

# WESTMINSTER FIRE DEPARTMENT



## STRATEGIC PLAN 2024 - 2028



# MESSAGE FROM THE CHIEF



We are proud to present the Westminster Fire Department's 2024-2028 Strategic Plan. Successful organizations have a strategic focus and use detailed plans in fulfilling their mission. The Westminster Fire Department became accredited through the Center for Public Safety Excellence (CPSE) and the Commission on Fire Accreditation International (CFAI) in 2019. The accreditation process prompted our agency to strategically evaluate our progress in serving the community.

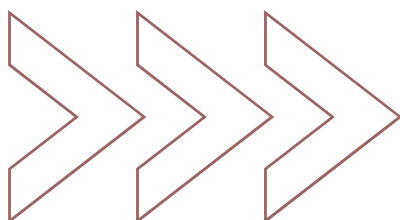


Westminster is a vibrant city, which has been in existence since 1911. It is a community that is settled between Denver and Boulder. We are a thriving community, requiring a cross-section of people to serve the wide variety of needs among citizens, businesses, and guests. This process required collaboration between the fire department, city, and community members.

A diverse group of external and internal stakeholders was established to evaluate the community from a hazard, life-safety, and quality of life perspective. The men and women of the department used their knowledge and experience to identify community, organization, and department needs. The external stakeholders brought focus to the department and helped identify priorities important to the citizens of Westminster; the internal stakeholder group helped to identify priorities important to line personnel. The result was a strategic plan better aligned with community and internal departmental expectations.

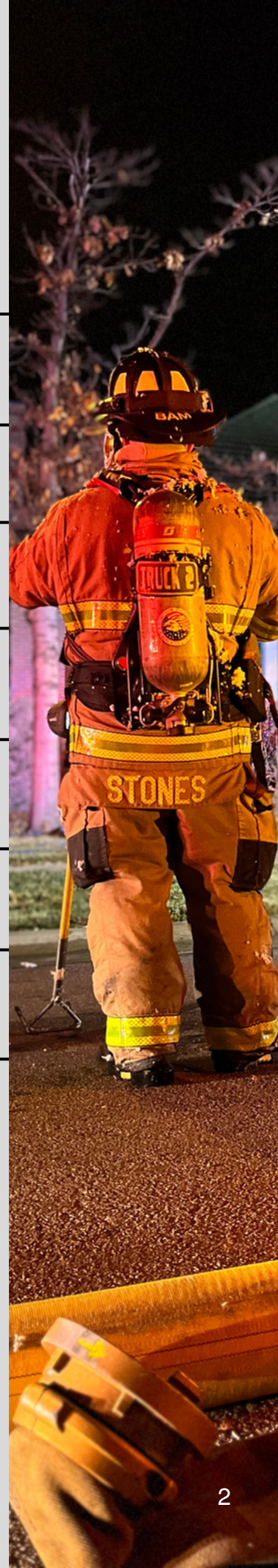
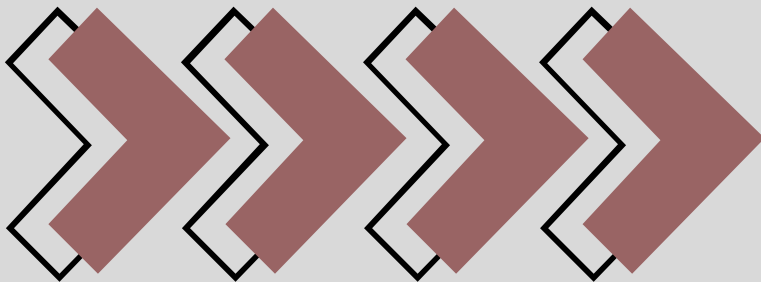
Since 1934, the Westminster Fire Department has been dedicated to those we serve. This plan reflects how we will proceed for the next five years. On behalf of the men and women of the Westminster Fire Department, it is an honor to serve the citizens, businesses, and guests of our city.

**Derik Minard**  
Fire Chief



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# DEPARTMENT HISTORY

The Westminster Fire Department was formed in 1934, as the result of a barn fire that occurred in 1933 which spurred residents and the town board to form the volunteer fire department. The department grew slowly, and in 1951, a full-time Fire Marshal was hired. As the City grew, the need for career firefighters became evident, and in 1974 a Fire Chief was hired, followed by two firefighters. Over the next several years, the department grew further, adding stations and personnel to handle the increasing service demands of a growing City.

In 1976, Westminster became one of the first agencies to train its personnel as paramedics. In 1991, the local ambulance service advised the city that they were going out of business. The City and Fire Department took over the ambulance transport service, staffing ambulances with paramedic firefighters and becoming one of the first agencies in the region to provide fire-based advanced life support transport services. The Fire Department continues to lead the way in paramedicine and emergency medical services.

The city continued to grow, and eventually six stations were fully staffed with career personnel. The last volunteer firefighter retired in 2000 and the volunteer/career combination era came to a close. In 2002, the Public Safety Center was built across from City Hall, and fire administration moved into that building. In 2003, it was recognized that the Fire Department needed additional staffing both for emergency response as well as administrative support. A public safety tax was proposed and presented to the citizens, and in November of that year the measure passed. This allowed for the hiring and training of an additional 35 fire and support personnel and in the expansion of services to the public.

The Fire Department has continued to grow and modernize in many ways. In 2003, the new Station 2 was built, which allowed for multiple units to be housed in that facility, providing for better response times. Due to the passing of the tax measure, more response units were added, particularly medic (ambulance) units. New engines and trucks were purchased to replace older equipment and specialized equipment and vehicles were added to the fleet.

In 2017, the City of Westminster was certified as an ISO-Class 1 jurisdiction, and in 2019, the Westminster Fire Department became an accredited agency through the Commission for Fire Accreditation International (CFAI). The Westminster Fire Department is an all-hazards agency made up of 153 dedicated personnel who respond to over 17,000 calls annually from six fire stations. The Fire Department continues to grow and provides cutting edge service delivery to protect the 116,000 residents of the city.

*Today, the Westminster Fire Department operates as an all-career, all-hazards, internationally accredited and ISO-1 rated fire department.*

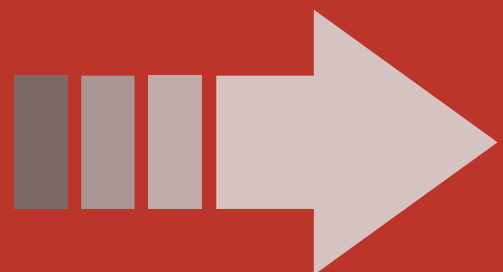


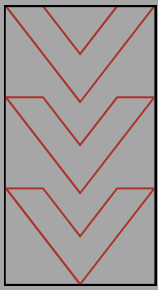


# PROCESS OVERVIEW

This strategic plan was developed from June to December 2023. The Westminster Fire Department wanted to ensure the plan was driven by the priorities and expectations of community and departmental stakeholders, so WFD involved them early and often in the process. The feedback received directly informed the goals and objectives of this plan. The result was a strategic plan that better aligned with the needs, priorities, and expectations of the community and departmental stakeholders.

The process commenced with a meeting involving the Westminster Fire Department's community partners (Community Partners Strategic Planning Group) on June 26th. During three work sessions, participants conducted a service priorities analysis, a Strengths, Weaknesses, Opportunities, and Challenges (S.W.O.C.) analysis, and formulated strategic priorities. Concurrently, beginning on July 10th, the Westminster Fire Department held similar work sessions with internal department stakeholders (Westminster Fire Department Strategic Planning Group). The Westminster Fire Department Strategic Planning Group was assigned the tasks of conducting their own S.W.O.C. analysis, determining strategic priorities, and considering the department's mission, vision, and values. Detailed stakeholder feedback is available in Appendices A, B, and C.





# STAKEHOLDER OUTPUT

## Community Partners Output

- Prioritize each service provided by the department
- From the community perspective: the strengths, weaknesses, opportunities, and challenges of the department
- Identify the community's strategic priorities for the department



## Departmental Stakeholders Output

- Prioritize each service provided by the department
- Identify the department's strengths, weaknesses, opportunities, and challenges
- Identify key department priorities
- Define and refine the department's vision
- Define and refine the department's mission
- Redefine the department's values
- Define service gaps and challenges through identification of thematic elements across internal and external stakeholders
- Develop strategic priorities
- Develop goals to address strategic priorities
- Develop time-bound objectives and tasks
- Develop outcomes for each objective



# STAKEHOLDER TIMELINE

**6.26.2023**

- Community partners in-person meeting, dinner, and station tour. The stakeholders conducted an on-site service delivery prioritization exercise. The stakeholders were assigned the S.W.O.C. analysis as homework.

**7.10.2023**

- First in-person Westminster Fire Department Strategic Planning Group meeting. Previously assigned S.W.O.C. exercise was discussed. Strategic priorities homework assigned.

**7.11.2023**

- Second remote community partners meeting. Discussed the results of the S.W.O.C. exercise and assigned the strategic priorities exercise.

**7.19.2023**

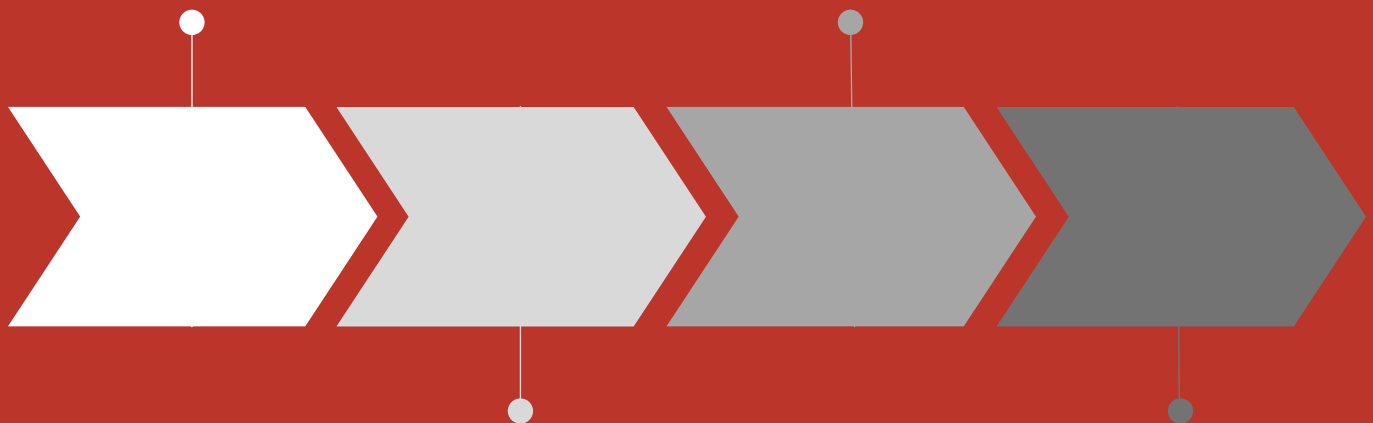
- Final community partners remote meeting. Discussed the strategic priorities exercise and wrapped up.

**7.20.2023**

- Westminster Fire Department Strategic Planning group remote meeting. Strategic priorities exercise was discussed, and the mission, vision, and values exercises were assigned.

**7.27.2023**

- Final Westminster Fire Department Strategic Planning Group remote meeting and wrap-up. Mission, vision, and values exercises were discussed.



# PARTICIPANTS

## COMMUNITY PARTNERS GROUP MEMBERS

- **Juliet Abdel** - Westminster Chamber of Commerce (Business)
- **James Duffy** - Westminster Public Schools (Education)
- **Clinton Garner** - Adams County Fire Protection District (Public Safety)
- **Brycen Garrison** - Brighton Fire Rescue District (Public Safety)
- **Howard Hunter** - Trimble (Business)
- **Nick Kell** - Ball Aerospace (Business)
- **Marc Mahoney** - Federal Heights Fire Department (Public Safety)
- **Ken Maine** - Brighton Fire Rescue District (Public Safety)
- **Natalie Martinez** - Westminster Legacy Foundation (City Government)
- **Barbara Opie** - City of Westminster (City Government)
- **Carl Peaster** - Front Range Community College (Education)
- **Emily Peek** - City of Westminster Public Safety Dispatch (*now with WFD as Public Information Specialist*) (Public Safety)
- **Veronica Perez** - Growing Home (Community Group)
- **Dave Ramos** - North Metro Fire Rescue District (Public Safety)
- **Gary Shea** - Westminster Historical Society/Aurora Fire Department (*Retired*) (Community Group)
- **Jen Sliemers** - Arvada Fire Protection District (Public Safety)

## WESTMINSTER FIRE DEPARTMENT GROUP MEMBERS

- **Nolan Bailey** - Lieutenant
- **Kaylea Beck** - Firefighter/Paramedic
- **Kelly Ehredt** - Administrative Technician
- **Corbin Gray** - Firefighter
- **Tim Guthrie** - Lieutenant, Fire Investigator/Inspector
- **Jake Lieser** - Captain
- **James Maxon** - Fire Inspector
- **Tracy Post** - Lieutenant, Training Officer
- **Clarise Smith** - Firefighter
- **Jesse Smith** - Lieutenant, Safety & Medical Officer
- **Scott Wilmes** - Lieutenant







## Command Staff

- **Erik Birk** - Deputy Chief of Operations
- Jim Gagliano - Fire Marshal
- Jeromy Hill - EMS Chief
- **Bob Hose** - Deputy Chief of Administration
- Eric Linnenburger - C-Shift Battalion Chief
- **Scott Maddux** - Senior Management Analyst
- Dave Maikranz - Training & Special Operations Chief
- **Derik Minard** - Fire Chief
- Greg Moser - Emergency Management Coordinator
- **Lara Myers** - Executive Assistant
- **Emily Peek** - Public Information Specialist
- Paul Spellman - A-Shift Battalion Chief
- Dave Varney - B-Shift Battalion Chief
- Rich Welz - Technical Services Coordinator

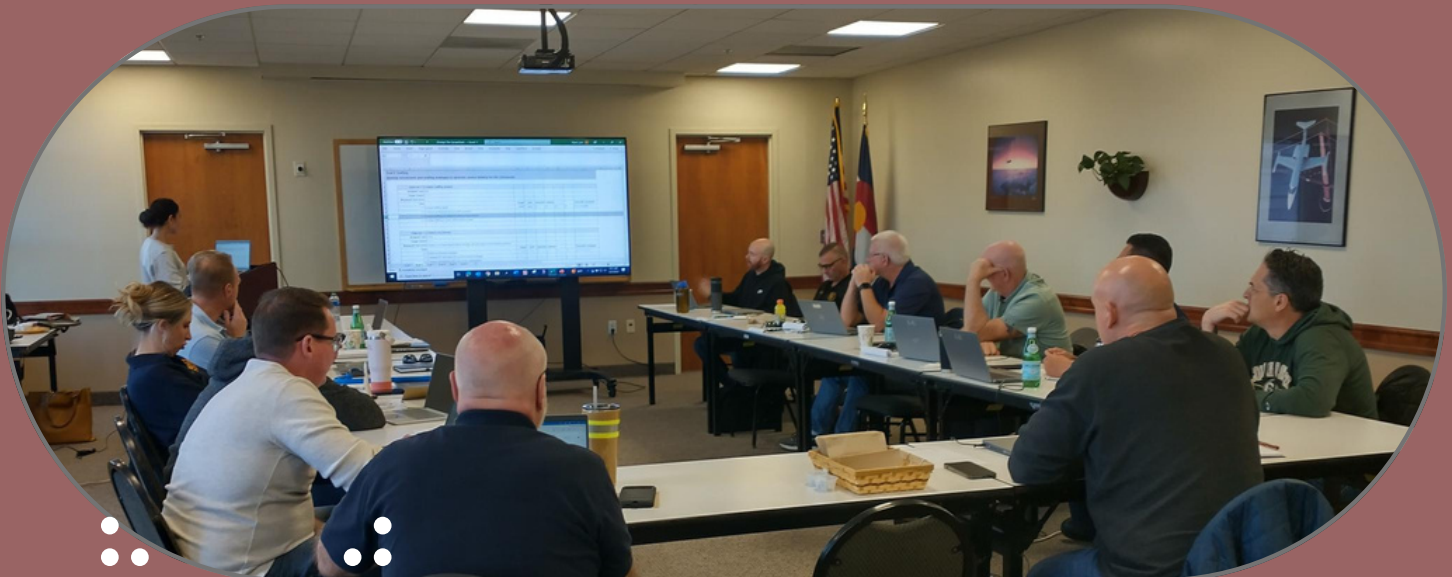
*Names in bold indicate members of Core Strategic Planning Group*

Beginning on October 12th, stakeholder input was collected and analyzed over the course of five additional planning sessions conducted by Command Staff and the Core Strategic Planning Group.



# COMMAND STAFF TIMELINE

- 10.12.2023** • Command Staff Strategic Planning Retreat #1
- 11.08.2023** • Core Strategic Planning Group Work Session #1
- 11.15.2023** • Core Strategic Planning Group Work Session #2
- 11.29.2023** • Core Strategic Planning Group Work Session #3
- 12.07.2023** • Command Staff Strategic Planning Retreat #2





# VISION | MISSION | VALUES

## VISION

The vision describes the future state the department is trying to achieve. Strategic plan goals and objectives strive to make this vision a reality. After analyzing internal stakeholder feedback, the vision statement was refined to the statement below:

TO **SERVE** AS THE LEADER IN FIRE AND  
EMERGENCY MEDICAL SERVICES

## MISSION

The mission provides the who, what, and why of a department. Who does the department work for, what is the department's purpose and what does it do, and why does the department exist? The department revisited the current mission statement and revised it to the statement below:

TO ENHANCE COMMUNITY SAFETY  
THROUGH PREPAREDNESS, PREVENTION,  
EDUCATION, AND RESPONSE

## VALUES

Values express who we are as a department: what we stand for and conversely what we will not tolerate. After analyzing stakeholder feedback, the Westminster Fire Department revamped its values statement entirely, going from PRIDE to SERVE. WFD had PRIDE as a values statement for over two decades and it needed to be updated to better reflect current values. A special thanks to Battalion Chief Paul Spellman for developing the new values statement:

**S**TEADFAST  
**E**NGAGED  
**R**ECEPTIVE  
**V**ISIONARY  
**E**MPATHETIC



# STRATEGIC PRIORITIES

After analyzing all partner data, determining critical issues, and establishing thematic connections between community input, internal stakeholder feedback, and Command Staff priorities, the Command Staff and the Core Planning Group identified the following priorities the strategic plan will address in 2024-2028



HEALTH & WELLNESS



STAFFING



TRAINING



INFRASTRUCTURE



COMMUNITY ENGAGEMENT

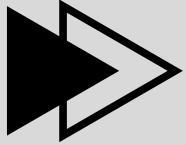


SERVICE DELIVERY

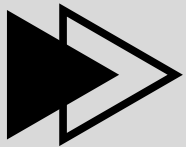


# GOALS

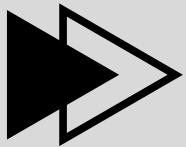
To address the strategic priorities, the following goals have been established for 2024-2028



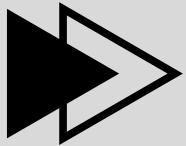
**Health & Wellness:** Prioritize the health and wellness of our personnel to cultivate a resilient and healthy workforce and foster a culture that promotes physical fitness, mental well-being, and preventative health measures



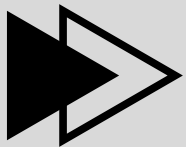
**Staffing:** Develop recruitment and staffing strategies to optimize service delivery for the community



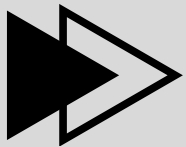
**Training:** Cultivate a highly trained and adaptable workforce, ensuring that our personnel are equipped with the knowledge and skills to effectively respond to diverse emergency situations



**Infrastructure:** Upgrade and maintain the Westminster Fire Department's infrastructure to strengthen operational efficiency and community response capabilities



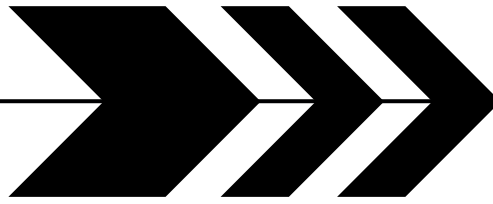
**Community Engagement:** Deepen community engagement by fostering multifaceted strategies that promote transparency, inclusivity, and proactive communication



**Service Delivery:** Provide optimal service delivery by enhancing internal efficiencies and anticipating future community needs



# OBJECTIVES & TASKS



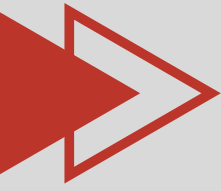
Once the strategic priorities and overall goals were established, the team identified specific objectives and subsequent tasks to achieve said goals. This strategic alignment ensures a focused and coordinated approach. Lead personnel and/or teams were identified as well as target completion years.

The five-year strategic plan not only aligns tasks with objectives but also emphasizes the importance of timely task completion and progress tracking. This structured approach not only enhances accountability but also allows for adaptability, ensuring the plan remains dynamic and responsive to evolving challenges within the community over the course of this strategic period.





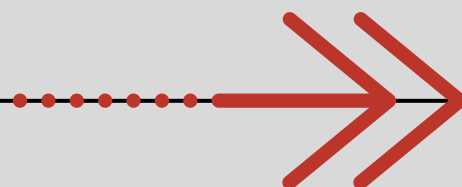
# HEALTH & WELLNESS



**Prioritize the health and wellness of our personnel to cultivate a resilient and healthy workforce and foster a culture that promotes physical fitness, mental well-being, and preventative health measures**

OBJECTIVE 1.1		CONDUCT AN ANALYSIS OF BEST PRACTICES	
ASSIGNED LEAD	Health and Wellness Committee Lead		
TARGET YEAR(S)	2027		
OBJECTIVE OUTCOMES	Research and analysis is complete, and a proposal for updates to the Health and Wellness program is presented to Command Staff		
TASKS			TARGET
1.1.1	Conduct an analysis of best practices		2026
1.1.2	Ensure compliance/alignment with NFPA 1582		2026
1.1.3	Develop a proposal for updates to new Health and Wellness program		2026

OBJECTIVE 1.2		EXPAND CANCER PREVENTION & SUPPORT EFFORTS	
ASSIGNED LEAD	Cancer Committee Lead		
TARGET YEAR(S)	2028		
OBJECTIVE OUTCOMES	Research and analysis is complete, and information on cancer-causing factors in the work environment and per-and polyfluoroalkyl substances (PFAS) is presented to Command Staff		
	Evaluation and analysis on early detection resources is conducted and presented		
	Cancer screening and support resources are made available to staff through FD Central		
TASKS			TARGET
1.2.1	Research and present cancer causing factors in the work environment		2028
1.2.2	Research and present PFAS information related to potential cancer risk		2028
1.2.3	Evaluate resources for early cancer detection		2028
1.2.4	Provide resources for cancer screening and support		2024



**Prioritize the health and wellness of our personnel to cultivate a resilient and healthy workforce and foster a culture that promotes physical fitness, mental well-being, and preventative health measures**

<b>OBJECTIVE 1.3 EXPAND ADDICTION COUNSELING SERVICES</b>		
ASSIGNED LEAD	DFC Operations/EMS Chief	
TARGET YEAR(S)	2024	
OBJECTIVE OUTCOMES	Resources for addiction and counseling services are identified and presented to Command Staff	
	Expanded addiction education resources are made available to staff through FD Central	
<b>TASKS</b>		<b>TARGET</b>
1.3.1	Provide counseling services specific to addiction and recovery	2024
1.3.2	Provide proactive addiction education	2024

<b>OBJECTIVE 1.4 CONDUCT ANALYSIS OF CURRENT BEHAVIORAL HEALTH PROGRAMS</b>		
ASSIGNED LEAD	DFC Operations	
TARGET YEAR(S)	2026	
OBJECTIVE OUTCOMES	Research and analysis is complete, and information and recommendations regarding behavioral health program data, costs, and services is presented to Command Staff	
<b>TASKS</b>		<b>TARGET</b>
1.4.1	Analyze current behavioral health program data	2026
1.4.2	Analyze behavioral health program costs	2026
1.4.3	Identify gaps and opportunities to expand behavioral health services	2026

<b>OBJECTIVE 1.5 EXPAND CARDIAC SCREENINGS</b>		
ASSIGNED LEAD	Health and Wellness Committee Lead	
TARGET YEAR(S)	2025	
OBJECTIVE OUTCOMES	Research and analysis is complete, and a proposal for expanded cardiac screenings is presented to Command Staff	
<b>TASKS</b>		<b>TARGET</b>
1.5.1	Conduct an analysis of best cardiac health practices	2024
1.5.2	Ensure compliance/alignment with NFPA 1582	2024
1.5.3	Develop a proposal to expand cardiac screenings	2024



**Prioritize the health and wellness of our personnel to cultivate a resilient and healthy workforce and foster a culture that promotes physical fitness, mental well-being, and preventative health measures**

OBJECTIVE 1.6 CREATE A FITNESS ON-BOARDING PROGRAM FOR NEW RECRUITS		
ASSIGNED LEAD	Health and Wellness Committee Lead	
TARGET YEAR(S)	2024	
OBJECTIVE OUTCOMES	Research and analysis is complete, and fitness on-boarding program is presented to Command Staff	
	Metrics are developed to show the efficacy of the program on injury prevention and recruit retention	
TASKS		TARGET
1.6.1	Conduct an analysis of fitness on-boarding best practices	2024
1.6.2	Ensure compliance/alignment with NFPA 1582	2024
1.6.3	Develop on-boarding fitness program	2024
1.6.4	Develop metrics to track the effectiveness of the on-boarding program	2024

OBJECTIVE 1.7 IMPLEMENT MATERNITY/PATERNITY POLICY		
ASSIGNED LEAD	DFC Operations	
TARGET YEAR(S)	2024	
OBJECTIVE OUTCOMES	Formal maternity/paternity policy is adopted	
	Nursing and lactation rooms are identified	
TASKS		TARGET
1.7.1	Define leave options	2024
1.7.2	Establish modified duty assignments	2024
1.7.3	Identify nursing and lactation rooms	2024
1.7.4	Ensure policy meets legal requirements	2024



# STAFFING

**Develop recruitment and staffing strategies to optimize service delivery for the community**

## OBJECTIVE 2.1 IDENTIFY STAFFING MODEL TO MEET ORGANIZATIONAL NEEDS

ASSIGNED LEAD	DFC Operations	
TARGET YEAR(S)	2026	
OBJECTIVE OUTCOMES	Staffing analyses are conducted, and staffing analysis methodology is presented to Command Staff	
TASKS		TARGET
2.1.1	Analyze staffing needs	2025
2.1.2	Conduct professional services staffing analysis	2025
2.1.3	Modify staffing to support service delivery needs	2026
2.1.4	Develop staffing analysis methodology	2025



**Develop recruitment and staffing strategies to optimize service delivery for the community**

OBJECTIVE 2.2 ENHANCE RECRUITMENT AND RETENTION		
ASSIGNED LEAD	DFC Administration	
TARGET YEAR(S)	2024	
OBJECTIVE OUTCOMES	Recruitment and retention strategies are identified, defined, and presented to Command Staff	
	Recruitment team members are finalized and codified in FD Central	
	Flashover Fire Camp is implemented	
TASKS		TARGET
2.2.1	Identify and define recruitment strategies	2024
2.2.2	Identify and define retention strategies	2024
2.2.3	Integrate Diversity, Equity and Inclusion (DEI) principles into recruitment strategies	2024
2.2.4	Develop partnerships with community organizations	2024
2.2.5	Refine recruitment team	2024
2.2.6	Implement female fire camp (Flashover Fire Camp)	2024

OBJECTIVE 2.3 DEVELOP AND IMPLEMENT CADET PROGRAM		
ASSIGNED LEAD	DFC Administration	
TARGET YEAR(S)	2025	
OBJECTIVE OUTCOMES	Cadet program is established, approved, and put into practice	
TASKS		TARGET
2.3.1	Research similar programs	2024
2.3.2	Define program parameters	2024
2.3.3	Obtain approvals (Human Resources, City Attorney's Office)	2025
2.3.4	Recruit participants	2025
2.3.5	Pilot the program	2025





# TRAINING

**Cultivate a highly trained and adaptable workforce, ensuring that our personnel are equipped with the knowledge and skills to effectively respond to diverse emergency situations**

OBJECTIVE 3.1		DEVELOP TRAINING MASTER PLAN
ASSIGNED LEAD	Training Chief	
TARGET YEAR(S)	2025	
OBJECTIVE OUTCOMES	Training master plan is developed and presented to Command Staff	
	Training master plan is made available to staff through FD Central	
TASKS		TARGET
3.1.1	Define department training philosophy	2024
3.1.2	Define performance standards (identifiable, measurable)	2024
3.1.3	Establish multi-year training plan	2024
3.1.4	Establish training operations plan	2025



**Cultivate a highly trained and adaptable workforce, ensuring that our personnel are equipped with the knowledge and skills to effectively respond to diverse emergency situations**

OBJECTIVE 3.2 DEVELOP PROACTIVE SUCCESSION PLANNING		
ASSIGNED LEAD	Training Chief	
TARGET YEAR(S)	2028	
OBJECTIVE OUTCOMES	Codified mentorship program is presented, approved, and made available to staff on FD Central	
	Qualification manuals are presented, approved, and made available to staff on FD Central	
	Professional development guidelines are established, presented, approved, and made available on FD Central	
	Job descriptions are updated, presented for approval, and made available to staff on FD Central	
TASKS		TARGET
3.2.1	Establish mentorship program	2025
3.2.2	Develop qualification manuals for operations positions	2025
3.2.3	Refine professional development guidelines for all positions	2028
3.2.4	Update job descriptions	2025
3.2.5	Integrate Diversity, Equity and Inclusion (DEI) principles into succession strategies	2025

OBJECTIVE 3.3 SUPPORT PROFESSIONAL DEVELOPMENT		
ASSIGNED LEAD	Training Chief	
TARGET YEAR(S)	2025	
OBJECTIVE OUTCOMES	Training and professional development opportunities are made available to staff through FD Central	
	Professional development clearinghouse is created and made available to staff through FD Central	
TASKS		TARGET
3.3.1	Support professional development opportunities consistent with organizational and personal goals	2025
3.3.2	Communicate training and professional development opportunities	2025
3.3.3	Integrate Diversity, Equity and Inclusion (DEI) principles into development strategies	2024



# INFRASTRUCTURE



**Upgrade and maintain the Westminster Fire Department's infrastructure to strengthen operational efficiency and community response capabilities**

<b>OBJECTIVE 4.1 BUILD STATION 7 WITH ADJOINING FIRE ADMINISTRATION OFFICES</b>		
<b>ASSIGNED LEAD</b>	DFC Administration	
<b>TARGET YEAR(S)</b>	2028	
<b>OBJECTIVE OUTCOMES</b>	Station 7 is built after the necessary research is completed, approval is obtained, and funding is secured	
<b>TASKS</b>		<b>TARGET</b>
4.1.1	Identify needs in the station	2024
4.1.2	Obtain approval from City Manager's Office (CMO) and City Council to proceed	2025
4.1.3	Secure funding	2026
4.1.4	Secure architecture contract	2027
4.1.5	Design/Build	2028

<b>OBJECTIVE 4.2 BUILD STATION 8</b>		
<b>ASSIGNED LEAD</b>	DFC Administration	
<b>TARGET YEAR(S)</b>	2028	
<b>OBJECTIVE OUTCOMES</b>	Station 8 is built after the necessary research is completed, approval is obtained, and funding is secured	
<b>TASKS</b>		<b>TARGET</b>
4.2.1	Identify needs in the station	2024
4.2.2	Obtain approval from City Manager's Office (CMO) and City Council to proceed	2025
4.2.3	Secure funding	2026
4.2.4	Secure achitecture contract	2027
4.2.5	Design/Build	2028

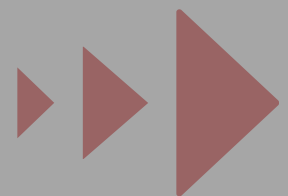




**Upgrade and maintain the Westminster Fire Department's infrastructure to strengthen operational efficiency and community response capabilities**

<b>OBJECTIVE 4.3 PLAN FOR FUTURE REPLACEMENT OF STATION 4</b>		
<b>ASSIGNED LEAD</b>	DFC Administration	
<b>TARGET YEAR(S)</b>	2028	
<b>OBJECTIVE OUTCOMES</b>	Plans for replacement of Station 4 are underway - needs assessed, tentative site selected, approval obtained, funding sought/secured, future process timeline identified	
<b>TASKS</b>		<b>TARGET</b>
4.3.1	Identify needs for new station	2025
4.3.2	Identify potential sites	2027
4.3.3	Obtain approval from City Manager's Office (CMO) and City Council to proceed	2028
4.3.4	Identify potential funding sources and secure funding	2028
4.3.5	Identify future timeline for process	2028

<b>OBJECTIVE 4.4 PLAN FOR FUTURE REPLACEMENT OF STATION 3</b>		
<b>ASSIGNED LEAD</b>	DFC Administration	
<b>TARGET YEAR(S)</b>	2028	
<b>OBJECTIVE OUTCOMES</b>	Plans for replacement of Station 3 are underway - needs assessed, tentative site selected, approval obtained, funding sought/secured, future process timeline identified	
<b>TASKS</b>		<b>TARGET</b>
4.4.1	Identify needs for new station	2025
4.4.2	Identify potential sites	2027
4.4.3	Obtain approval from City Manager's Office (CMO) and City Council to proceed	2028
4.4.4	Identify potential funding sources and secure funding	2028
4.4.5	Identify future timeline for process	2028



Upgrade and maintain the Westminster Fire Department's infrastructure to strengthen operational efficiency and community response capabilities



OBJECTIVE 4.5 RESEARCH A TRAINING CENTER		
ASSIGNED LEAD	DFC Administration	
TARGET YEAR(S)	2025	
OBJECTIVE OUTCOMES	Research and analysis of the viability of a training center is conducted, and recommendations are presented to Command Staff	
TASKS		TARGET
4.5.1	Assess feasibility of adding-on to Station 7	2025
4.5.2	Research/discuss combined training center with City departments	2025
4.5.3	Study alternative locations	2025
4.5.4	Consider buy-in with existing training center	2025

OBJECTIVE 4.6 EXPAND EMERGENCY OPERATIONS CAPABILITIES		
ASSIGNED LEAD	DFC Administration	
TARGET YEAR(S)	2026	
OBJECTIVE OUTCOMES	Research and analysis of emergency response capabilities is conducted, and data is presented to Command Staff	
TASKS		TARGET
4.6.1	Identify needs and location for Emergency Operations Center (EOC)	2025
4.6.2	Identify back-up dispatch center	2025



**Upgrade and maintain the Westminster Fire Department's infrastructure to strengthen operational efficiency and community response capabilities**

<b>OBJECTIVE 4.7</b>		<b>UPGRADE THE STATIONS</b>
ASSIGNED LEAD	DFC Administration	
TARGET YEAR(S)	2026	
OBJECTIVE OUTCOMES	Health and livability in the stations is improved	
	Station upgrades are complete, and quality of life in the stations is improved	
	Fire Facilities Study recommendations are researched, pertinent findings are presented to Command Staff	
<b>TASKS</b>		<b>TARGET</b>
4.7.1	Replace vehicle exhaust system	2025
4.7.2	Upgrade station alerting	2025
4.7.3	Implement focused recommendations from 2021 Fire Facilities Study	2026

<b>OBJECTIVE 4.8</b>		<b>VEHICLES</b>
ASSIGNED LEAD	DFC Administration	
TARGET YEAR(S)	2028	
OBJECTIVE OUTCOMES	Analysis is complete, and findings regarding vehicle needs are presented to Command Staff	
	Updated fleet replacement schedule is presented to Command Staff and made available to staff through FD Central	
	Research is complete, and medic unit design specifications are presented to Command Staff and made available to staff through FD	
<b>TASKS</b>		<b>TARGET</b>
4.8.1	Evaluate vehicle needs	2025
4.8.2	Upgrade fleet replacement schedule	2025
4.8.3	Establish medic design specifications	2024
4.8.4	Purchase vehicles per replacement schedules	2028





# COMMUNITY ENGAGEMENT

**Deepen community engagement by fostering multifaceted strategies that promote transparency, inclusivity, and proactive communication**

OBJECTIVE 5.1 EXPAND COMMUNITY EDUCATION & OUTREACH		
ASSIGNED LEAD	Public Information Specialist	
TARGET YEAR(S)	2026	
OBJECTIVE OUTCOMES	Analysis and exploration of community programs and partnerships is complete, and findings are presented to Command Staff	
	Assessment of Citizen Academy is complete, findings are presented to Command Staff	
TASKS		TARGET
5.1.1	Evaluate community programs special teams	2025
5.1.2	Evaluate community programs	2025
5.1.3	Explore partnerships with local schools and community organizations to integrate fire safety education into curriculum and activities	2025
5.1.4	Assess Citizens' Fire Academy structure	2025



**Deepen community engagement by fostering multifaceted strategies that promote transparency, inclusivity, and proactive communication**

OBJECTIVE 5.2 DEFINE MARKETING & BRANDING		
ASSIGNED LEAD	Public Information Specialist	
TARGET YEAR(S)	2026	
OBJECTIVE OUTCOMES	Department-wide branding strategies for social media and internal/external documents are established and implemented	
	Style guides and branding strategies are made available to staff through FD Central	
	Webpage is up and running and the link is made available to staff through FD Central	
TASKS		TARGET
5.2.1	Develop branding strategies	2024
5.2.2	Develop webpage to increase access to education and resources	2026

OBJECTIVE 5.3 ENHANCE SOCIAL MEDIA PRESENCE		
ASSIGNED LEAD	Public Information Specialist	
TARGET YEAR(S)	2024	
OBJECTIVE OUTCOMES	Social media engagement is increased	
	Availability of educational resources on social media is increased	
	Social media strategy guide is complete	
TASKS		TARGET
5.3.1	Develop social media strategies	2024
5.3.2	Investigate ways to further incorporate Emergency Medical Services (EMS) into social media	2024



# COMMUNITY ENGAGEMENT

**Deepen community engagement by fostering multifaceted strategies that promote transparency, inclusivity, and proactive communication**



OBJECTIVE 5.4 ENHANCE EMERGENCY MANAGEMENT OUTREACH & COMMUNITY PREPAREDNESS		
ASSIGNED LEAD	Emergency Management Coordinator	
TARGET YEAR(S)	2026	
OBJECTIVE OUTCOMES	Campaigns and/or challenges are developed and posted online and to social media	
	List of volunteer organizations to collaborate with is formulated and made available to staff through FD Central	
	Emergency preparedness education is integrated into school curriculum and community activities	
TASKS		TARGET
5.4.1	Launch interactive campaigns and/or challenges that encourage community participation	2024
5.4.2	Leverage volunteer organizations for help with emergency management outreach and community preparedness	2025
5.4.3	Explore partnerships with local schools and community organizations to integrate emergency preparedness into curriculum and activities	2026





# SERVICE DELIVERY



**Provide optimal service delivery by enhancing internal efficiencies and anticipating future community needs**

<b>OBJECTIVE 6.1 IMPLEMENT STANDARD DATA REPORTING GUIDELINES</b>		
<b>ASSIGNED LEAD</b>	Senior Management Analyst	
<b>TARGET YEAR(S)</b>	2024	
<b>OBJECTIVE OUTCOME</b>	Data and reporting standards policy manual and/or Standard Operating Guideline (SOG) are developed	
	Standardized dashboards are made available to staff through FD Central	
<b>TASKS</b>		<b>TARGET</b>
6.1.1	Convene internal data group to determine relevancy of current data	2024
6.1.2	Research industry and peer data-reporting guidelines	2024
6.1.3	Develop data and reporting standards and policies	2024

<b>OBJECTIVE 6.2 IMPLEMENT PROGRAM MANAGEMENT SOFTWARE</b>		
<b>ASSIGNED LEAD</b>	Fire Chief	
<b>TARGET YEAR(S)</b>	2024	
<b>OBJECTIVE OUTCOMES</b>	Program management software is made available to staff	
	Research is complete, approval is obtained, budget is secured, and findings are presented to Authority Having Jurisdiction (AHJ)	
<b>TASKS</b>		<b>TARGET</b>
6.2.1	Research software for program management	2024
6.2.2	Obtain approval	2024
6.2.3	Secure budget	2024



OBJECTIVE 6.3 IMPLEMENT TRAFFIC PREEMPTION SYSTEM REPLACEMENT		
ASSIGNED LEAD	DFC Administration	
TARGET YEAR(S)	2025	
OBJECTIVE OUTCOMES	Request for Proposals (RFP) process is complete, contract is awarded, and implementation of new traffic preemption system is complete	
TASKS		TARGET
6.3.1	Complete Request for Proposals (RFP) process	2024
6.3.2	Award Contract	2025
6.3.3	Implement system	2025

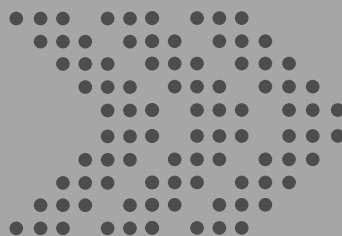
OBJECTIVE 6.4 EXAMINE ALTERNATIVE FLEET SUPPORT SERVICES		
ASSIGNED LEAD	DFC Administration	
TARGET YEAR(S)	2024	
OBJECTIVE OUTCOMES	Fleet support policy is developed, presented to Command Staff and Fleet for approval, and made available to staff through FD Central	
TASKS		TARGET
6.4.1	Research alternatives	2024
6.4.2	Collaborate with Fleet on policies	2024

OBJECTIVE 6.5 EXPLORE DEVELOPING A COMMUNITY SERVICE SECTION		
ASSIGNED LEAD	EMS Chief	
TARGET YEAR(S)	2025	
OBJECTIVE OUTCOME	Research on industry best practices and models is complete	
	Community service section proposal and recommendations are complete	
	Findings are presented to Authority Having Jurisdiction (AHJ)	
TASKS		TARGET
6.5.1	Research industry models	2025
6.5.2	Collaborate with other City departments to outline community service section	2025



Provide optimal service delivery by enhancing internal efficiencies and anticipating future community needs

OBJECTIVE 6.6		EXPLORE ALTERNATIVE MEDICAL SERVICE MODELS
ASSIGNED LEAD	EMS Chief	
TARGET YEAR(S)	2026	
OBJECTIVE OUTCOMES	Research on industry best practices and models is complete	
	Assessment and feasibility study of alternative medical service models is complete	
	Findings are presented to Command Staff	
TASKS		TARGET
6.6.1	Research industry models	2026
6.6.2	Assess feasibility of implementation	2026





<b>OBJECTIVE 6.7 ASSESS HAZMAT TEAM MODIFICATIONS</b>		
ASSIGNED LEAD	Training Chief	
TARGET YEAR(S)	2025	
OBJECTIVE OUTCOMES	Assessment of the impact of the dissolution of the regional HazMat authority is complete	
	Plan for HazMat team modification is complete and presented to Command Staff	
<b>TASKS</b>		<b>TARGET</b>
6.7.1	Monitor dissolution of regional authority	2025
6.7.2	Explore North Area HazMat team capabilities	2025

<b>OBJECTIVE 6.8 ENHANCE WILDLAND RESPONSE CAPABILITIES</b>		
ASSIGNED LEAD	DFC Operations	
TARGET YEAR(S)	2025	
OBJECTIVE OUTCOMES	Deployment and training strategies are revised, and updated deployment model is complete	
<b>TASKS</b>		<b>TARGET</b>
6.8.1	Revise deployment strategies	2024
6.8.2	Revise training	2025
6.8.3	Facilitate delivery of Type III engine	2024

<b>OBJECTIVE 6.9 REVISE FIRE INVESTIGATION PROCEDURES &amp; PROTOCOLS</b>		
ASSIGNED LEAD	Fire Marshal	
TARGET YEAR(S)	2025	
OBJECTIVE OUTCOMES	Fire investigation procedures are modified and presented to Command Staff	
	Personnel are assigned to new roles	
<b>TASKS</b>		<b>TARGET</b>
6.9.1	Modify fire investigation procedures	2024
6.9.2	Create personnel assignments for fire investigations	2025



Provide optimal service delivery by enhancing internal efficiencies and anticipating future community needs

OBJECTIVE 6.10 DEVELOP NORTH AREA DATA-SHARING AGREEMENT		
ASSIGNED LEAD	Senior Management Analyst	
TARGET YEAR(S)	2025	
OBJECTIVE OUTCOMES	Common North Area dashboards are made available to the North Area Chiefs, at a minimum	
	Quarterly data reports are made available to the North Area Chiefs	
	Data-sharing agreement and policies are written	
TASKS		TARGET
6.10.1	Convene North Area data-sharing group to include CAD-to-CAD members	2024
6.10.2	Develop common North Area data-pulling and analysis methods	2024
6.10.3	Formulate common North Area data-delivery strategies (dashboards, reports)	2025

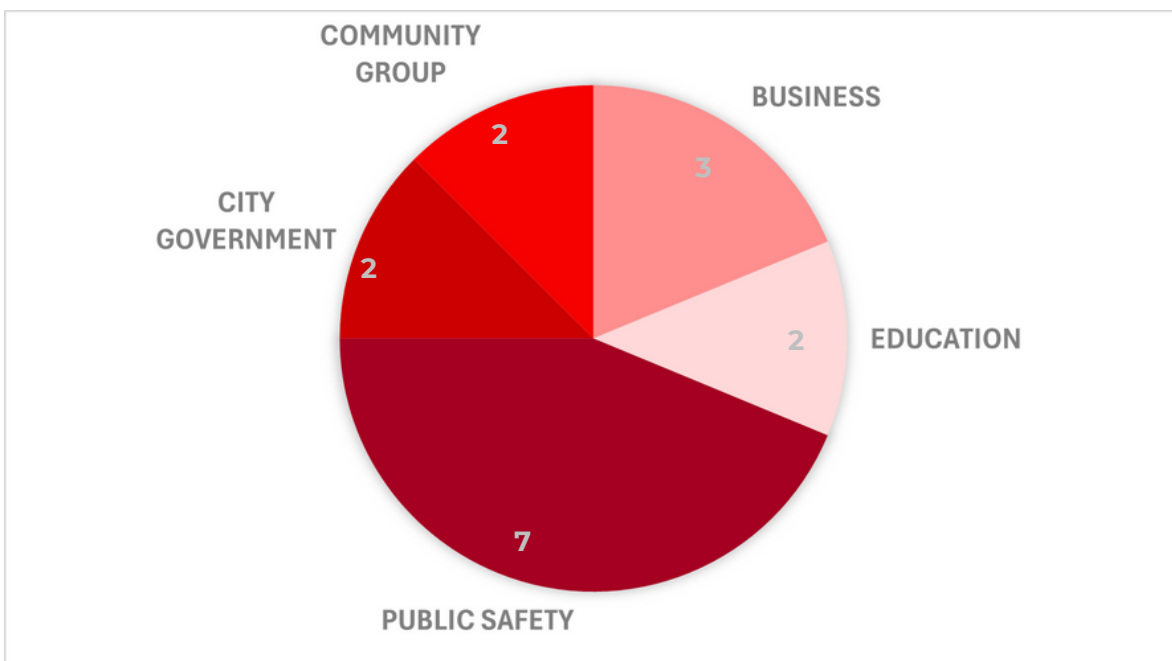
OBJECTIVE 6.11 DEVELOP EMERGENCY MANAGEMENT TOOLS & PROCEDURES		
ASSIGNED LEAD	Emergency Management Coordinator	
TARGET YEAR	2025	
OBJECTIVE OUTCOMES	Continuity of Operations Plan (COOP) and Evacuation Annex are complete	
TASKS		TARGET
6.11.1	Develop Fire Department Continuity of Operations Plan (COOP)	2024
6.11.2	Enhance regional connectivity and regional awareness tools	2025
6.11.3	Acquire evacuation software and develop evacuation procedures	2024



# APPENDICES

## APPENDIX A - COMMUNITY PARTNERS STRATEGIC PLANNING GROUP FEEDBACK

The Westminster Fire Department sought to gather extensive community feedback. WFD sent email invitations to 58 community partners, representing members of the business community, educational institutions, community groups and non-profits, city government, public safety, religious organizations, hospitals, and homeowners associations (HOAs). Ultimately, the Westminster Fire Department gathered 16 participants whose affiliations are broken down below:





# S.W.O.C.

The community partners were asked to conduct a S.W.O.C. analysis on the Westminster Fire Department. The purpose of this analysis was to enable the community partners to assess the current state of the department and its external environment. The information gathered would then be used by WFD to develop strategies, support perceived strengths, address perceived weaknesses, take advantage of opportunities, and prepare for any challenges in the external environment. Below is a summary analysis of stakeholder responses:

## STRENGTHS

- Operations, e.g.: putting out fires, responding to emergencies, EMS
- WFD's relationships with our agency partners and other external partners
- Personnel: well-trained, responsive, respectful, professional, knowledgeable, engaged with the community
- Attempting to attain community feedback

## WEAKNESSES

- Need more community engagement
- Need more diversity in the department
- Need more community risk reduction/prevention efforts/emergency management efforts out in the public
- Need better and more consistent messaging around our CAD-to-CAD system
- Mental health crisis response

## OPPORTUNITIES

- Bring a human services coordinator into the department
- Expand Co-Responder program and bring it into the department
- More public station open houses
- Secure grant funding for a variety of purposes
- Increase community partnerships
- Opportunities for better communication around CAD-to-CAD
- Better engagement with students and potential partnerships with schools, which could help with recruitment
- Better engagement with the bilingual and non-English speaking populations
- Better social media presence
- Collaborate with local businesses on long-term fire response and prevention plans - so they can tap WFD's knowledge on best practices
- Command training center for the North Area

## CHALLENGES

- Funding
- Recruiting
- Legal environment
- Slower to adapt to new technology
- Political environment - the potential erosion of public trust
- Rise in mental health concerns in the public and in the department

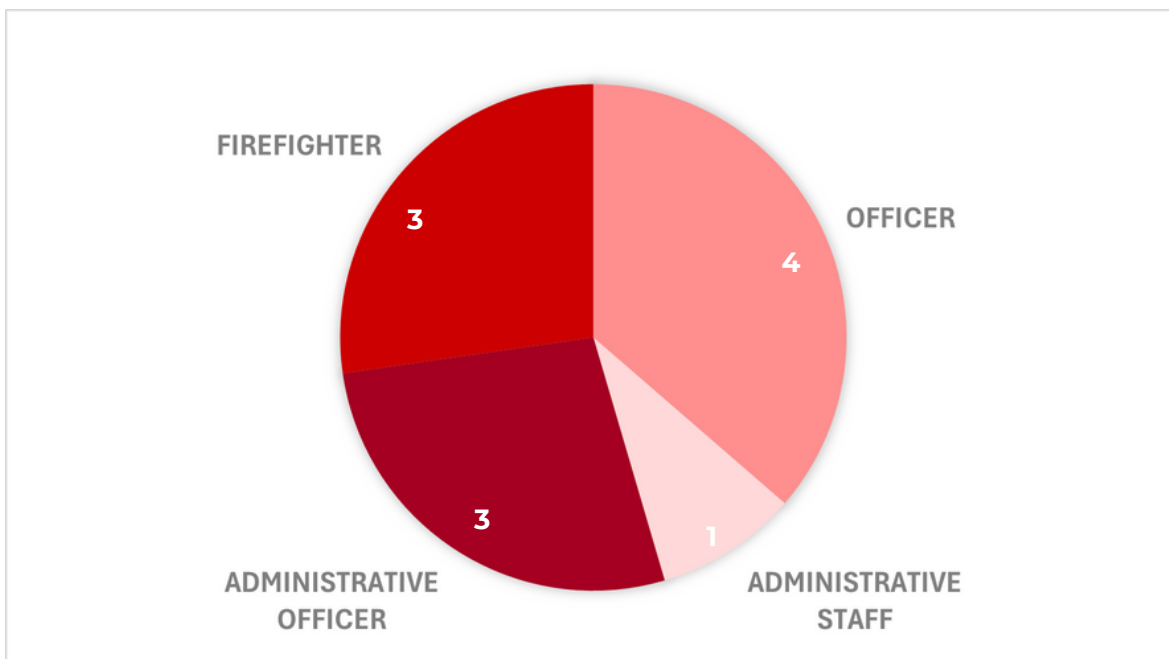
# COMMUNITY PARTNERS STRATEGIC PRIORITIES

The community partners were asked to identify the top three priorities the Westminster Fire Department should tackle in the strategic plan. The goal was to be able to use the responses to help set a direction for the department and to lay the groundwork for establishing strategic goals and objectives. Below is the summary analysis of partner responses:

- Expand Co-Responder program and bring it into WFD
- Internal leadership training
- Address community mental and behavioral health concerns
- Recruitment and retention
- Build a training center
- Update the EOC
- Get NIMS/ICS training for City staff
- Job shadowing program for potential recruits
- Firefighters serving on non-profit boards and committees
- Building cultural competency and language skills
- Community outreach and collaboration
- Secure funding
- Add stations
- Upgrade infrastructure
- Regional interoperability and collaboration as it relates to CAD-to-CAD
- Succession planning
- Retirement planning
- Cancer prevention
- Focus on 911 calls
- Health and wellness of employees
- Build a youth mentorship program
- Partner with private industry to do exercises/drills
- Update our continuity of operations plan
- Focus on social media engagement
- Leverage new technology

**APPENDIX B - WESTMINSTER FIRE DEPARTMENT STRATEGIC PLANNING GROUP FEEDBACK**

Concurrent to the solicitation of community partners' feedback, the Westminster Fire Department sought to engage internal personnel in the strategic planning process. The purpose was to gain the insight of the personnel who are out doing work in the field and to ensure their voice was heard. WFD strove to bring at least one member of each line personnel rank or staff position into the process. Below is a breakdown of the ranks or staff represented in the planning process:





# S.W.O.C.

Like the community partners, internal stakeholders were asked to conduct a S.W.O.C. analysis on the Westminster Fire Department. The purpose of this analysis was to enable the internal stakeholders, similar to their community counterparts, to assess the current state of the department and its external environment. The information gathered would then be used by WFD to develop strategies, support perceived strengths, address perceived weaknesses, take advantage of opportunities, and prepare for any challenges in the external environment. Below is a summary analysis of internal stakeholder responses:

## STRENGTHS

- Employees
- Labor-Management relationship
- Equipment and apparatus
- Pay and benefits
- Communications between administration and line personnel
- Response times
- Medical care
- High-quality service
- CAD-to-CAD
- Health and wellness programs
- Training opportunities
- The 48/96 schedule

## WEAKNESSES

- Training and/or Training Section
- Lack of social media/public communications/public outreach
- Staffing levels
- Age/state of infrastructure
- Slow to adapt to change
- Administrative staff is overworked
- Lack of career development opportunities
- Succession planning
- Internal communications
- Stretched thin and overworked
- Internal leadership and the culture that's been created as a result
- Waitlists to get certain certifications



# S.W.O.C.

## OPPORTUNITIES

- Recruitment
- Add staffing
- Relationship with our neighbors
- Create stronger social media/outreach presence
- Grow the data side/technology side
- Support behavioral health and peer support/physical health
- Post-COVID opportunities to be more creative with staffing
- Nurture our young leaders
- Leverage relationship with C.F.I.R.E. and other non-profits

## CHALLENGES

- Staffing
- Lack of funding
- Cost of living
- Increased call load and the increased potential for burnout
- Recruitment and the shrinking pool of candidates
- Lack of public engagement
- Supply chain
- Potential political strife



# INTERNAL STAKEHOLDERS STRATEGIC PRIORITIES

Much like their community counterparts, internal stakeholders were asked to identify the top five priorities that the Westminster Fire Department should address in the strategic plan. The objective was to utilize the responses to guide the department's direction and lay the groundwork for establishing strategic goals and objectives. Below is a summary analysis of internal stakeholder responses:

- Infrastructure/capital/equipment - stations, etc.
- Staffing
- Recruitment and retention
- "Changing the culture" - slowness of adaptation, reward employees who want to advance, be less reactive, generational shifts
- EMS model - more medics. Hire laterals if we can't fill those positions, community paramedicine, potential ALS engine/trucks
- Expand services to better meet community needs
- Internal divisions assessment
- Employee health and wellness
- Address medic burnout
- Better IT
- Better community presence and community transparency - social media, etc.
- Revamp training division
- Employee development
- Build community and North Area relationships
- Social media - full time PIO/social media person





# VISION, MISSION, & VALUES

To assess the Westminster Fire Department's mission, vision, and values, the department administered a five-question survey to the internal stakeholder group. Each question aimed to explore different aspects of the mission, vision, and values, with a goal of ensuring that these foundational elements remained relevant and supportive of the department's success. The insights gathered from the responses below were used to revise the mission, vision, and values. Here is a summary analysis of the responses:

## **Q1: Where do you see the Westminster Fire Department in five years?**

- Staffing levels increased
- Community paramedicine
- Stations/Infrastructure improvements
- Improved training division
- Improved recruitment

## **Q2: What is the purpose of the Westminster Fire Department?**

- To preserve life and property

## **Q3: Who are the Westminster Fire Department's "customers?"**

- Internal & external customers
- The public, staff, etc.

## **Q4: What values are important to you?**

- Integrity
- Honesty
- Empathy
- Respectfulness
- Transparency
- Being ethical
- Kindness
- Professionalism
- Service-mindedness
- Courageousness

## **Q5: Within the Westminster Fire Department, what is unacceptable behavior?**

- Dishonesty
- Disrespect
- Racism
- Sexism
- Immorality
- Having a lack of accountability for one's actions
- Selfishness
- Abusiveness

## **Q6: If the Westminster Fire Department was a person, how would you describe them?**

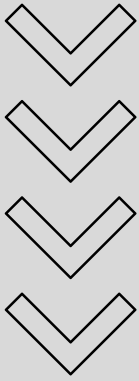
- Means well but is fallible
- Servant leader
- Accountable
- A person of integrity
- Resistant to change
- Overextended
- Indecisive
- Focused on past glory



**APPENDIX C - SERVICES AS PRIORITIZED BY THE COMMUNITY & DEPARTMENT STAKEHOLDERS**

To ensure that the Westminster Fire Department’s core service delivery is aligned with community (external) and internal agency expectations and to emphasize the department’s focus on what matters most to the community, the department utilized a survey tool to gauge the relative importance of the department’s core services. Below are the results for each core service. Each service could receive a maximum average score of six. The following chart also demonstrated a general alignment between the priorities of internal stakeholders and those of the community stakeholders.

SERVICE TYPE	INTERNAL	EXTERNAL	TOTAL
<b>EMS</b>	5.1	5	10.1
<b>Fire Suppression</b>	4.7	4.4	9.2
<b>Technical Rescue</b>	3.7	3.8	7.4
<b>Emergency Preparedness</b>	2.7	1.7	4.4
<b>HazMat Mitigation</b>	1.4	2.4	3.9
<b>Wildland Fire Suppression</b>	1.5	1.9	3.4
<b>Community Risk Reduction</b>	1.6	1.1	2.7











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