark
Inputs	<ul style="list-style-type: none"> Change from Maximo to Workday 	<ul style="list-style-type: none"> Process documentation Attend Peak Performance Training Train all Stakeholders 	<ul style="list-style-type: none"> Review and adjust process as necessary Take measurements 	<ul style="list-style-type: none"> Review and adjust process as necessary Take measurements
Purchase requests	<ul style="list-style-type: none"> 521 purchase transactions in 2016 339 purchase transaction 2017 to date 	<ul style="list-style-type: none"> Estimated 450 purchase transactions 	<ul style="list-style-type: none"> Estimated 450 purchase transactions 	<ul style="list-style-type: none"> Estimated 450 purchase transactions
Personnel	<ul style="list-style-type: none"> Two CSA FTEs purchase as a part of their positions Two Cadets as part of their job function 	<ul style="list-style-type: none"> Two CSA FTEs purchase as a part of their positions Two Cadets as part of their job function 	<ul style="list-style-type: none"> Two CSA FTEs purchase as a part of their positions Two Cadets as part of their job function 	<ul style="list-style-type: none"> Two CSA FTEs purchase as a part of their positions Two Cadets as part of their job function
Personnel Time	<ul style="list-style-type: none"> 30% of CSA FTE time 1 hour/shift Cadet 	<ul style="list-style-type: none"> 30% of CSA FTE time 1 hour/shift Cadet 	<ul style="list-style-type: none"> 25% of CSA FTE time 1 hour/shift Cadet 	<ul style="list-style-type: none"> 20% of CSA FTE time 1 hour/shift Cadet
Capital Costs	n/a	n/a	n/a	n/a
Other Costs	n/a	n/a	n/a	n/a
Outputs	<ul style="list-style-type: none"> Delivery of purchased items delayed. 	<ul style="list-style-type: none"> Items delivered within 3 days of receipt 	<ul style="list-style-type: none"> Items purchased received Zero budget carry over 	<ul style="list-style-type: none"> Items purchased received Zero budget carry over
Outcomes	<ul style="list-style-type: none"> Entire team not trained Product delivery delayed up to two weeks Multiple lost items 	<ul style="list-style-type: none"> 100% of team trained 100% of products received delivered within three days Zero lost items 	<ul style="list-style-type: none"> 5% of time reallocated to 100% of products received delivered within three days Zero lost items 	<ul style="list-style-type: none"> 10% of time reallocated 100% of products received delivered within three days Zero lost items

Objective 3B: Use Peak Performance methodologies to identify waste and implement efficiencies in Fire Prevention record keeping, payment methods, payment processing, and cross-training to redeploy personnel time and hard costs

Assigned to: Finance Manager Chanee Cummings and Staff Assistant Ruth Tomita

	2017 baseline	2018	2019	2020 benchmark
Inputs				
Personnel	7	7	7	7
Personnel Time	140 hours	60 hours	50 hours	50 hours
Capital Costs	n/a	TBD	TBD	TBD
Other Costs	n/a	TBD	TBD	TBD
Outputs	Support of Peak Performance innovations on a bi-monthly basis	Support of Peak Performance innovations monthly	Support of Peak Performance innovations on a quarterly basis	Support of Peak Performance innovations on quarterly basis
Outcomes	Savings of \$10,000 in personnel time and hard costs (Total \$10,000)	Savings of \$20,000 in personnel time and hard costs (Total \$30,000)	Savings of \$30,000 in personnel time and hard costs (Total \$60,000)	Savings of \$30,000 in personnel time and hard costs (Total \$90,000)

Objective 3C: Train Operations personnel to better identify cost recovery opportunities in hazardous materials incidents

Assigned to: Division Chief Charles Drennan III

	2017 baseline	2018	2019	2020 benchmark
Inputs				
Personnel	1 FTE special operations chief	1 FTE special operations chief	2 FTE- special operations chief and lieutenant	2 FTE- special operations chief and lieutenant
Personnel Time	10% of FTE time per week	10% of FTE time per week	10% of each FTE time per week	10% of each FTE time per week
Capital Costs	N/A	N/A	\$35,000 for new vehicle	N/A
Other Costs	N/A	N/A	N/A	N/A
Outputs	Provide training to all assistant chiefs and hazardous materials team members to identify potential cost recovery incidents related to all Colorado Revised Statutes, Fire Codes and/or City Ordinances.	Provide ongoing training to all assistant chiefs and hazardous materials team members to identify potential cost recovery incidents related to all Colorado Revised Statutes, Fire Codes and/or City Ordinances. Provide training to 30% of all company officers in cost recovery.	Provide ongoing training to all assistant chiefs and hazardous materials team members to identify potential cost recovery incidents related to all Colorado Revised Statutes, Fire Codes and/or City Ordinances. Provide training to 60% of all company officers in cost recovery.	Provide ongoing training to all assistant chiefs and hazardous materials team members to identify potential cost recovery incidents related to all Colorado Revised Statutes, Fire Codes and/or City Ordinances. Provide training to 100% of all company officers in cost recovery.
Outcomes	80% cost recovery for personal time. 50% cost recovery for equipment.	80% cost recovery for personal time. 80% cost recovery for equipment.	100% cost recovery for personal time. 100% cost recovery for equipment.	100% cost recovery for personal time. 100% cost recovery for equipment.

Objective 3D: Identify formal and informal relationships with external agencies/systems and their anticipated impacts or benefits to DFD’s mission, operations, and cost effectiveness

Assigned to: Deputy Chief Todd Bower

	2017 baseline	2018	2019	2020 benchmark
Inputs				
Personnel	Deputy Chief’s Office, City Attorney’s Office, Division Chiefs	Deputy Chief’s Office, City Attorney’s Office, Division Chiefs	Deputy Chief’s Office, City Attorney’s Office, Division Chiefs	Deputy Chief’s Office, City Attorney’s Office, Division Chiefs
Personnel Time	TBD	TBD	TBD	TBD
Capital Costs	n/a	n/a	n/a	n/a
Other Costs	n/a	n/a	n/a	n/a
Outputs	n/a	Map network of partners. Review existing formal agreements. Identify informal relationships to formalize.	Formalize external relationships as needed. Create annual review process/timeline.	Improve process as needed.
Outcomes	n/a	Gather data	Begin annual review process of written agreements	100% of written agreements reviewed annually

Goal 4

Provide faster and higher quality emergency response

Objective 4A: Create a Standards of Cover/Community Risk Assessment using the Commission on Fire Accreditation International manual ⁶ and incorporate it into Department management practices

Assigned to: Accreditation Committee, Deputy Chief Todd Bower, Chief Eric Tade, and Command Staff

	2017 baseline	2018	2019	2020 benchmark
Inputs				
Personnel	13	13	13	13
Personnel Time	1,500-2,000 hours	500-1000 hours	100-200 hours	100-200 hours
Capital Costs	\$7,500 laptops	\$0	\$0	\$0
Other Costs	\$10,000 overtime	\$10,000 travel costs	\$2,500 overtime	\$2,500 overtime
Outputs	Research and writing	Complete Standards of Cover/Community Risk Assessment and create new management strategy	Implement new risk-centered management strategy	Refine risk-centered management strategy
Outcomes	No Standards of Cover/Community Risk Assessment	Standards of Cover/Community Risk Assessment finished. Discuss as a Department and how to implement managing toward risks. Begin to incorporate risk data into programs.	All program management accounts for risk.	All program management accounts for risk.

⁶ See Appendix B for more information accreditation through the Commission on Fire Accreditation International.

Objective 4B: Improve call to answer, call processing, turnout and response times striving toward compliance of NFPA 1710

Assigned to: Divison Chief Charlie Drennan III and Division Chief Steve Ellis

	2017 baseline	2018	2019	2020 benchmark
Inputs				
Personnel	Oversight of all members Assigned to Operations and Technical Services by the respective division chiefs	Oversight of all members Assigned to Operations and Technical Services by the respective division chiefs	Oversight of all members Assigned to Operations and Technical Services by the respective division chiefs	Oversight of all members Assigned to Operations and Technical Services by the respective division chiefs
Personnel Time	2% per week per chief			
Capital Costs	n/a	n/a	n/a	n/a
Other Costs	n/a	n/a	n/a	n/a
Outputs	116,061 Incident responses	122,00 projected incident responses	128,000 projected incident responses	134,000 projected incident responses
Outcomes	Call to answer 91.18% within 15 seconds	Call to answer 92% within 15 seconds	Call to answer 92.5% within 15 seconds	Call to answer 93% within 15 seconds
	Call processing time 2.6 minutes	Call processing time 2.5 minutes	Call processing time 2.45 minutes	Call processing time 2.4 minutes
	Turnout time, EMS, 92% within 60 seconds	Turnout time, EMS, 90% within 60 seconds	Turnout time, EMS, 90% within 60 seconds	Turnout time, EMS, 90% within 60 seconds
	Turnout time, all other incidents, 90% within 80 seconds	Turnout time, all other incidents, 90% within 80 seconds	Turnout time, all other incidents, 90% within 80 seconds	Turnout time, all other incidents, 90% within 80 seconds
	Response time 76% within 4 minutes	Response time 77% within 4 minutes	Response time 78% within 4 minutes	Response time 79% within 4 minutes

DFD is dedicated to meeting NFPA 1710 as a goal; however, uncontrollable factors such as increased population, infrastructure, and traffic impact DFD’s ability to meeting the four-minute travel time standard. Call processing time is handled by 911 call takers who then transfer calls to Denver Health or Denver Fire. Although Denver Fire doesn’t manage call processing, DFD is working toward efficiencies with the 911 combined communication center to improve Call Processing Time. The NFPA 1710 standard for call handling time is 90% within 90 seconds.

Objective 4C: Collaborate with Denver Health to train Denver Firefighters to full scope EMT-Basic level with intravenous (IV) therapy certification and implement a quality assurance and quality improvement (QA/QI) program and incident reporting software

Assigned to: QA/QI Administrator Melissa Miccio, Captain Jeff Linville, and Division Chief Charlie Drennan III

	2017 baseline	2018	2019	2020 benchmark
Inputs				
Personnel	1 captain 1 CSA administrator 1 Denver Health administrator 1 Denver Health trainer	Same	Same	Same
Personnel Time	Captain 50% CSA administrator 25% DH administrator 100% DH trainer 100%	Same	Same	Same
Capital Costs	ESO \$146,992 57 Durabooks Tablets X \$154,515	ESO \$150,000	ESO \$150,000	ESO \$150,000 Replacement Cycle for Durabooks at 15/year, \$45,000 per year.
Other Costs	Denver Health administrator and trainer \$156,035	Denver Health administrator and trainer \$156,035	Denver Health administrator and trainer \$156,035	Denver Health administrator and trainer \$156,035
Outputs	Finalize training plan with scheduled implementation beginning first quarter of 2018 based on expanded protocols approved by medical authority.	4 skill bundle trainings to EMT-B full scope. Analyze trends 2017-2018, note deficiencies and improvements.	Finalization of full scope BLS skillsets and Implementation of IV therapy certification Analyze trends 2017-2019.	Identify additional skillsets that could be provided by DFD EMTs. Analyze trends 2017-2020.
Outcomes	100% of Operations members trained on documentation protocol. 100% quality assurance review of approved skillsets. Review 50% of all documentation related to incident reports. Review 100% of approved skillsets relating to drug therapy for cardiac related	100% of Operations members trained to the higher level of approved skillsets. Full implementation of patient reporting software. 100% of Operations members able to use EPCR software.	100% of Operations members certified in IV therapy implementation.	100% continued recertification of full scope BLS skillsets and IV therapy.

calls and approved
interventions. Train 100% of
Operations members on EPCR
software.

Objective 4D: Improve response times in the Northfield area by building, equipping, and staffing Fire Station 39 on Central Park Blvd.

Assigned to: Division Chief Steve Ellis and Captain David Tade

	2017 baseline	2018	2019	2020 benchmark
Inputs				
Personnel	1 division chief 1 captain	1 division chief 1 captain	1 division chief 1 captain 3 linemen through Q2 of 15 FTE firefighters to staff fire station on June 1	15 FTE firefighters
Personnel Time	10% of Chief time 10% of Captain time	10% of Chief time 20% of Captain time	10% of Chief, 20% of Captain 75% of 3 Lineman time through Q2	100% of Station 39 Staffing time
Capital Costs	n/a	\$4.2 million construction cost	\$4.2 million construction and finishing cost	n/a
Other Costs	\$1 million design phase	n/a	n/a	TBD
Outputs	Basis of Design	Approval and Completion of Design	Completion of construction June 2019 Staffing June 1, 2019	Station fully staffed
Outcomes	31% of response meet NFPA 1710 4-minute travel time in Northfield area	31% of response meet NFPA 1710 4-minute travel time in Northfield area	90% of response meet NFPA 1710 4-minute travel time in Northfield area starting June 1	90% of response meet NFPA 1710 4-minute travel time in Northfield area

Objective 4E: Enhance the med unit to address response areas with high call volume

Assigned to: Division Chief Charles Drennan III and Division Chief Steve Ellis

	2017 baseline	2018	2019	2020 benchmark
Inputs				
Personnel	2 on overtime	2 on overtime	3 FTEs	6 FTEs
Personnel Time	12-hour shifts	12-hour shifts	24-hour shifts	24-hour shifts
Capital Costs	1 SUV - \$35,000	N/A	N/A	1 SUV - \$35,000
Other Costs	Overtime \$155,000	Overtime \$163,000	N/A	N/A
Outputs	208 overtime shifts	208 overtime shifts	24/7, 365 coverage of one med unit	24/7, 365 coverage of two med units
Outcomes	Med unit responds to 31% of the low-acuity medical calls in high call volume segments of the city.	Med unit responds to 31% of the low-acuity medical calls in high call volume segments of the city.	Med unit responds to 65% of the low-acuity medical calls in the assigned response area.	Med unit responds to 90% of the low-acuity medical calls in the assigned response area.

Goal 5

Increase community preparedness

Objective 5A: Develop and implement a self-inspection program for multi-family dwellings

Assigned to: Lt. Debra Thorson and Captain Don Randolph with partners in Technology Services and the nonprofit and private sectors

	2017 baseline	2018	2019	2020 benchmark
Inputs				
Personnel	2	2	3 (1 additional CSA FTE)	4 (1 additional uniformed FTE)
Personnel Time	20% of 2 uniformed FTE	40% of 2 uniformed FTE	40% of 2 uniformed FTE and 100% of 1 CSA FTE	100% of 1 CSA FTE and 100% of 1 uniformed FTE
Capital Costs	\$10,000 vendor-created website	n/a	n/a	n/a
Other Costs	n/a	\$10,000 printing and licenses	\$10,000 printing and licenses \$25,000 proctoring company	Unknown
Outputs	Process map and conceptualize program	Roll out program to 50% of MTF dwelling occupants	60% of MTF dwelling occupants	70% of MTF dwelling occupants
Outcomes	0% of eligible self-inspections are complete	50% of eligible self-inspections are complete	60% of eligible self-inspections are complete	70% of eligible self-inspections are complete

Objective 5B: Meet state-mandated code compliance for conveyances

Assigned to: Conveyance Program Supervisor Michael Stewart and Operations Coordinator David Hutchcraft

	2017 baseline	2018	2019	2020 benchmark
Inputs				
Personnel	3	4	4	4
Personnel Time	6,261 hours	8,348 hours	8,348 hours	8,348 hours
Capital Costs	n/a	n/a	n/a	n/a
Other Costs	\$4,000 continuing education and training \$2,500 equipment	\$4,400 continuing education and training \$2,800 equipment	\$4840 continuing education and training \$3,136 equipment	\$5,325 continuing education and training \$3,512 equipment
Outputs	100% industry compliance notifications	12 audit inspections per month	14 audit inspections per month	18 audit inspections per month
Outcomes	57% compliance	65% compliance	75% compliance	85% compliance

Objective 5C: Consolidate food truck inspections tasks and track data on processing times

Assigned to: Lt. Leon Dickerson and Technician Charlie Vigil

	2017 baseline	2018	2019	2020 benchmark
Inputs	650 inspections	715 inspections	786 inspections	865 inspections
Personnel	6	6	6	6
Personnel Time	664 Hours	730	800	880
Capital Costs	\$500	\$500	\$500	\$500
Other Costs	\$28,884	\$31,755	\$34,800	\$38,280
Outputs	650 inspections 70% inspection completion	715 inspections 75% inspection completion	786 inspections 80% inspection completion	865 inspections 85% inspection completion
Outcomes	65% compliance	85% compliance	90% compliance	95% compliance

Objective 5D: Speed up delivery of apprentice registrations and create a Spanish-language tests for licensing

Assigned to: Licensing Support Technician Robert Manek and Captain Donald Randolph

	2017 baseline	2018	2019	2020 benchmark
Inputs				
Personnel	1	1	1	1
Personnel Time	4 weeks	3 weeks	2 weeks	24 hours
Capital Costs	\$281 books	\$500 books	\$600 books	\$700 books
Other Costs	n/a	n/a		
Outputs	Sprinkler test available in Spanish	Modify Spanish-language sprinkler test with additional code provisions	Add one discipline	Review Spanish-language tests and modify as needed
Outcomes	80% licensed Spanish-speaking installers	85%	90%	90%

Goal 6

Update infrastructure, equipment, and technology

Objective 6A: Assess long-term needs for ARFF training facility expansion and remodeling

Assigned to: Assistant Chief Ryan Nuanes and Division Chief Russ Bray

	2017 baseline	2018	2019	2020 benchmark
Inputs	Identify current facility needs and project to meet future demands.	Create a business case based upon current and projected needs.	Proceed with planning if proposal makes it past the toll gate. If project is rejected in 2018, reevaluate the need for proposal in 2019.	Completion of fully funded project with expanded capabilities for the ARFF Academy at DEN.
Personnel	<ul style="list-style-type: none"> • 1 Division Chief • 1 Training Chief • 1 Training Lieutenant • 1 CSA support 	<ul style="list-style-type: none"> • 1 Division Chief • 1 Training Chief • 1 Training Lieutenant • 1 CSA support 	<ul style="list-style-type: none"> • 1 Division Chief • 1 Training Chief • 1 Training Lieutenant • 1 CSA support 	<ul style="list-style-type: none"> • 1 Division Chief • 1 Training Chief • 1 Training Lieutenant • 1 CSA support • 14 Adjunct Trainers • 1 Cadet
Personnel Time	<1 FTE	≈ 0.2 FTE	≈ 0.2 FTE	Unknown
Capital Costs	\$0	\$0	TBD	TBD
Other Costs	n/a	n/a	TBD	TBD
Outputs	Assessment of need	Data compilation for business case.	Submission of business case.	TBD
Outcomes	Determine ability of current facility to meet future needs of DEN.	Forecast of ability to meet 100% of training requirements.	Maintain 100% of current training requirements while trying to increase training in other areas.	Pending approval, will achieve greater amount and variety of higher quality training.

Objective 6B: Submit budget requests for Truck 35 equipment, gear, and staffing

Assigned to: Captain Evan Soibelman

	2017 baseline	2018	2019	2020 benchmark
Inputs	Submit for 2018 budget; fully equipped aerial apparatus.	<ul style="list-style-type: none"> DEN fleet and DFD begin purchasing process for one additional aerial apparatus. Submit for 2019 budget, 15 new recruits for new crew at DEN 	<ul style="list-style-type: none"> Submit for 2020 budget, one additional crew to staff aerial apparatus (T-35). Increase DEN training budget for 2020 to account for new crew Provide housing for new crew 	Current Staffing
Personnel	<ul style="list-style-type: none"> Division Chief 2 CSA employees 1 Red Chief 	<ul style="list-style-type: none"> Division Chief 2 CSA employees Red Chief Captain DFD Mechanic DEN Mechanic 	<ul style="list-style-type: none"> 15 new recruits; training cost is about \$46,000 each 	<ul style="list-style-type: none"> Training staff and adjunct instructors for required DEN training New crew at DEN, 15 members (cost in 2017 is 1.8 million dollars)
Personnel Time	Unknown	Unknown	Unknown	Unknown
Capital Costs		\$1,512,000 aerial apparatus	\$13,540 furniture	n/a
Other Costs	n/a	n/a	\$690,000 recruit class	\$86,890 new member training costs at DEN
Outputs	Future planning for growth of area	Submit specifications to vendor detailing aerial apparatus with all tools and equipment	<ul style="list-style-type: none"> Delivery of apparatus Outfit Station 35 with required furniture and equipment for new crew Hire and train a recruit class 	Newly formed crew has received all required training and certifications to operate in DEN environment
Outcomes	Not currently meeting NFPA 1710 response goals			Provision of additional aerial company in growth area to meet NFPA 1710 response goals

Objective 6C: Align new radios with interagency interoperability

Assigned to: Superintendent of Fire Alarm Mike Stutz

	2017 baseline	2018	2019	2020 benchmark
Inputs	Harris Radio	Motorola Radio	Motorola Radio	Motorola Radio
Personnel	One Assistant superintendent of Fire Alarm (ASOFA) One Fire Alarm Service Tech (FSTS)	5-FSTS	5-FSTS	2-FSTS
Personnel Time	One ASOFA for RFP One FSTS fore P25 roll out to Dist. 5 (necessary for DEN compatibility)	5-FSTS for installation of new radio system (P-25)	4-FSTS for installation of new radio system (P-25)	5-FSTS for final installation, maintenance, and repair of new radio system (P-25)
Capital Costs	\$45,000 radio test equipment	Capital Cost covered by RFP	\$30,000 parts to support new system	n/a
Other Costs	n/a	n/a	n/a	n/a
Outputs	RFP Complete Initiate P25 install in Dist. 5 to link to DEN P25 system	Begin implementation of P25 system	Complete installation of P25 system	Maintain P25 system
Outcomes	Interoperability with DEN Operations	70% of radio system will have 100% of interoperability with outside agencies	95% of radio system will have 100% of interoperability with outside agencies	100% of radio system will have 100% of interoperability with outside agencies

Objective 6D: Continue to improve the microwave dispatch network with state of Radwin system with redundancy

Assigned to: Division Chief Steve Ellis and Superintendent of Fire Alarm Mike Stutz

	2017 baseline	2018	2019	2020 benchmark
Inputs	Preliminary Implementation of Radwin system	New Radwin system	New Radwin system	New Radwin system
Personnel	4 Fire Systems Technical Specialist (FSTS) for install 1 FSTS system development	3 FSTS installation	2 FSTS Northfield installation STS 1 FSTS maintenance, development, and inspection	1 FSTS maintenance and development
Personnel Time	4 FSTS 100 % of time 1 FSTS system development 50% of time	3 FSTS 100% of time	3 FSTS 100% of time	1 FST 50% of time
Capital Costs	\$80,000 equipment	\$24,000 buildout of new communications center and Station 39	n/a	n/a
Other Costs	\$10,000K crane service contract	n/a	n/a	n/a
Outputs	100% existing Microwave Vocalarm 90% of Radwin system installed	100% of Radwin system functional with build out of new communications center	Extend Radwin into new Station 39	100% Radwin functionality
Outcomes	Limited redundancy between Radwin and existing Microwave Vocalarm	95% redundancy between Radwin and Microwave Vocalarm	100% redundancy between Radwin and Microwave Vocalarm	100% redundancy between Radwin and Microwave Vocalarm

Appendix A: Review and Reporting Schedule

A strategic plan is most useful and effective when leaders update it and report on progress.

Date	Milestone
2017-2018	Create 2017-2020 strategic plan with input from members and command staff and research from the Center for Public Safety Excellence and others
May 2018	Publish 2017-2020 strategic plan and post on www.denvergov.org/fire
Monthly	Division Chiefs provide updates to Deputy Chief
July 2018	2 nd quarter update to members, Executive Director of Safety, Mayor that includes strategic plan goals and objectives
October 2018	3 rd quarter update to members, Executive Director of Safety, Mayor that includes strategic plan goals and objectives
January 2019	4 th quarter update to members, Executive Director of Safety, Mayor that includes strategic plan goals and objectives
Annually beginning in 2019	After DFD achieves accreditation from the Commission on Fire Accreditation International (CFAI), DFD will complete annual CFAI compliance reports
February 2019	Publish 2018 annual report on strategic plan progress
April 2019	1 st quarter update to members, Executive Director of Safety, Mayor that includes strategic plan goals and objectives
July 2019	2 nd quarter update to members, Executive Director of Safety, Mayor that includes strategic plan goals and objectives
October 2019	3 rd quarter update to members, Executive Director of Safety, Mayor that includes strategic plan goals and objectives
January 2020	4 th quarter update to members, Executive Director of Safety, Mayor that includes strategic plan goals and objectives
February 2020	Publish 2019 annual report on strategic plan progress
April 2020	1 st quarter update to members, Executive Director of Safety, Mayor that includes strategic plan goals and objectives
2020	Create 2020-2023 strategic plan
February 2021	Publish 2020 annual report on strategic plan progress Publish 2020-2023 strategic plan

Appendix B: About Accreditation through the Commission on Fire Accreditation International

The Denver Fire Department is in the early stages of applying for accreditation through the Commission on Fire Accreditation International (CFAI) at the Center for Public Safety Excellence. Accreditation is a comprehensive self-assessment process that enables the Denver Fire Department to examine service levels and performance measurements and make plans for improvement. The goal of the accreditation process is to improve service delivery and to institutionalize continuous improvement. The point is not to compete with other agencies, but to compete with ourselves. There are currently 235 CFAI-accredited agencies across the nation, including 13 agencies in Colorado. Many of the performance indicators in the CFAI accreditation model correlate with Insurance Services Office (ISO) rating criteria and practices recommended by the National Fallen Firefighters Foundation and U.S. Fire Administration.

This information is from the Center for Public Safety Excellence website, www.cpse.org:

About the Center for Public Safety Excellence

The Center for Public Safety Excellence (CPSE) is a not-for-profit 501(c)(3) corporation and is a primary resource for the fire and emergency profession to continuously improve services, resulting in a higher quality of life for communities.

CPSE has successfully helped public safety agencies around the world streamline and improve the services they provide their communities through its numerous programs and services.

CPSE provides the only accreditation program for fire service organizations in the world, and offers nationally-recognized designations for fire and emergency services officers. CPSE has over 230 accredited agencies and over 1800 designated officers throughout the world.⁷

About Accreditation

Accreditation is a comprehensive self-assessment and quality improvement model that enables organizations to examine past, current, and future service levels and internal performance and compare them to current research and industry best practices. This process leads to a more efficient and effective emergency service organization. CPSE's Accreditation Program, administered by the Commission on Fire Accreditation International (CFAI) allows fire and emergency service agencies to compare their performance to:

- Determine community risk and safety needs and develop community-specific Standards of Cover.
- Evaluate the performance of the department.

⁷ www.cpse.org

- Establish a method for achieving continuous organizational improvement.

Local government executives face increasing pressure to "do more with less" and justify their expenditures by demonstrating a direct link to improved or expanded services. Particularly for emergency services, local officials need criteria to assess professional performance and efficiency. The CFAI accreditation process provides a well-defined, internationally-recognized benchmark system to measure the quality of fire and emergency services.⁸

⁸ www.cpse.org/agency-accreditation/about-accreditation-cfai.aspx