
LONGMONT FIRE DEPARTMENT STRATEGIC PLAN

2011 - 2015

Long-range Strategic Plan

***IT IS MORE IMPORTANT TO KNOW WHERE YOU ARE GOING THAN TO GET THERE QUICKLY.
DO NOT MISTAKE ACTIVITY FOR ACHIEVEMENT.
- Mabel Newcomer***



INTRODUCTION

Welcome to the 2011 Longmont Fire Department Strategic Plan. This document represents many months of diligent research, visionary brainstorming, and energetic discussions. **Every member of our Fire Department had a significant hand in creating this document.** We reached out to hear from all segments of our community, through surveys, focus groups, and interviews. This Plan successfully represents a wide array of personal perspectives, backgrounds, and vision. Our final product is something to be proud of. We have demonstrated an ability to hear all sides, evaluate objectively the best course for serving our community with professionalism and integrity, and making appropriate compromises in order to sustain the greater good.

A CALL TO ACTION: Letter from Public Safety Chief Mike Butler

Our community deserves the highest quality and the most efficient services from our Fire Department. In turn, our community must be actively involved on many levels to ensure their own safety and the safety of others. In fact, public safety is more a function of what our community does for itself than what government can do for it.

We are truly excited by the idea and the ideal of advancing our community's belief systems currently characterized by dependency on our Fire Department to a higher plane distinguished by a healthy interdependence and where personal responsibility and stewardship by the individual in our community is cultivated and genuinely valued. Making this transition is indeed difficult, but certainly worthy of the effort.

For the last two years, our Fire Department has been in the process of developing a blueprint for our future. Our community as well as every employee has had a significant voice regarding the development of our long range strategic plan.

Our country's Fire Service is being challenged like never before. In an era that is characterized by major economic decline, the need for transparency, greater demands for effective and efficient government and growing needs within our communities, our Fire Service and our Longmont Fire Department will be challenged in unprecedented ways. What is clear is that we will need to make significant adjustments to how we view ourselves and how we view our relationship with our community. Along with that, our community will need to have a greater sense of self-sufficiency regarding their own safety. None of us should wait for public safety to come to our doorstep or find its way to our desk. In partnership, we can move forward together.

Our Fire Department possesses a cadre of professional men and women who are unmatched in their dedication to serving our community. And we are truly fortunate to work in a community that expects its Fire Department to be responsive, to be skilled and to provide premium services to our residents.

To the women and men of our Longmont Fire Department: Become proactive in your approach to your job. We ask that you be open-minded and willing to explore new approaches. Progress will require your willingness to give these new approaches the very best chance to work. In the meantime, do not wait for innovation but instead pursue it. Always be in the mindset of continuously improving our Fire Department and our City Wide organization.

To those who are in a position to influence policy and allocate resources: We depend on you for resources to bring about our Fire Department's mission. We ask that you consider public safety a top priority and ensure funding is available to provide necessary public safety services. We encourage you always to challenge us to utilize our resources wisely. We invite to be a part of our Fire Department and to participate in our programs so that you understand what we do and why we do it.

To the residents of Longmont: You can no longer sit back and expect and hope that government will serve you. If you haven't already, get involved for which there are many opportunities. Every day, learn what it takes to become more self sufficient. As much as possible, learn how to prevent unnecessary accidents from happening; become alert to the signs of fire danger and always be thinking about how you can assist your family and neighbors. Living in a healthy community is both a right and a responsibility. We also welcome your perspective regarding our services and how well we are providing those services.

- Mike Butler

CREATING THE PLAN

Given the exponential pace of change and an elusive sense of future, all organizations, whether private or public, must develop a clear and succinct plan for tomorrow. We must think deeply and collectively, engaging voices that ask the hard questions with those willing to find the best answer. Our fire department has embarked on such a plan. For the last 18 months, members of the LFD have been asked to identify our Fire Department's strengths and weaknesses, and to embrace potential opportunities in spite of any existing barriers. Many critical community and agency stakeholders were asked similar questions. All comments were analyzed for themes and trends. Internal and external efforts at outreach focused not only on inclusivity, but on transparency. It was important for all stakeholders to have their voice heard. Changes would not be made without sufficient evidence to support them.

We are proud to present this plan that has spanned 18 months in its making. The Strategic Plan is a living document that will guide the development of our Longmont Fire Department and enhance its relationship with our community.

Dedication

We dedicate this plan to the residents and business that make up the Longmont community.

- *The members of the Longmont Fire Department*



THERE IS NO GREATER GLORY THAN TO WORK FOR THE PUBLIC'S GOOD
- Edmund Burke

OVERVIEW

Strategic planning forces us to think more deeply and thoughtfully than we have in the past. It allows us to envision and create our own future. It establishes shared values and purpose within the organization and among those who are served. Before a process can start, it is important that participants and recipients realize the benefits of an inclusive and exhaustive process of planning.



Having a long term plan avoids “management by crisis” scenarios. It forces us to prioritize our goals and responsibly allocate available resources. A strategic plan creates evaluation metrics that allow us to measure change over time; it provides a reason to celebrate our successes and correct our lapses. Above all it challenges and encourages every member to choose accountability and to develop partnerships that strengthen the connection with our community.

A reading of the relevant academic literature explained the proper process for creating a strategic plan. Research also involved identifying “best practices” in the profession, speaking directly with a number of agencies who had implemented these practices, and obtaining a number of strategic plans from well-respected fire departments around the United States. This review provided a conceptual template for creating our own plan, and providing the information necessary to avoid excessive pitfalls other planners have encountered.

Based on collective experience and the literature in-hand, the following provides an outline of the steps completed (for a full discussion of each facet, see the sections below):

- Multiple interviews with all fire department employees, both sworn and professional
 - All members participated in four focus groups with our Chief
 - Content analysis of the focus groups
- Internal interviews led to the need to carefully evaluate the EMS and Training components of the fire department
 - Research reports provided guidelines for improvement
- Discussions with key strategic external stakeholders
 - Identified key external stakeholders that represented diverse interests
 - Provided a brief informational overview of the fire department and its duties
 - Interviews and focus groups involving the key strategic external stakeholders
 - Content analysis of external stakeholder comments
- Creation of a strategic plan steering committee to guide the creation of the plan
- Creation of a Mission Statement and Strategic Challenges
- A two-day off-site long-range strategic planning retreat, inviting participants with diverse backgrounds.
- The skeleton strategic plan was drafted and given to Fire Command Staff for additions, prioritization, and assignment

IT IS NOT FOR US TO FORECAST THE FUTURE, BUT TO SHAPE IT
-Antoine De Saint-Exupéry

THE STRATEGIC PLANNING PROCESS

The strategic planning process started with a S.W.O.T. analysis from the perspectives of those in the department, and those outside who receive or expect services. A **S.W.O.T. analysis** is a strategic planning method used to evaluate the **Strengths**, **Weaknesses**, **Opportunities**, and **Threats** involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.



- **Strengths:** characteristics of the department that give it an advantage over others in the industry. These are assets that can be capitalized or built upon.
- **Weaknesses:** are characteristics that place the department at a disadvantage relative to others. These are components that must be re-evaluated for effectiveness, need, and unanticipated consequences.
- **Opportunities:** *internal & external* chances to increase the capacity of the department. This involves the evaluation of utilizing what currently exists, or what is anticipated to surface that can bring the department closer to accomplishing its strategic challenges.
- **Threats:** *internal & external* challenges that form barriers the department seeks to overcome. Threats can be attitudinal, budgetary, environmental, or contextual; they can be perceived or they can be real.

Below is a synopsis of the S.W.O.T. analysis, under the sources from which the information was gathered.



Chief's Focus Groups

During late 2008, our Chief visited each station and each shift four times. During these focus groups, fire department personnel were asked a series of questions designed to discover the internal view of the strengths of the department and the issues or areas for improvement.

A strong belief that the department's personnel are its greatest asset was an overall theme of the meetings. Staff liked the new direction of the department and the new leadership. The quality of equipment was appreciated and the hiring processes of the department were viewed as excellent.

Staff also felt that the department's Emergency Medical Services needed improvement as did the relationship with Longmont United Hospital. The communication between the line level personnel and command staff needed greater trust, transparency, and clarity. Staff wanted to see improvement in the quality, quantity, consistency, and accountability of on-going training.

***I KNOW OF NO MORE ENCOURAGING FACT THAT THE UNQUESTIONED ABILITY OF A MAN
TO ELEVATE HIS LIFE BY CONSCIOUS ENDEAVOR
-Henry David Thoreau***

EMS Analysis

A comprehensive analysis of the Emergency Medical Services in the department was conducted early in 2009. A Lieutenant was assigned full time to this assessment. A pre-interview survey instrument was distributed to each member of the department in January of 2009. The survey was designed as the first step in identifying areas needing greater scrutiny. Most of the firefighters returned the survey (78 of the 88 sworn firefighters returned the survey for a response rate of 89 percent). With the preliminary findings in hand, the Lieutenant followed up with a lengthy and comprehensive interview of each fire company. Each interview lasted approximately five to six hours.



Respondents indicated some level of satisfaction with several components of the current EMS program. Overall, most were satisfied with the equipment provided. The process to maintain certification has been adequate. Most felt their relationship with the private ambulance provider was good, as was the quality of the paramedic training program. Nevertheless, there were a number of areas that needed significant improvement.

The results of the survey clearly showed that first and foremost, the department needed a widely supported and clearly stated EMS mission and strategic plan. Policies, protocols, and expectations must be clearly written, easily accessed, and thoroughly trained. The manner of doing business should be institutionalized, and not subject to the preferences of the leadership at each station.

Staff wanted a more systemized approach to formally evaluate training curriculum, instructor quality, on-scene performance, and inter-agency relationships. They wanted the system to be more transparent and to know when, how, and with what outcome, issues get resolved. There needed to be more line-level understanding and participation in all facets of the fire department's role in the larger EMS system, as the survey demonstrated little "big-picture" awareness.

***THERE ARE NO PROBLEMS WE CANNOT SOLVE TOGETHER,
AND VERY FEW WE CAN SOLVE BY OURSELVES
-Lyndon B. Johnson***

Training Analysis

In July of 2009, the Public Safety Research Analyst conducted a survey to evaluate training in the department. A comprehensive survey instrument was distributed to each sworn member of the department. Staff was asked to complete the instrument and return it. Fifty-one of the 88 sworn firefighters completed the survey for a response rate of 58 percent. Responses were confidential and anonymous.

Staff expressed a desire for more training by quantity, frequency and depth. They asked for more coordination and consistency in its transmission, and more accountability at all levels to ensure that it is effectively delivered. Training records were incomplete and there was considerable variability in station Lieutenant's training of their staff. Variability existed around curriculum, performance standards, frequency, testing, comprehensiveness, instructor competency and teaching ability.

The biggest handicap in the training division was a staffing shortage. Two individuals made up the training division, and one was assigned full-time to the northern consortium training academy when it was in session.



Internal Stakeholder Discussions

In late 2009 and early 2010, the strategic plan coordinators visited each station and shift. The intent of these meetings was to gather internal stakeholder views on potential opportunities for growth and improvement and potential barriers to moving forward. A brief one page explanation was handed out before the meetings to prepare personnel to think about the topics the discussions would cover. A free-style sharing of ideas was held at each meeting and all results were recorded.

Employees felt there were opportunities to improve EMS service delivery including a better relationship with the hospital and better EMS related training. Employees also wanted to explore the possibility of providing EMS transport services internally instead of continuing with the current private provider. However, poor data management and costs were mentioned as barriers.

Employees wanted more public outreach and strongly felt an increased partnership with the community would be of great benefit, but the time and staffing needs were barriers. Additionally, employees liked the strategic planning process and the increased level of transparency. Employees wanted to explore regionalization and increased partnerships as long as our community would be benefitted.



**WITH PUBLIC TRUST EVERYTHING IS POSSIBLE,
AND WITHOUT IT, NOTHING IS POSSIBLE
-Abraham Lincoln**

External Stakeholder Discussions & Surveys

Several different groups were identified as important partners whose voices needed to be heard. These groups included business owners, seniors, Longmont United Hospital, Latinos, youth, and employees from other City of Longmont departments. Each of these groups participated in at least one focus group or personal interview. Before the meeting, a survey instrument was distributed to each group to gather feedback and generate issues for discussion. Additionally, a internet "Survey-Monkey" questionnaire was sent to various list-serve's to gather feedback from "residents at-large."

Overall respondents rated the department as "very good;" however, their perception was rarely based on personal experience. The two greatest sources of that perception were the media and a general "feeling". There was a clear lack of knowledge of what the department actually does. Every group was surprised by the fact that nearly three-fourths of the fire department's calls for service were EMS-related.

Despite the overall goodwill towards the department, each group expressed a strong desire for greater outreach and partnership. The external stakeholders felt the department could have a much higher impact on the community through education, mentoring, greater accessibility, and partnership.

Fire-Department Executive Steering Committee

Concurrent to this process, a steering committee was developed. This committee met monthly for 15 months and formed the backbone of the plan development. The objectives of the group were as follows:

- Absorb the research and information that was prepared for them
- Be engaged, active and participate in brainstorming
- Provide their perspective on issues
- Create a Mission Statement
- Create Strategic Challenges
- Identify additional stakeholders
- Participate in the Retreat

Transparency of the process was evident in the makeup of the steering committee itself. Emphasizing the partnership with the community the department serves and creating an open environment moving forward, the committee was diverse in its makeup. The following groups were represented in the 25 person committee:

- **Fire personnel**
 - All levels; All specialties
- **City personnel representing**
 - Human Resources
 - Police
 - Economic Development
 - EAP Counseling Services
- **Citizens representing**
 - Latino community
 - School District
 - Newspaper
 - Industrial / Manufacturing
 - Longmont United Hospital
 - Technology / Business
 - Faith community
 - Times-Call newspaper

**THE RUNG OF A LADDER WAS NEVER MEANT TO REST UPON,
BUT ONLY TO HOLD A MAN'S FOOT LONG ENOUGH
TO ENABLE HIM TO PUT THE OTHER SOMEWHAT HIGHER
-Thomas Henry Huxley**

Incorporating Best Practices Research

Comparing our department services and activities with other departments that were innovative and progressive was important information to find. A comprehensive literature search and national benchmark study were conducted to find “target” departments that had best practices in EMS, community oriented programs, operational management practices, partnerships or technology. The results of the study resulted in selecting five departments for site visits.

A command staff member led each of the site visit teams, and each team had at least one member of the steering committee that was not a member of the department, and at least two fire employees. The teams travelled to each location and conducted an assessment of the department’s best practices. The teams compiled a written report and presented their findings to the steering committee.

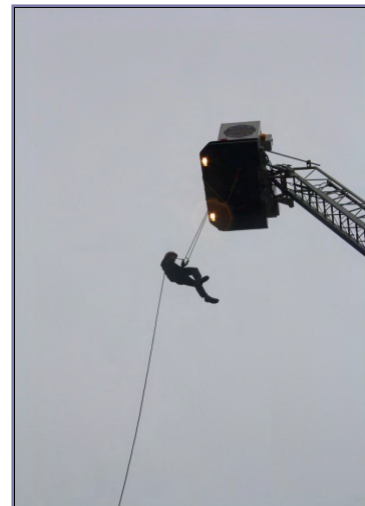
Creation of the Mission Statement

The Steering Committee was given the responsibility of drafting the department’s Mission Statement. A mission statement should address the following components:

- Who we are
- What we do
- For whom
- With what outcome

A small task force reviewed all the information previously presented and developed three possible mission statements. They believed the final decision should be left up to a vote involving all the employees of the department. As a result of the vote, the Longmont Fire Department’s Mission Statement is:

***To serve the community by protecting life, property, and the environment through preparation, prevention, and response
-Longmont Fire Department Mission Statement***



**A PESSIMIST SEES THE DIFFICULTY IN EVERY OPPORTUNITY;
AN OPTIMIST SEES THE OPPORTUNITY IN EVERY DIFFICULTY
-Winston Churchill**

STRATEGIC CHALLENGES

The steering committee was tasked to review all the information that had been provided to date and to aggregate it into overarching, timeless, and exhaustive categories called Strategic Challenges. Strategic Challenges can be defined as, "Pressures that exert a decisive influence on an organization's likelihood of future success" (Baldrige Excellence Glossary). Further, strategic challenges establish professional standards and organizational culture for an organization. They are the crucial values that guide all relationships. They establish a level of excellence to which every member can aspire (Support Centers of America).

The Steering Committee was instructed that the Strategic Challenges should be exhaustive and timeless. They should encompass the breadth of tasks, performance indicators, relationships, and ethics that affect the department, today and in the future. Any strategy that the organization would like to accomplish should be able to fall under the auspices of at least one strategic challenge. Challenges are timeless because any success will merely fall somewhere on the challenge's continuum; no challenge can ever be completely accomplished...as a condition of being human and part of a human organization, there will always remain room for improvement. The committee was presented with the major themes present throughout the process, conducted a workshop that validated the themes and added another. The results of the workshop determined were:

1. *Core services (including fire suppression, EMS, technical rescue, hazardous materials, wildland fire, technology, innovation)*
2. *Readiness and training (including the components of response, specialty teams, community safety net, technology, innovation)*
3. *Efficiency and effectiveness (including quality control, quality assurance, performance measurement, non-duplication of services, technology, innovation)*
4. *Prevention, outreach & education (including community empowerment, open fire stations, inspection, fire safety education, technology, innovation)*
5. *Support of staff (including staff wellness, professional development, safety minded, leadership, technology, innovation, recruitment)*
6. *Partnerships (including seniors, city, police, Latino, youth, hospital/clinic, schools, business, self-sustaining community, regionalization, technology, innovation)*
7. *Organizational Development / Communication (including organizational structure and evolution, role of LECC, internal communications, information sharing, intergenerational communications, succession planning, dept marketing, directives)*

Each challenge required a description of its components and its parameters (scope and depth). Drafts were edited for clarity and readability and the final phrasing was approved by the Chief.

LONGMONT FIRE DEPARTMENT STRATEGIC CHALLENGES

1. CORE SERVICES

The core services of the Longmont Fire Department will be defined by the needs of the community. Core services are: Reactive services in response to emergency and non-emergency incidents such as fire suppression, emergency medical services, hazardous materials response, and technical rescue; proactive services designed to prevent and mitigate adverse effects; and coactive efforts in partnership with the community.

2. READINESS & TRAINING

The Longmont Fire Department will be prepared with well-trained, well-equipped personnel, specialty teams and logistical resources to respond to the needs of our community. We will strive to maintain highly skilled, competent, and confident employees that deliberately and continuously strive to improve their skills and knowledge. Each employee will take personal responsibility for their own professional development and the department will provide the infrastructure and opportunities for success. We will optimize our use of enabling technology and innovations to meet our community's service needs. We will partner with our community and region to increase resources and training capacity. Our partnerships will help our community create its own safety net by preparing them to recognize, respond and stabilize themselves and their neighbors in case of an emergency.

3. EFFECTIVE & EFFICIENT

The Longmont Fire Department will strive to be efficient and effective in services and training by meeting quality control standards. We will review our services to reduce duplication. We will evaluate and enhance the effectiveness of our resources. We will benchmark and measure our performance. We will constantly evaluate the future needs of our community and determine how to meet those needs. We must maximize our capacity to provide efficient and effective services that improve the quality of life in our community.

4. PREVENTION, OUTREACH, EDUCATION

The Longmont Fire Department will empower our community by establishing open, two-way communication. Prevention and outreach programs will provide citizens with information to prevent injury, maintain and improve a healthy lifestyle, reduce the occurrence of fires, and improve general safety. We will explore multiple methods and venues for reaching out to our community. We will educate, assist, and support our community in building self-sufficiency to address their own health and safety needs. Our initiatives will be based on community and departmentally determined priorities selected through a range of needs assessments, pre-planning, and health and safety concerns. We will strive to provide interventions that involve research-based best practices and efforts will be accurately documented, measured and evaluated.

5. STAFF SUPPORT

The culture of the Longmont Fire Department is determined by our staff and our community. To maximize the effectiveness of our department, we must support every member, provide for their wellness, encourage their professional development and expand our growth through partnership with our community. There will be an emphasis placed on learning, safety, technology and innovation. We will expect and develop leadership at all levels and ranks by empowering staff to make appropriate decisions and continually provide opportunities for input and participation in the decision making process. In order to maintain a high level of service to our community, we will incorporate recruitment practices that align with the community's needs, city values, and the department's mission.

6. PARTNERSHIPS

The Longmont Fire Department will strive to create and sustain community partnerships that enhance service to the public. Partnership with our community will enhance everyone's accountability for creating a safer Longmont. Assessment will include identifying our needs and potential gaps in providing effective and efficient services, and eliminating the duplication of services wherever possible. The ultimate goal of partnership is to share resources, responsibilities and create mutual accountability. It is the responsibility of each member of our fire department and each member of our community to engage in being part of the solution.

7. ORGANIZATIONAL DEVELOPMENT & COMMUNICATION

Communication is a key element in any successful organization. To maximize the effectiveness of our communication we will continually strive to provide information to all levels of the department. Each member of our department will be provided with opportunities to communicate and provide input, and each member will be accountable to share information. Each member is personally responsible for the creation of our organization's culture, the quality of our own work experience, the outcomes and results we want to achieve, the quality of cooperation within our fire department, our own morale, the consequences of our actions and the wise use of resources. We will continuously solicit input from our community related to organizational development. We will optimize and continuously evolve our organizational structure to maximize the knowledge, skills and abilities of our staff. We will create a learning organization by managing our knowledge and sharing information in order to provide the best possible outcome. Further, to develop a sustainable organization, succession planning must always be a consideration and we will continually look to the future and proactively plan for success.



STRATEGIC PLANNING RETREAT

The purpose of the strategic planning retreat was two-fold. First, it was important to engage more members of the community and to hear more perspectives during the final phases of the planning process. Second, it was important that this diverse group identify common themes, invest in the common goals, and to conceive ways to partner, accomplish, and prioritize aspects of each strategic challenge. Our final list of invitees included nearly 80 people. This list included all fire department command staff and the entire steering committee.

The two-day retreat included a welcome and overview from our Chief, a review of the agenda and process to follow, an overview of the department as it currently existed, and expectations of those in attendance. Several presentations provided the participants with critical information about the form and function of the department as well as the findings from the extensive S.W.O.T. analysis.

During the afternoon and all of the second day, attendees participated in several breakout sessions. Each breakout group discussed one of the seven strategic challenges. A facilitator was present at each session to help the group stay on task. The goal of the first day's sessions was to brainstorm strategies related to each challenge and to prioritize all the ideas explored. During the second day, breakout sessions remained focused on one of the seven challenges. Each strategy was reviewed in order of its priority. Adequate time was given to flush out the core strategy and its essential components. By the retreat's closing, 34 strategies were crafted.

Information from the retreat was re-formatted into the strategic challenge template. The essence of every strategy was kept intact. Any ideas that did not result in a strategy definition or a list of component parts were retained in the report as a permanent record. The fire department command staff reviewed the draft document and prioritized the start date for each strategy. All strategies were assigned a lead coordinator, and budget and staffing considerations were acknowledged. The following plan was approved as the Longmont Fire Department Long-Range Strategic Plan, 2011-2015.



**IF WE DO NOT LAY OUT OURSELVES IN THE SERVICE OF
MANKIND WHOM SHOULD WE SERVE?**

-Abigail Adams

CORE SERVICES
11.C.01
FOCUS ON IMPROVING QA/QC FOR FIRE SUPPRESSION & EMS

PRIMARY STRATEGY

Focus on improving QA/QC for fire suppression and EMS

ALTERNATIVE STRATEGY

Prioritize core services and evaluate delivery; consider alternatives

STRATEGIC COMPONENTS

1. Analytical component
 - a. Determine barriers to service delivery
 - b. Determine why current benchmarks are not being met
 - c. Evaluate the validity of our current benchmarks and identify others that are appropriate
 - d. Response model analysis
 - e. Evaluate the quality of planning, training, & delivery
2. Improve data accuracy
 - a. Utilize technology to capture data accurately
 - b. Improve the data accuracy that is entered by dispatchers in CAD
3. Quality control measures
 - a. Maintain a high standard of equipment and keep it in good operating order
 - b. Put in place quality control measures for fire-fighting skills
 - c. Re-test skill competency at all levels routinely
 - d. Remain current with national standards and required certifications
4. User feedback
 - a. Customer service survey card (community evaluation of fire department service delivery) or follow up phone calls
 - b. Follow up feedback cards left with partner agencies (LUH or destination facility)

STAKEHOLDERS

- Fire Department
- LECC
- PSIT
- Medical Director
- Transport Agencies

ASSIGNMENT OF RESPONSIBILITY

OPERATIONS – Monty Richardson

BUDGET CONSIDERATIONS

Yes (surveys, technology, training, equipment maintenance)

TIME LINE 2011

11.C.01 QA/QC FOR FIRE AND EMS, continued

MEASUREMENT OF EFFECTIVENESS

1. Look for positive change over time
2. Utilize periodic audits
3. Utilize periodic customer satisfaction surveys
4. Create a replacement & maintenance schedule

STATUS:

Tie to 11.E.09 (Increase usage of enabling technology)

CORE SERVICES
11.C.02
IMPROVE DATA COLLECTION AND ANALYSIS

PRIMARY STRATEGY

Evaluate and improve data collection and analysis

ALTERNATIVE STRATEGY

Evaluate capacity of different records management systems

STRATEGIC COMPONENTS

1. Create task force to research strengths and weaknesses
 - a. Identify any gaps in current data collection
 - b. Identify any gaps in current data analysis
2. Identify users and audience
3. Define what data collection components are necessary
4. Define a “data dictionary”
5. Train staff on the necessity for accurate data collection and entry
6. Automate data collection when possible
7. Purchase appropriate software
8. Determine evaluation scheme from “input” to “process” to “output” to “outcome”
9. Data share with partners (both directions) in the city and with the hospital
 - a. Obtain legal opinion regarding what information can be legally shared across agencies
10. Work with partners to remove barriers in data sharing
11. Improve I.T. support
12. Tie in to GIS
13. Investigate systems that can red flag repeat persons or addresses and evaluate if this awareness helps to problem solve the reasons for recurrent calls
14. Hire an analyst
15. Determine if integration of Tiburon and Fire Manager data is possible and useful
16. Complete ongoing trend analysis
17. Routinely evaluate the process and outcomes

STAKEHOLDERS

- Fire Department
- PSIT / ETS
- LECC

ASSIGNMENT OF RESPONSIBILITY PSIT-Denise Wood

BUDGET CONSIDERATIONS Yes (technology)

TIME LINE: 2011

11.C.02 IMPROVE DATA COLLECTION, continued

MEASUREMENT OF EFFECTIVENESS

1. Reduce gaps in the collection, accuracy, and retrieval of data
2. Periodic & routine audits
3. Implement recommended changes as staffing and budget permits
4. Complete needed training
5. Provide consistent and standardized reports as requested

STATUS

CORE SERVICES
11.C.03
TIERED RESPONSE MODEL

PRIMARY STRATEGY

Create a tiered response system

ALTERNATIVE STRATEGY

STRATEGIC COMPONENTS

1. Analyze how alternative response models might improve efficiency without compromising effectiveness
2. Research best practices around a tiered response
3. Educate other first responders (including Police Department) about the tiered response system
4. Train communications to dispatch the correct type of unit(s), depending on the call
5. More effectively utilize the EMD system
6. Educate the public through various media outlets, other city departments and social service agencies regarding any changes in our response model.
7. Implement incrementally
8. Collect data and evaluate the effectiveness of any new model

STAKEHOLDERS

- Fire Department
- Community
- LECC
- Police Department

ASSIGNMENT OF RESPONSIBILITY

OPERATIONS- Rick Vandervelde

BUDGET CONSIDERATIONS Yes (initial capital costs v long-term savings; public information campaigns)

TIME LINE: 2011

MEASUREMENT OF EFFECTIVENESS

1. Cost-benefit analysis
2. Integrated program that actualizes greater efficiency

STATUS

CORE SERVICES
11.C.04
ONGOING ASSESSMENT OF COMMUNITY NEEDS

PRIMARY STRATEGY

Develop a process to identify community needs and priorities

ALTERNATIVE STRATEGY

Establish effective two-way communication between the Fire Department and the citizens of Longmont

STRATEGIC COMPONENTS

1. Complete an outreach “needs assessment”
2. Create a “sense of community index” (membership; shared emotional communications; fulfillment of needs; influence)
3. Educate the community regarding the level of infrastructure and resources that are needed to provide certain services
4. Utilize data to learn what the community desires
5. Prioritize current services based on community needs
6. Evaluate effectiveness of current programs
7. Identify which services are community members willing to pay for

STAKEHOLDERS

- Fire Department
- Community
- Other City Departments

ASSIGNMENT OF RESPONSIBILITY

PUBLIC OUTREACH- Scott Snyder

BUDGET CONSIDERATIONS

Yes (surveys, educational materials)

TIME LINE 2011

MEASUREMENT OF EFFECTIVENESS

1. Annual before/after assessment of selected calls for service types
2. Periodic customer survey

STATUS

READINESS & TRAINING
11.T.05
REMOTE ELECTRONIC ACCESS

PRIMARY STRATEGY

Provide updated technology that can provide immediate mobile access to computerized databases

ALTERNATIVE STRATEGY

Improve our current remote access using existing systems

STRATEGIC COMPONENTS

1. Establish a task force to evaluate what computerized information is needed in the field
2. Identify current best practices in the fire profession (as well as any other unrelated profession) that needs immediate and detailed address and hazard information
3. Focus on GIS and GPS needs and explore what devices can currently, and in the future, deliver that information to personnel in the field
4. Explore and implement a process where dispatch can provide detailed information on any property in the city
5. Utilize volunteers to digitize all pre-plans and keep them updated as needed
6. Identify what other City departments could use detailed property information and determine how the data and resources might be shared

STAKEHOLDERS

- Fire Department
- PSIT / ETS
- LECC

ASSIGNMENT OF RESPONSIBILITY

PSIT –Denise Wood

BUDGET CONSIDERATIONS

Yes (GIS-GPS equipment; additional technology)

TIME LINE 2011

MEASUREMENT OF EFFECTIVENESS

1. Successful implementation of Tri-Tech

STATUS

READINESS AND TRAINING
11.T.06
SYSTEMATIC APPROACH TO TRAINING

PRIMARY STRATEGY

Systematically identify, assess and deliver departmental training

ALTERNATIVE STRATEGY

Participate in cross agency training

STRATEGIC COMPONENTS

1. Set clear department-wide standards regarding attendance and performance at mandatory trainings
 - a. Identify key performance measures and hold persons accountable for their achievement
 - b. Hold personnel accountable to pursue and conclude required training
2. Ensure access to continuing education
3. Identify potential training gaps
4. Take the lead in creating a partnership with other service agency's training curriculum
 - a. Create a training team that can represent each critical partner agency
 - b. Identify what routine training occurs at partner agencies (LUH, clinic, LEU, other fire departments, City Neighborhood Resources)
 - c. Seek greater training partnerships with the Consortium
 - d. Share opportunities for specialized training
 - e. Compute the savings that results when agencies train together (reducing duplication)
 - f. Share best practices
5. Utilize in-house trainers whenever possible and bring in outside trainers when appropriate
 - a. Share opportunities to receive training from subject matter experts
6. Ensure accurate record keeping regarding training and certifications received and/or needed
7. Make sure personnel are equitably compensated for off-duty training commitments
8. Utilize new technologies
9. Seek grants to help with training costs
10. Partner with businesses who have large training facilities (request to use their space for large trainings)
11. Utilize training after action reviews
12. Explore exchange programs with other departments

STAKEHOLDERS

- | | |
|---|---|
| <ul style="list-style-type: none">• Fire Department• Other City Departments• PSIT | <ul style="list-style-type: none">• Community• Other local Fire Departments• Business Community |
|---|---|

ASSIGNMENT OF RESPONSIBILITY

TRAINING- Rob Spendlow

11.T.06. SYSTEMMATIC APPROACH TO TRAINING, continued

BUDGET CONSIDERATIONS Yes (training; training tracking software; grants; facilitation & participation of after action reviews requiring OT)

TIME LINE 2011

MEASUREMENT OF EFFECTIVENESS

1. Establish yearly training schedule (and curriculum) in advance
2. Establish topic priorities each year
3. Maintain certification schedules
4. Establish partnerships as appropriate
5. Standardize after action reviews (when, what activities, persons involved, desired outcomes, etc.)

STATUS

READINESS & TRAINING
11.T.07
SCENARIO, EXERCISE AND SIMULATION BASED TRAINING

PRIMARY STRATEGY

Expand current training curriculum to include simulated scene training that involves all levels of personnel (firefighter, paramedic, Engineer, Lieutenant, and Chief)

ALTERNATIVE STRATEGY

Look for local scenario based training that members could attend

STRATEGIC COMPONENTS

1. Identify potential training gaps that would benefit from scenario, exercise and simulation based training
2. Utilize new technology during training
 - a. Develop video production capability
3. Engage in more multi-agency exercises, such as Operation LIBERATE
4. Increase capacity at training center to include simulators and additional classrooms
5. Continually assess the effectiveness of the program

STAKEHOLDERS

- Fire Department
- Other City Departments
- PSIT
- Community
- Other local Fire Departments
- Business Community

ASSIGNMENT OF RESPONSIBILITY

TRAINING- Rob Spendlow

BUDGET CONSIDERATIONS

Yes (video capacity; simulators)

TIME LINE 2011

MEASUREMENT OF EFFECTIVENESS

1. Clear identification of gaps
2. Ongoing simulated and performance assessment (practical and written)
3. Integrate NFPA changes in standards

STATUS

EFFECTIVE & EFFICIENT
11.E.08
REGIONALIZATION

PRIMARY STRATEGY

Explore and develop a process to identify administrative tasks and direct services that can be regionalized

ALTERNATIVE STRATEGY

STRATEGIC COMPONENTS

1. Determine which surrounding agencies are appropriate and willing to engage in regionalization efforts
2. Determine which administrative tasks and direct services are appropriate for regionalization
3. Develop internal task force to make recommendations regarding the above (#2)
4. Work and cooperate with other agencies
5. Develop a system to measure effectiveness and efficiencies of regionalization
6. Evaluate consolidation as a “fire authority”
7. Improve ability to investigate arsons through regional investigators, regional training, etc.
8. Explore sharing of the specialty resources
 - a. Special Teams
 - b. Apparatus (ladder truck)

STAKEHOLDERS

- Fire Department
- Other Fire Districts (Governing Bodies)
- City Governments
- Community
- LECC

ASSIGNMENT OF RESPONSIBILITY

CHIEF’S OFFICE –Mike Butler

BUDGET CONSIDERATIONS

Yes (examine potential for cost savings)

TIME LINE 2011

MEASUREMENT OF EFFECTIVENESS

1. Monetary savings (cost-benefit analysis)
2. Observable enhancement in efficiency
3. Minimization of same roles in different departments
4. Cross-training of personnel

STATUS

EFFECTIVE & EFFICIENT
11.E.09
INCREASE THE USAGE OF ENABLING TECHNOLOGY
IN THE DELIVERY OF SERVICES

PRIMARY STRATEGY

Utilize new or underutilized technology to increase the efficient of service delivery

ALTERNATIVE STRATEGY

Retain existing technology and usage standards

STRATEGIC COMPONENTS

1. Utilize live video to enhance service delivery
 - a. Partner with City Wi-Fi provider for wireless internet access
 - b. Live streaming video during calls (to Admin, EOC, LECC, Stations, etc)
 - c. Stream video to LUH for continuity of care during EMS calls
 - d. Record video for training and AAR purposes
2. Investigate new mobile applications (I pad, I phone, etc)
3. Utilize social media or websites for patient follow-up and resource information
4. Investigate partnership opportunities with local businesses
5. Continually assess current equipment against service delivery needs
6. Tie efforts in with current Fire Technology Task Force

STAKEHOLDERS

- Fire Department
- PSIT/ETS
- LECC
- LUH
- Service Delivery Partners
- School District
- Community
- Business Community
- BCARES

ASSIGNMENT OF RESPONSIBILITY

PSIT – Denise Wood

BUDGET CONSIDERATIONS

Yes (technology; web based systems)

TIME LINE: 2011

MEASUREMENT OF EFFECTIVENESS

1. Create an IT strategic plan
2. Evaluate proposed technology changes or additions and ensure compatibility

STATUS

EFFECTIVE & EFFICIENT
11.E.10
WORK ANALYSIS

PRIMARY STRATEGY

Study positions, tasks and projects to identify their respective use of resources and costs

ALTERNATIVE STRATEGY

STRATEGIC COMPONENTS

1. List and define current services
2. Quantify cost of each service (staffing cost, overhead, administrative loss, etc.)
3. Identify what services must be done by trained fire staff (because of statute or ordinance, because of the specialized training required, because of liability etc).
4. Identify what services we are currently providing that might be considered inappropriate to the mission of the fire department
5. Identify roles for volunteers
6. Evaluate fire corps program to determine how it fits into Longmont's culture
7. Explore billing for non-critical services. Evaluate if cost recovery discourages inappropriate use of resources
8. Identify the need for additional support staff

STAKEHOLDERS

- Fire Department
- Human Resources

ASSIGNMENT OF RESPONSIBILITY

OPERATIONS-Jerrold Vanlandingham

BUDGET CONSIDERATIONS

Yes (examine potential value of cost recovery)

TIME LINE 2011

MEASUREMENT OF EFFECTIVENESS

1. Creation of a "Standard of Coverage" document that will
 - a. Establish community needs that will...
 - b. Tie in to NFPA standards regarding staffing and response time...
 - c. For purposes of public accountability

STATUS

EFFECTIVE & EFFICIENT
11.E.11
CREATE NEW REVENUE OPPORTUNITIES

PRIMARY STRATEGY

Provide additional sources of revenue for the City and the Fire Department

ALTERNATIVE STRATEGY

STRATEGIC COMPONENTS

1. Aggressively identify and pursue revenue and donation opportunities
2. Investigate the possibility of charges for non-emergency services
 - a. Charge for training businesses, neighborhood groups, schools
 - b. Investigate non-emergency transport and inter facility EMS transport possibilities
3. Create a "Friends of the Fire Department" organization for fund raising

STAKEHOLDERS

- Fire Department
- CAO
- Community
- City Departments

ASSIGNMENT OF RESPONSIBILITY

SUPPORT SERVICES- Scott Snyder

BUDGET CONSIDERATIONS

Yes (cost savings analysis; management of "Friends" group)

TIME LINE 2011

MEASUREMENT OF EFFECTIVENESS

1. Generate new revenue resources annually (fees, charges, grants, re-coup losses for mutual aid assists, etc).

STATUS

PREVENTION & OUTREACH
11.O.12
CREATE A MARKETING PLAN

PRIMARY STRATEGY

Create a Fire Department marketing plan

ALTERNATIVE STRATEGY

Identify and partner with current city outreach efforts

STRATEGIC COMPONENTS

1. Identify target audiences
2. Complete an “outreach needs assessment”
3. Identify potential venues
 - a. Utilize “Longmont Life”
 - b. Submit routine articles to the Times-Call (see Cheyenne, WY as an example)
 - c. Provide Q&A forums with local fire crews
 - d. Utilize dissemination avenues through existing media channels (i.e., Chamber of Commerce, Latino radio, channel 3 cable)
 - e. Utilize Times-Call Directory
 - f. Utilize www.bouldercountyhelp.org
 - g. Cable television and PSA's
 - h. Landlord forums
 - i. Suggestion boxes
 - j. Hold future Fire musters
4. Determine key topics
 - a. Cite appropriate data (local, state, national statistics)
 - b. Utilize local expertise (i.e., subject matter experts)
 - c. Campaigns to address certain topics (senior fire prevention, detectors, evacuations)
 - d. Community healthy lifestyle/fitness programs
5. Identify a Coordinator(s) for the project(s) and utilize outside agency liaisons when feasible
6. Determine cost
7. Utilize volunteers
8. Involve the Public Safety Latino Advisory Group
9. Create agency partnerships
 - a. Identify key partner groups (LUH, clinic, home health care, translation services, community services, social services, school, HOA's)
 - b. Evaluate current inter-agency level of communication
 - c. Share information and tactics with other city departments

- d. Representation from the fire department on the Economic Team (identifying business needs)
 - e. Merge police and fire marketing strategies (i.e., Behind the Badge, Face book)
 - f. Utilize partners to deliver key messages; align the fire department's interest in education with an outside group's own self interests
10. Provide training in the area of public speaking
 11. Establish a timeline
 12. Provide incentives for community participation (give-a-ways)

STAKEHOLDERS

- Fire Department
- Community
- Community-wide Public Information Officers
- Police Department
- Media
- Partner Agencies
- Latino Advisory Group

ASSIGNMENT OF RESPONSIBILITY

PUBLIC OUTREACH- Scott Snyder

BUDGET CONSIDERATIONS

Yes (media costs; campaigns; publications)

TIME LINE 2011

MEASUREMENT OF EFFECTIVENESS

1. Deliver a new (or reinforce a current) public service campaign every quarter
2. Coordinate messages and deliver them through multiple venues
3. Identify any changes in behavior based on changes in calls for service

STATUS

STAFF SUPPORT
11.S.13
FITNESS AND WELLNESS PROGRAM

PRIMARY STRATEGY

Implement Fitness and Wellness Program that focuses on the fire/EMS professional's needs

ALTERNATIVE STRATEGY

Develop and encourage self-guided fitness and wellness program

STRATEGIC COMPONENTS

1. Research best practices
2. Utilize subject matter experts to develop a fire-specific program
3. Utilize certified trainers to create individualized programs
4. Consider mandating tri-annual physicals
5. Utilize medical scans as appropriate
6. Maintain certified trainers on staff
7. Develop more structured workout plans
8. Continue current annual training requirements
9. Increase the emphasis on prevention when it comes to wellness
10. Consider further incentive programs beyond the city's wellness incentive
11. Ensure access to aggressive treatment following any on-duty injury
12. Encourage mental and emotional wellness as much as physical wellness
 - a. Augment the services provided by EAP
 - b. Partner with the police department's peer support program
 - c. Include dispatchers in the program
 - d. Provide education and resources around stress management, sleep, shift work and maintaining family relationships
13. Develop nutrition standards
14. Ensure confidentiality around health and wellness status

STAKEHOLDERS

- Fire Department
- Risk Management

ASSIGNMENT OF RESPONSIBILITY **OPERATIONS** – Dan Higgins

BUDGET CONSIDERATIONS Yes (medical testing costs; increase or decrease of illness/injury)

TIME LINE 2011

MEASUREMENT OF EFFECTIVENESS

1. Implementation of a separate annual fit exam as a add-on to the combat test
2. Evaluation criteria to include cardiac scan, blood work, strength, endurance, and body mass index

11.S.13 **FITNESS AND WELLNESS PROGRAM, continued**

3. Identification of pre-existing conditions or current risk factors that wouldn't have been identified through standard testing
4. Statistically significant change in wellness factors from baseline health index, after 1 year.

STATUS

PARTNERSHIPS
11.P.14
UTILIZE VOLUNTEERS

PRIMARY STRATEGY

Create and implement a community volunteer corps to engage/assist in non-emergency routine issues

ALTERNATIVE STRATEGY

Establish a program-specific volunteer program

STRATEGIC COMPONENTS

1. Identify what types of tasks volunteers could perform
2. Determine what training is needed for each potential role, including any related cost (classroom training, certification process, etc.)
3. Develop a "Volunteer Certification" program
4. Determine what type of commitment is needed for each role (hours per week, a 1-year commitment, etc)
5. Identify what background checks volunteers must pass before being accepted (consider the components outlined in the City Risk Volunteer Manual)
6. Provide an appropriate uniform or dress code for volunteers that work in the field
7. Conduct a cost-benefit analysis around the use of volunteers and the staff required to oversee and coordinate their efforts (versus the money to continue having firefighters do these tasks)
8. Foster relationships with Care-Connect for smoke alarm installation and checks for seniors

STAKEHOLDERS

- Fire Department
- Community
- Organized Volunteer Groups (Volunteer Connection)

ASSIGNMENT OF RESPONSIBILITY **PUBLIC OUTREACH-** Scott Snyder

BUDGET CONSIDERATIONS Yes (volunteer coordinator)

TIME LINE 2011

MEASUREMENT OF EFFECTIVENESS

1. Increase volunteer cadre by 4 individuals each year
2. Established criteria for recruitment, selection, and placement based on position to be held
3. Curriculum and training developed based on the volunteer position to be held

STATUS

ORGANIZATIONAL DEVELOPMENT AND COMMUNICATION
11.D.15
EFFECTIVE INTRA-DEPARTMENTAL COMMUNICATION

PRIMARY STRATEGY

Identify the means and protocol for all staff to communicate effectively with one another

ALTERNATIVE STRATEGY

Utilize existing technology to better communicate intra-departmentally.

STRATEGIC COMPONENTS

1. Utilize existing technologies where possible (phone, cable, etc) and ensure the system is expandable
 - a. Use social media for internal communication
 - b. Establish communication network between all ranks and shifts of the Fire Department, fleet services, ETS, and risk management
 - c. Integrate WI-FI and fiber ring technologies
 - d. Use intranet for all intra-department communications
2. Create policy on usage and expectations
3. Make persons accountable for engagement
4. Briefing options
 - a. Provide daily video briefing
 - b. Evaluate potential for shift wide briefings
5. Ensure that all locations have equal capability
6. Support shift-to-shift transitions via checklists
7. Create internal FD newsletter
8. Optimize face-to-face communication when possible
9. Battalion Chiefs to hold regular meetings with every station
10. Encourage all voices to be heard and sustain open communication at all levels

STAKEHOLDERS

- Fire Department
- PSIT

ASSIGNMENT OF RESPONSIBILITY **CHIEFS OFFICE – Mike Butler**

BUDGET CONSIDERATIONS Yes (technology; newsletter)

TIME LINE 2011

MEASUREMENT OF EFFECTIVENESS

1. Technology implementation
2. Observable enhancements in shift to shift communication management to employees
3. Real-time communication link

11.D.15 INTRA-DEPARTMENTAL COMMUNICATION, continued

STATUS

ORGANIZATIONAL DEVELOPMENT AND COMMUNICATION
11.D.16
SUCCESSION PLANNING

PRIMARY STRATEGY

Create an on-going, sustainable plan for succession

ALTERNATIVE STRATEGY

STRATEGIC COMPONENTS

1. Review and incorporate City of Longmont Human Resources policies
2. Consider the impact of the collective bargaining agreement
3. Research best practices and evaluate existing succession plans
4. Define the "ideal" candidate profile
5. Establish internal career development plans for future candidates
6. Include in succession planning any over-arching management/departmental goals
7. Identify if there are roles that may be better served by external candidates
8. Provide opportunities for advanced training
9. Make administrative positions more attractive
10. Use non-promoted supervisors for non-operations positions

STAKEHOLDERS

- Fire Department
- Human Resources
- Community Colleges
- IAFF
- Business Community

ASSIGNMENT OF RESPONSIBILITY **CHIEFS OFFICE** – Mike Butler

BUDGET CONSIDERATIONS Yes (advanced training)

TIME LINE 2011

MEASUREMENT OF EFFECTIVENESS

1. Career development structure In the plan
2. System for succession planning implemented

STATUS

ORGANIZATIONAL DEVELOPMENT
11.D.17
CULTURE OF ACCOUNTABILITY

PRIMARY STRATEGY

Model stewardship throughout the organization

ALTERNATIVE STRATEGY

None

STRATEGIC COMPONENTS

1. Define accountability and its application to, and integration with, everyone in the organization
2. Define acceptable standards of behavior and performance
 - a. Clarify the roles and responsibilities of each position
 - b. Align standards of behavior with mission statement
 - c. Define levels of authority for decision making (by role, position, status on scene, etc.)
3. Research best practices (i.e., Castle Rock, CO)
4. Define a discipline and grievance policy
5. Ensure positive reinforcement and recognition for excellence
6. Accountability using 360 degree feedback loop

STAKEHOLDERS

- Fire Department

ASSIGNMENT OF RESPONSIBILITY

CHIEFS OFFICE – Mike Butler

BUDGET CONSIDERATIONS No

TIME LINE 2011

MEASUREMENT OF EFFECTIVENESS

1. Standardized expectations noted in each employees yearly evaluation
2. Periodic audits

STATUS

ORGANIZATIONAL DEVELOPMENT AND COMMUNICATION

11.D.18

OPTIMIZE ORGANIZATIONAL STRUCTURE

PRIMARY STRATEGY

Determine if efficiencies can be created through further integration with Police, Fire, Communications and OEM

ALTERNATIVE STRATEGY

Retain existing structure

STRATEGIC COMPONENTS

1. Research organizational structure best practices for public safety departments
2. Continually communicate with department about possible organizational structures
3. Develop a task force made up of Police, Fire, Communications and OEM personnel to assess possibilities

STAKEHOLDERS

- Fire Department
- Community
- Police Department
- LECC
- OEM

ASSIGNMENT OF RESPONSIBILITY

CHIEFS OFFICE- Mike Butler

BUDGET CONSIDERATIONS No

TIME LINE 2011

MEASUREMENT OF EFFECTIVENESS

1. Structures implemented to support integration of public safety department
2. ICS training completed to all Fire Lieutenants & Police Sergeants

STATUS

READINESS & TRAINING
12.T.01
BILINGUAL STAFF CAPACITY

PRIMARY STRATEGY

Provide Spanish Immersion Training with a focus on fire and medical vocabulary

ALTERNATIVE STRATEGY

Provide access to self guided Spanish training (i.e., Rosetta Stone)

STRATEGIC COMPONENTS

1. Train on utilizing the language line in the field
2. Send staff to Spanish Immersion training
3. Provide cultural awareness training
4. Provide any available tools to help staff communicate with the mono-lingual Spanish-speaking public
 - a. I-phone applications that translate
 - b. Provide a laminated card where staff can ask pertinent “yes” or “no” questions
5. Utilize volunteers to help with translation needs

STAKEHOLDERS

- Fire Department
- Hispanic Advocacy Groups
- Human Resources
- Finance Department

ASSIGNMENT OF RESPONSIBILITY

TRAINING- Rob Spendlow

BUDGET CONSIDERATIONS

Yes (training; translation line contract with the city)

TIME LINE 2012

MEASUREMENT OF EFFECTIVENESS

1. Greater use of the Translation Line
2. Increased percent of personnel who are fluently bilingual

STATUS

READINESS & TRAINING
12.T.02
DISTANCE-BASED LEARNING POTENTIAL

PRIMARY STRATEGY

Create an interactive, web-based training model

ALTERNATIVE STRATEGY

STRATEGIC COMPONENTS

1. Determine what training would benefit from distance learning options
2. Utilize City ETS staff to explore the potential cost and time frame for creating an interactive, web-based training module
3. Identify barriers around utilizing such technologies
4. Utilize an outside consultant to make recommendations if appropriate
5. Identify a reasonable timetable for the training module to begin operating
6. Utilize web-based conference training

STAKEHOLDERS

- Fire Department
- PSIT

ASSIGNMENT OF RESPONSIBILITY

TRAINING- Rob Spendlow

BUDGET CONSIDERATIONS

Yes, (software and staff to create modules)

TIME LINE 2012

MEASUREMENT OF EFFECTIVENESS

1. Seamless curriculum goals between direct training and distance based training
2. Well researched technology capacity as a budget priority
3. Simple and easy access to web-based resources

STATUS

READINESS & TRAINING
12.T.03
CAREER DEVELOPMENT

PRIMARY STRATEGY

Create formalized professional development and career advancement programs for the Fire Department

ALTERNATIVE STRATEGY

STRATEGIC COMPONENTS

1. Assess the adequacy and accuracy of all current job descriptions
2. Identify what standards (knowledge, skills, and abilities) that must be met for any role
 - a. Identify current personnel who have met this definition and chart how they accomplished this objective
3. Ensure that the standards are clearly written and accessible to the entire staff
4. Create an objective testing and assessment process
 - a. Include the 360 degree assessment model
5. Expand the existing Company Officer 101 program
6. Provide mentoring at all levels (identify potential mentors inside and outside the department)
 - a. Bring the current leadership staff together periodically to meet with and mentor individuals who desire future leadership opportunities
 - b. Periodically assess each employee's career aspirations and track their training, accomplishments, special certifications, etc. that can help them realize their goals
7. Provide a rigorous self-study program that includes media resources and library materials
8. Provide continuing education at all levels
 - a. Host trainings in Longmont and provide slots to Longmont firefighters
 - b. Explore partnering with other Fire Departments and the Northern Consortium to deliver training
 - c. Utilize training opportunities sponsored by the city
 - d. Provide opportunities for candidates to practice new skills
9. Evaluate implementation of a modified police MPO position for the fire department
10. Identify a clear path that members can follow when they are pursuing advanced goals

STAKEHOLDERS

- Fire Department
- Human Resources

ASSIGNMENT OF RESPONSIBILITY

TRAINING- Rob Spendlow

BUDGET CONSIDERATIONS Yes (media & self study resources; training classes; MPO-based pay scale)

TIME LINE 2012

12.T.03 CAREER DEVELOPMENT, continued

MEASUREMENT OF EFFECTIVENESS

1. Consolidate framework into the Firefighter's Handbook
2. Formalized policies and procedures
3. Review of like models & cost-benefit analysis for MPO-type position

STATUS

PREVENTION & OUTREACH
12.O.04
FULL-TIME FIRE SAFETY EDUCATION COORDINATOR

PRIMARY STRATEGY

Increase Fire Safety Education Coordinator position to full time

ALTERNATIVE STRATEGY

Continue with part-time 20-hour coordinator and contract out the other 20 hours

STRATEGIC COMPONENTS

1. Cost-benefit analysis to show justification for a full time position
2. Research best practices
3. Identify community needs and desires for public safety information
4. Include marketing responsibilities with this position
 - a. Self-help website
 - b. Utility Billing magnets
5. Establish a community involvement plan
6. Educate using pictures (recognizable signs) rather than text
7. Track input, output, and outcome of outreach efforts
8. Utilize volunteers
9. Create a library of power-point presentations for the public
10. Maintain adequate inventory of educational materials
11. Include other non-fire services as part of the fire support programs (i.e., dispatch)
12. Provide enough flexibility on shift for firefighters to assist or support the coordinator
 - a. Train firefighters in public speaking
 - b. Train firefighters how to do interactive work with the community, such as facilitator training

STAKEHOLDERS

- | | |
|---|--|
| <ul style="list-style-type: none">• Fire Department• School District• Human Resources | <ul style="list-style-type: none">• Police Department• LECC• Community |
|---|--|

ASSIGNMENT OF RESPONSIBILITY **FIRE PREVENTION-** Scott Snyder

BUDGET CONSIDERATIONS Yes (FTE)

TIME LINE 2012

MEASUREMENT OF EFFECTIVENESS

1. Creation of a FTE position

STATUS

PREVENTION & OUTREACH
12.0.05
FIRE PREVENTION PERFORMANCE MEASURES

PRIMARY STRATEGY

Develop a definition of fire prevention success and a way to measure it

ALTERNATIVE STRATEGY

Establish a consistent method of measurement

STRATEGIC COMPONENTS

1. Identify fire prevention best practices
2. Identify a focal point for data collection and analysis
3. Utilize the scientific method (pre-post tests, intervention and control groups, etc)
4. Expand citywide survey to include prevention
5. Conduct root cause analysis to identify any changes in behavior (post-intervention)
6. Assess data management needs and identify if "Fire Manager" has those capabilities

STAKEHOLDERS

- Fire Department
- Community
- Business Community

ASSIGNMENT OF RESPONSIBILITY

FIRE PREVENTION – Jim Lynch

BUDGET CONSIDERATIONS

Yes (analysis costs; need for additional staffing)

TIME LINE 2012

MEASUREMENT OF EFFECTIVENESS

1. Pre and post measures of citizen awareness regarding critical fire & EMS prevention information
2. Education of staff regarding consistent prevention messages
3. Identification of key target audiences and any changes over time (elderly, youth, certain health issues, certain fire concerns, etc).

STATUS

STAFF SUPPORT
12.T.06
DIVERSITY OF RECRUITMENT

PRIMARY STRATEGY

Enhance current recruitment to include greater diversity, with a focus on our Latino community

ALTERNATIVE STRATEGY

Develop our own testing and hiring procedures

STRATEGIC COMPONENTS

1. Assess the value of our current hiring requirements
2. Research best practices
3. Encourage more bilingual applicants
 - a. Provide preparation and mentoring for potential minority and/or Spanish-speaking candidates
 - b. Have fire personnel meet directly with citizen groups
 - c. Act as role models in various communities
 - d. Explore preferential hiring practices for bilingual candidates
4. Explore recruiting personnel through FRCC EMT program, local high schools, and universities and citizen academy
5. Recruit possible firefighters from AMR staff
 - a. Establish a recruitment pathway for AMR personnel interested in joining LFD
6. Create an explorer and student intern program
7. Encourage participation in Big Brothers and Big Sisters mentoring program
8. Participate in various school-sponsored “career days” and provide articles for high school newsletters
9. Incorporate EMT classes into high school curriculum
10. Investigate scholarship opportunities with Hispanic Education Foundation
11. Provide incentives for staff to become bilingual
12. Advertise position openings
13. Solicit applications from non-US born candidates
14. Partner with minority community to recruit and mentor potential candidates
15. Evaluate current LFD culture and ensure it is inviting to minorities

STAKEHOLDERS

- | | |
|-------------------------|-------------------|
| • Human Resources | • DRCOG |
| • Fire Department | • AMR |
| • Community | • School District |
| • Latino Advisory Group | |

ASSIGNMENT OF RESPONSIBILITY

TRAINING- Rob Spendlow

BUDGET CONSIDERATIONS

Yes (explorer/SIO program; recruitment materials; staff to coordinate hiring processes now done by DRCOG)

12.T.06 **DIVERSITY OF RECRUITMENT, continued**

TIME LINE 2012

MEASUREMENT OF EFFECTIVENESS

1. Increase percentage of staff who represent diverse demographics (to more accurately reflect our community)
2. Policy for recruitment beyond DRCOG
3. Implement Student Fire Fighter (college students) and Explorer programs

STATUS

PARTNERSHIPS
12.P.07
PROACTIVE PARTNERSHIP WITH DEVELOPERS AND BUSINESSES

PRIMARY STRATEGY

Develop and implement strategies to work proactively with developers and the business community

ALTERNATIVE STRATEGY

Simplify and coordinate fire codes for easier compliance

STRATEGIC COMPONENTS

1. Develop a task force to develop strategies
2. Research the variability of fire codes between the neighboring counties and cities and determine if changes can be made that would meld those requirements into one uniform code structure
3. Determine current barriers experienced by developers, renovators, and business.
4. Work seamlessly with the Development Review Committee (DRC)
5. Research best practices regarding home building, street design, planning, etc., that reinforces a uniform fire code and assures ready ingress and egress during any emergency

STAKEHOLDERS

- Fire Department
- Economic Development Department
- Business Community
- LDDA
- Development Authorities

ASSIGNMENT OF RESPONSIBILITY

SUPPORT SERVICES – Jim Lynch

BUDGET CONSIDERATIONS

Yes (educational campaigns)

TIME LINE 2012

MEASUREMENT OF EFFECTIVENESS

1. Increase early use of one-stop access by businesses and contractors (building trades) to learn what codes will apply
2. Increased compliance with codes for new building construction as well as renovations
3. People are able to successfully complete their projects without much conflict with the city
4. Increased ease of access to information (in easy-to-understand-terminology) to properly educate citizens about codes and requirements before beginning their building process.

STATUS

PARTNERSHIPS
12.P.08
RESOURCE ADVOCATE

PRIMARY STRATEGY

Create a full-time resource advocate to identify, refer, and track persons who have ongoing/repeat needs

ALTERNATIVE STRATEGY

Utilize station Lieutenants as focal point for recording, referral, and follow-up

STRATEGIC COMPONENTS

1. Identify and retain contact information for all appropriate community referral resources
 - a. Identify if outside agencies already have a community liaison contact
 - b. Identify what needs are not been addressed in our community (gaps)
2. Identify the key areas that the fire department needs to partner with community agencies
3. Identify what special advocate teams currently exist (adult protection, child protection, quality of life teams)
4. Educate firefighters regarding signs and symptoms of underlying critical situations & utilize topic experts for training
 - a. Train firefighters about the available community resources
 - b. Have new recruits in training visit all non-profit agencies to learn what community services are available
 - c. Inform staff about the website [BoulderCounty.Help](#)
5. Create a process to track calls for service by the police, code enforcement, and fire departments that involve persons who need ongoing community services. Ensure some capacity to share critical information across agencies
6. Create a special task force for referral and follow up if no other team currently exists
7. Utilize a full time resource coordinator in-house, or utilize someone else currently working in the city organization
 - a. Justify a full time coordinator via a cost benefit analysis of reducing nuisance, frequent callers in our system.
8. Evaluate if referrals are impacting repeat calls for service and ensure a follow-up component via the coordinator, volunteer, and/or victim advocate
9. Identify where LUH refers for case planning and determine if the fire department can do that directly

STAKEHOLDERS

- Fire Department
- Social Services Agencies
- Medical Director
- CAO
- PSIT
- LECC
- Police Department

ASSIGNMENT OF RESPONSIBILITY

PUBLIC OUTREACH- Scott Snyder

BUDGET CONSIDERATIONS

Yes (staffing; training; FTE Coordinator & office)

12.P.08 **RESOURCE ADVOCATE, continued**

TIME LINE 2012

MEASUREMENT OF EFFECTIVENESS

1. Accessible database of referral resources that is current and effective in addressing client's underlying problems
2. On-going computer-generated report that identifies repeat clients who may be helped by outside referrals
3. Develop a system of accountability that ensures that referrals are made when appropriate

STATUS

PARTNERSHIPS
12.P.09
COLLABORATION WITH LOCAL CLINICS

PRIMARY STRATEGY

Partner with health providers to serve indigent, non-emergency patients

ALTERNATIVE STRATEGY

Educate staff about the capabilities of local clinics

STRATEGIC COMPONENTS

1. Identify the current services provided by local medical clinics
2. Determine if clinic personnel can conduct any house-calls for rare circumstances
3. Partner with clinics to provide fire station health clinics or vitals checks (blood pressure, glucose checks, etc).
 - a. Explore having the clinic run the health fair, utilizing the fire stations as their community access point
4. Partner with home health care agencies for periodic checks on persons with ongoing medical issues
5. Identify our current transport protocol with LUH and whether there is any flexibility that can allow the fire department to direct transport non-emergency patients to clinics (explore any liability issues)
6. Conduct a cost-benefit analysis regarding the direct transport of non-emergency patients to clinics rather than to LUH Emergency Room
 - a. Identify the cost savings a patient may experience if they do not receive their non-emergency care in the Emergency Room
 - b. Identify the savings the hospital emergency room may experience if they are not utilized as the primary physician in non-emergency cases
7. Explore what role Boulder County Health can have in this process

STAKEHOLDERS

- Fire Department
- Clinics
- LUH / Hospitals
- Medical Director
- CAO
- Transport Agencies
- Medical Community

ASSIGNMENT OF RESPONSIBILITY

OPERATIONS – Mike Butler

BUDGET CONSIDERATIONS

Yes (identify cost savings)

TIME LINE: 2012

MEASUREMENT OF EFFECTIVENESS

1. Complete a process for providing coordinated medical services (includes clinics, fire department, and hospital)
2. Improve the distribution of medical services throughout the city
3. Improve cost-savings for clinics and hospitals through accurate triage and transport to the most appropriate facility

STATUS

PARTNERSHIPS
12.P.10
CREATE LIAISONS WITH PARTNERING AGENCIES

PRIMARY STRATEGY

Identify potential liaisons to outside agencies

ALTERNATIVE STRATEGY

Explore existing committees or boards the LFD might join

STRATEGIC COMPONENTS

1. Identify existing and essential partner organizations where liaison relationships are needed
 - a. Begin the strategy by focusing on the police department, school district, LUH, and local clinics)
2. Strengthen any existing relationships with outside organizations through improved operational understanding
3. Develop a protocol to send and receive timely feedback from outside agencies
4. Provide clear direction regarding the responsibilities of liaisons within the Fire Department
5. Understand and communicate that the elements of a relationship must include
 - a. Open and clear communications
 - b. Approachability
 - c. Expectations around standards of care and service
 - d. Known consequences around non-compliance

STAKEHOLDERS

- Fire Department
- Police Department
- LUH
- School District

ASSIGNMENT OF RESPONSIBILITY

PUBLIC OUTREACH- Scott Snyder

BUDGET CONSIDERATIONS No

TIME LINE 2012

MEASUREMENT OF EFFECTIVENESS

1. Written MOU's (where and when appropriate) to clarify roles & expectations

STATUS

ORGANIZATIONAL DEVELOPMENT AND COMMUNICATION
12.D.11
CREATE A MENTORING PROGRAM

PRIMARY STRATEGY

Create a formal mentorship program

ALTERNATIVE STRATEGY

Continue current informal mentoring practices

STRATEGIC COMPONENTS

1. Determine the need and interest in a mentoring program
2. Identify potential objectives of a mentoring program
3. Consider staffing implications
 - a. Identify mentors at each level of the organization & how they will be selected
 - b. Identify mentees
 - c. Identify who will oversee the program
 - d. Identify what skills mentors should possess
4. Consider staffing and timing issues (after academy, throughout career) as needs may change
5. Coordinate with career development considerations
6. Evaluate the program

STAKEHOLDERS

- Fire Department
- Human Resources
- Community Colleges
- Business Community
- Other Fire Departments
- Other City Departments

ASSIGNMENT OF RESPONSIBILITY

TRAINING- Rob Spendlow

BUDGET CONSIDERATIONS No

TIME LINE 2012

MEASUREMENT OF EFFECTIVENESS

1. Implementation of a mentoring program – recruit level
2. Implantation of a mentoring program for advancement & collateral assignments (tie in with Strategy 12.T.03: Career Development)

STATUS

CORE SERVICES
13.C.01
ENCOURAGE AND PROMOTE SELF SUFFICIENCY IN OUR COMMUNITY

PRIMARY STRATEGY

Provide tools and education to the community to promote self-sufficiency

ALTERNATIVE STRATEGY

STRATEGIC COMPONENTS

1. Create a diverse task force including business community, Fire Department and at-risk populations
2. Determine a realistic level of self-sufficiency
3. Partner with City Departments and business to create tools and education programs
 - a. Include Office of Emergency Management disaster preparedness program
 - b. Utilize social media
4. Include in marketing efforts, outreach programs and fire safety education efforts
5. Educate community what to do at the “front end” of the incident to assist the Fire Department

STAKEHOLDERS

- Fire Department
- Community
- Other City Departments
- OEM
- PSIT / ETS
- Business Community
- Other local Fire Departments
- Clinics / Health Care Providers

ASSIGNMENT OF RESPONSIBILITY

PUBLIC OUTREACH- Scott Snyder

BUDGET CONSIDERATIONS

Yes (outreach programs and materials; PSA; marketing strategies)

TIME LINE 2013

MEASUREMENT OF EFFECTIVENESS

1. Total number of non-emergency calls do not increase in proportion to city’s population growth (decrease in calls for non-emergency calls for service)

STATUS

EFFICIENT & EFFECTIVE
13.E.02
ALPHA TRUCK UTILIZATION

PRIMARY STRATEGY

Create and utilize an “Alpha Truck” for non-critical call response

ALTERNATIVE STRATEGY

Outsource Alpha Truck responsibilities

STRATEGIC COMPONENTS

1. Research best practices in other agencies
2. Determine scope of duties and responsibilities
3. Research how to best implement in Longmont
4. Determine where Alpha Trucks can be housed at the stations
5. Develop a training curriculum, portfolio of information, and protocols for dispatchers
6. Create a business plan
 - a. Research funding options
7. Create a staffing and response model
8. Evaluate outcomes and adjust as needed

STAKEHOLDERS

- Fire Department
- AMR
- Community
- LECC
- Business Community

ASSIGNMENT OF RESPONSIBILITY

OPERATIONS-Jerrod Vanlandingham

BUDGET CONSIDERATIONS

Yes (truck, supplies, and staffing)

TIME LINE 2013

MEASUREMENT OF EFFECTIVENESS

1. Significant cost savings without loss of quality (tied to “work analysis” strategy).
2. Linked closely with effective referrals to DHHS or other case management agencies

STATUS

**EFFICIENT & EFFECTIVE
13.E.03
DEDICATED FIRE DISPATCHER**

PRIMARY STRATEGY

Dedicate a full-time fire dispatcher

ALTERNATIVE STRATEGY

Enhance current center's ability to dispatch fire calls

STRATEGIC COMPONENTS

1. Explore best practices
2. Provide specific and specialized training to the fire dispatcher
3. Develop protocol for call routing
4. Evaluate optimal shift configuration for the fire dispatcher
5. Utilize Everbridge system more effectively

STAKEHOLDERS

- Fire Department
- Community
- LECC
- Human Resources
- Police Department

ASSIGNMENT OF RESPONSIBILITY

LECC- Patti West

BUDGET CONSIDERATIONS

Yes (FTE)

TIME LINE 2013

MEASUREMENT OF EFFECTIVENESS

1. Increased staffing in Communications as budget permits

STATUS

EFFICIENT & EFFECTIVE
13.E.04
SELF TRANSPORT

PRIMARY STRATEGY

Provide in-house EMS transport capabilities

ALTERNATIVE STRATEGY

Continue with private ambulance contract

STRATEGIC COMPONENTS

1. Establish a task force to determine the viability of a self-transport system including
 - a. Cost-benefit analysis
 - b. Capital and additional staffing needs
 - c. Potential partners
2. Establish performance guidelines
3. Create an inventory system for materials and equipment
4. Work with Fleet Services for acquisition and maintenance of ambulance fleet
5. Evaluate quality, consistency, and improvement of service delivery
6. Establish and effective and efficient a billing and collection system (may include outsourcing)
7. For patients who refuse transport (often due to cost), provide information/brochures where the patient can get needed services, especially when they need to see someone
8. Investigate partnership with medical clinics to provide non-emergency transport services
9. Evaluate if ambulance transport could be handled as separate City department (non-firefighter personnel)

STAKEHOLDERS

- | | |
|--|---|
| <ul style="list-style-type: none">• Fire Department• LECC• Community• AMR | <ul style="list-style-type: none">• LUH / Hospitals• Medical Director• Other City Departments• Nursing Homes / Care Facilities |
|--|---|

ASSIGNMENT OF RESPONSIBILITY

CHIEFS OFFICE- Mike Butler

BUDGET CONSIDERATIONS

Yes (vehicles & equipment; maintenance; training; staffing)

TIME LINE 2013

MEASUREMENT OF EFFECTIVENESS

1. Self-transport model funded and implemented
2. Higher quality care for patients

STATUS

EFFECTIVE & EFFICIENT
13.E.05
EXPLORE FIRE DEPARTMENT RIGHT OF REFUSAL

PRIMARY STRATEGY

Explore the Fire Department invoking a “Right of Refusal.”

ALTERNATIVE STRATEGY

Explore other options for response rather than full service or refusal. Identify changes in protocol and alternative strategies that can help minimize repeated nuisance calls (that could be a catalyst for pursuing a “right of refusal”)

STRATEGIC COMPONENTS

1. Define what constitutes a repeated nuisance call or nuisance caller
2. Identify whether Fire Department response is a reward for inappropriate calls for service
3. Identify potential partners who could handle nuisance callers
4. Explore charging individuals for repeat nuisance calls
5. Obtain a legal opinion regarding refusal to respond
6. Establish boundaries around what is an appropriate response for the FD (e.g., should they be dispatched to nursing homes and or ER to help with patient lifts?)

STAKEHOLDERS

- Fire Department
- CAO
- LECC
- Medical Director
- Community
- Police Department
- Clinics / Alternate Care Facilities

ASSIGNMENT OF RESPONSIBILITY

OPERATIONS – Dan Higgins

BUDGET CONSIDERATIONS

Yes (legal opinion; sub contracting non-emergency services)

TIME LINE 2013

MEASUREMENT OF EFFECTIVENESS

1. Reduction of nuisance calls

STATUS

ACKNOWLEDGEMENTS

The Longmont Fire Department would like to thank the following people for their participation.

Process Coordinators

Dan Eamon – Emergency Manager

Dr. Elise Flesher - Crime, Information and Research Analyst

Focus Group Participants by Group

Local Businesses

Longmont United Hospital

Youth Advisory Council

Senior Advisory Board

Latino Advisory Group

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Division Chief Scott Snyder

Battalion Chief Jerrod Vanlandingham

Battalion Chief Hank McCarthy

Lt. Mike Becker

Lt. Travis Chapman

Lt. Rob Spendlow

Lt. Michelle Goldman

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Cindy Pillar – Longmont Times Call

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Jim Ruff – Seagate

Louis Krupnik – EAG / Workwise

Dan Benavidez

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Rick Ebberts – Chaplain

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Montgomery County, MD

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