Poudre Fire Authority Board of Directors 2015

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I. Introduction

A. What is Poudre Fire Authority?

The Poudre Fire Authority (PFA) is dedicated to the protection of lives, property and the quality of life for all of the citizens we serve. Our service area is approximately 235 square miles including the City of Fort Collins and the Poudre Valley Fire Protection District including the Town of Timnath, the communities of LaPorte and Bellvue and areas surrounding these communities. The PFA district has a population of approximately 192,000 people and an estimated property value in excess of $23 billion. Our employees and volunteers are highly motivated, highly trained professional men and women who take their service to the community very seriously. The foundation of our success is based on our commitment to continuous quality improvement at all levels of service delivery.

The Poudre Fire Authority (PFA) is a consolidated Fire/Rescue service agency serving the City of Fort Collins and the Poudre Valley Fire Protection District. PFA was formed in 1981 through the consolidation of the District and the City of Fort Collins Fire Department. The goal of establishing the Authority was to improve fire and rescue services by improving response times to emergencies and eliminating duplicate services thereby reducing costs to both the citizens of Fort Collins and the District. Both jurisdictions adopted an intergovernmental agreement that outlines the governance of the PFA. This contract outlines the governance, funding and operation of the Authority. The IGA was renewed in 2014 to update the organization’s founding document. A five-member Board of Directors appointed by the Fort Collins City Council and District Board governs PFA. Its members are two city council members, two district board members. The fifth member is chosen jointly by these four and has historically been the Fort Collins City Manager. The Board appoints Poudre Fire Authority’s Fire Chief.

This joining of forces enables the PFA to take a comprehensive, regional approach to the provision of emergency services. The results since 1981 include improved insurance ratings, lower long-term costs to the taxpayer, enhanced ability to respond to large crises situations, the elimination of duplication of resources, and long-range decision making as set forth in the 1981, 1987, 1995, and 2004 strategic plans. These plans are the product of an extensive process to develop a future vision of community needs and the most efficient and effective means to meet those needs. The annual budget provides flexibility in the face of community change with annual review of the strategic plan.
PFA is funded by the City of Fort Collins and the Poudre Valley Fire Protection District through a combination of property taxes in the District and property, sales, and use taxes in the City. Development review and inspection fees also provide a source of sometimes significant revenue, though it is an unpredictable revenue source. It also receives some compensation from wildland firefighting and hazardous materials responses provided outside of the jurisdiction.

PFA’s 189 full-time employees serve the community with ten engine companies, two truck companies, and an Office of Community Safety and Service. Additional service is provided by three volunteer fire stations with 25 volunteers. The total service area is 235 square miles encompassing the communities of Fort Collins, LaPorte, Timnath, and Bellvue. In 2014 an estimated 192,405 residents lived in PFA’s jurisdiction. The value of property protected is in excess of $23 billion. The largest population center is the City of Fort Collins with a population of 155,400 residents including a Colorado State University student population of approximately 30,000.

Fort Collins is located approximately 45 miles south of Cheyenne, Wyoming and 65 miles north of Denver, Colorado. The city is nestled against the eastern foothills of the Rocky Mountains and the banks of the Cache La Poudre River which provides agricultural and recreational benefits to local residents as well as a key water source. The city lies approximately 5,000 feet above sea level, and is the fourth largest city in the State of Colorado. Residents enjoy a moderate, four-season climate with an average 300 days of sunshine, 14.5 inches of precipitation a year, and an average annual snowfall of 55 inches.

Demographic data is collected for the City of Fort Collins, but not the area of PFA’s jurisdiction surrounding the City. The major employers in the City of Fort Collins include Advanced Energy, Advanced Micro Devices, Anheuser-Busch, Avago Technologies, Qualfon, the City of Fort Collins, Colorado State University, Columbine Health Systems, Hewlett Packard Company, Larimer County, LSI Logic, Otterbox, Poudre School District, Poudre Valley Health System, Walmart, Waterpik, and Woodward. Median age, including Colorado State University students, is 28.2 years old, with a median family income of $74,313 (family of four). There are 61,728 housing units in the city, with an average home price of $284,478. Fort Collins racial/ethnic makeup includes 90.5% White, 10.6% Hispanic, 3.2% Other Race, 1.9% Asian, .8% Black, .7% American Indian, 2.6% Two or More Races. Data source for racial/ethnic makeup comes from the Larimer County Compass. NOTE: Hispanic is an ethnicity, not a race, therefore percentages add up to more than 100%. Those Larimer County residents who identify as Hispanic are also included in one of the races shown (White, Black, American Indian, Asian, Native Hawaiian, Other, or Two or more).
PFA FIRE STATIONS AND BOUNDARY

Station 1
505 Peterson
Fort Collins CO 80524

Station 6
2511 Donella Court
Fort Collins CO 80524

Station 11
16248 N. County Rd 25E
Loveland CO 80538

Station 2
415 South Bryan
Fort Collins CO 80521

Station 7
2807 Overland Trail
LaPorte CO 80535

Station 12
321 E. Country Club Rd
Fort Collins CO 80524

Station 3
2000 Mathews
Fort Collins CO 80525

Station 8
4104 Main Street
Timnath CO 80524

Station 14
2109 Westchase Road
Fort Collins CO 80525

Station 4
1945 West Drake Road
Fort Collins CO 80526

Station 9
4914 Shoreline Drive
Horsetooth CO 80526

T--Training Division
3400 West Vine Drive
Fort Collins CO 80521

Station 5
4615 Hogan Drive
Fort Collins CO 80525

Station 10
2067 Vermont Drive
Fort Collins CO 80525

A-- Administration & Community Safety & Service
102 Remington
Fort Collins CO 80524
B. **Strategic Plan Purpose**

The purpose of the PFA Strategic Plan is to set long-term direction for the organization, including identifying community emergency service needs. This process has been used by PFA since 1981, and has helped the organization keep up with the changing needs of the community.

The development of the 2015 Strategic Plan has included input from the PFA and District Boards, management, employees, and the community. The Plan is the organization’s attempt to foresee the issues that will face PFA in the next ten years, and to take actions that will prepare the organization to meet those challenges.

For the first time in the 2015 Strategic Plan, the plan will be informed by and aligned with the requirements of the fire department accreditation process established by the Commission on Fire Accreditation International (CFAI). As PFA works to become an accredited fire agency, the organization’s Strategic Plan becomes a key part of that process. It must be aligned with the accreditation program’s Standards of Cover, Risk Assessment and overall self-assessment. By working to align these documents and the department’s Budget and Annual Report, the community, the Board and employees can see the connections between these documents and how they guide the PFA’s work. This integration, along with the future integration of the Long-Range Financial Plan, will help the department to be efficient, cost effective, and as responsive to the community’s needs as possible.

C. **Strategic Planning Process**

<table>
<thead>
<tr>
<th>Process Step</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clarify Values/Mission/Vision</td>
<td>2013</td>
</tr>
<tr>
<td>Initial Board Input on Environmental Scan: Opportunities and Threats</td>
<td>2013</td>
</tr>
<tr>
<td><strong>SWOT Analysis:</strong></td>
<td></td>
</tr>
<tr>
<td>• Assess external environment—Opportunities and Threats</td>
<td></td>
</tr>
<tr>
<td>• Assess internal environment—Strengths and Weaknesses</td>
<td>2013</td>
</tr>
<tr>
<td>Identify Strategic Goals: Formulate Targeted Outcomes to meet goals</td>
<td>Summer 2014</td>
</tr>
<tr>
<td>Define initiatives and projects to achieve objectives</td>
<td>Fall 2014</td>
</tr>
<tr>
<td>Present Strategic Goals and Outcomes to PFA Board for validation and feedback</td>
<td>September</td>
</tr>
<tr>
<td>Seek Community Feedback on Goals and Outcomes</td>
<td>October</td>
</tr>
<tr>
<td>Include Proposed Action Plan items into 2015 Budget</td>
<td>December</td>
</tr>
<tr>
<td>Present to employees for feedback</td>
<td>January 2015</td>
</tr>
<tr>
<td>PFA and District Board review of proposed Strategic Plan in Work Session</td>
<td>January</td>
</tr>
<tr>
<td>PFA Board adoption of completed Strategic Plan</td>
<td>March</td>
</tr>
<tr>
<td>Integrate Goals, Outcomes and Initiatives into Accreditation Process</td>
<td>Early 2015</td>
</tr>
</tbody>
</table>
D. Future Updates

PFA’s goal will be to update the Strategic Plan as a whole every 4-5 years (2018-2019), with updates to Targeted Outcomes and Initiatives every 2 years (odd-numbered years). Measures of Progress will be reported upon each year in both the PFA Annual Budget and the Annual Report. The Strategic Plan will provide a structure for the community, the Board of Directors, and employees to measure progress on the organization’s achievement of its Mission and Vision.
II. Values, Mission, Vision

**CORE VALUES**

**Courage**
I/we will respectfully communicate, promote and accept the highest moral action regardless of outcome or risk to self.

**Leadership**
I/we will model, promote, and inspire; lead by example and demonstrate unconditional positive respect.

**Duty**
I/we will act courageously for what is right.

**VISION**

To be a respected, value-driven leader in the community and in the service.

**MISSION**

To protect life and property by being prompt, skillful, and caring. Our actions are anchored in the core values of courage, leadership, and duty.
III. Environmental Review

An environmental scan or review is a key element of developing or updating a strategic plan, examining both internal influences and external factors that affect the organization. The purpose of the internal review is to identify the forces within the organization that influence the organization, helping it achieve its goals, and possibly hindering its success. These interval factors are generally referred to as “Strengths” and “Weaknesses” and are focused on the current organizational situation. The external review looks at “Opportunities” and “Threats” which come from outside the organization. These factors are often beyond the control of the organization, though are critical for the organization to understand and address. Together, all of these factors are often referred to as the organizational SWOT analysis.

This SWOT analysis was conducted by working with the PFA Board and the PVFPD Board to identify a preliminary list of Opportunities and Threats. A group of PFA employees (selected employees plus chief officers) reviewed the preliminary list in a retreat setting and added their perspective on strengths, weaknesses, opportunities and threats. The final SWOT analysis was then presented to the PFA Board for their review and comment. The final SWOT is summarized below.

A. Internal Review

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reputation in the Fire Service</td>
<td>Lack of prioritization with unified strategic goals</td>
</tr>
<tr>
<td>Relationship with the community</td>
<td>Difficult communication in large organization</td>
</tr>
<tr>
<td>Culture of Continuous Improvement</td>
<td>Inadequate funding and resources to meet needs</td>
</tr>
<tr>
<td>Engaged Workforce</td>
<td>Arrogance, entitlement and complacency</td>
</tr>
<tr>
<td>Financial strength and stewardship</td>
<td>Not enough professional development</td>
</tr>
<tr>
<td>Engaged and responsive leadership</td>
<td>No risk assessment to determine needed level of service</td>
</tr>
<tr>
<td>Encourage diversity and respect for each other</td>
<td>No system of evaluating needs</td>
</tr>
<tr>
<td>Training and professional development opportunities</td>
<td>Employees not empowered for diversity at all levels (lack of mentorship, encouragement to promote)</td>
</tr>
<tr>
<td>Values driven culture</td>
<td>Change and growing pains</td>
</tr>
<tr>
<td>Serving with heart and soul</td>
<td>Technology shortfall</td>
</tr>
<tr>
<td>Foundational strength from hiring good people through sound processes</td>
<td>Public education for adults</td>
</tr>
<tr>
<td></td>
<td>Communication with other response agencies</td>
</tr>
<tr>
<td></td>
<td>Lack of documentation on internal processes</td>
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<td></td>
<td>Lack of assigned staffing for planning and analysis</td>
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<tr>
<td></td>
<td>Difficulty of information sharing between program areas</td>
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<td></td>
<td>Romantic view of fire service and the willingness of some firefighters to “Risk a lot to save a little”</td>
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<tr>
<td></td>
<td>Generational changes in the employee’s view of roles and responsibilities</td>
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<tr>
<td></td>
<td>Changing number and types of toxins that increase cancer and other health risks for employees</td>
</tr>
</tbody>
</table>
B. External Review

Opportunities

• Regional leadership
  o Collaboration (Training and Exercises)
  o Partnerships (CSU, service delivery with cities, county, other departments)
  o Consolidation (Hazmat, training consortium, OEM, Tech Rescue)
• Increase professional development
• Take advantage of research and studies (firefighter health and safety, strategy and tactics, prevention education, preparedness and risk reduction)
• To secure a more sustainable revenue stream and build better relationships with funders and communities
• To increase internal and external service levels through technology
• To provide service beyond initial response
• Continuous improvement through assessment (Accreditation)
• To tell our story to build community support through marketing
• To expand scope of service to all hazards and broader community needs (vaccinations, social services, other rescue services)
• To explore, evaluate and expand PFA’s provision of EMS services; A contract for services is an opportunity to create stability for EMS services
• To explore opportunities to develop a global training and education program
• To develop a self-sustaining wildland program including volunteers and a seasonal work force
• To improve employee/employer relationships
• To investigate opportunities for new employee benefits (health care, retirement health care, etc.)
• To be proactive in community growth; innovate service delivery model to react to increased density
• To improve codes to make buildings survivable for residents and firefighters when fire occurs
• Changes in types and numbers of large fires
• Changing role of volunteers create new service model potential
• Promote use of social media and provide training to engage citizens
• Reverse 911 used to provide timely notice and important information.

Threats

• Lack of adequate and consistent funding
• Annexations threaten funding stability
• KFCG funding sunset
• Uncertainty of the outcome of employer/employee relationship under a potential contract
• Uncertainty of local, state and national political influences and environmental regulation
• Loss of institutional knowledge and expertise
• Pace of change and growth in community and service mix
• Increasing development densities in the District leading to increased service demand
• Fragility of fire department reputation and potential threat to it with one incident, media and social media
• Internal and external divisiveness
• Effects of climate change
• Overdependence on technology
• Economic influences including community needs, health care reform, and employee turnover
• Health care reform impact on call load and services provided
• Pace of organizational growth and service demand
• Increased density, traffic and rail traffic leading to limited mobility and response times
• Large scale special events in downtown area increases demand for service and limits access
• Energy development (fracking, rail car oil) present hazardous material threats to resident and firefighter safety
• Lightweight construction and more toxic building materials
C. Community Priority Feedback

In November of 2014, the Poudre Fire Authority conducted a survey to gauge community expectations and to gather input to shape the accreditation and strategic planning processes the organization is currently engaged in. A total of 125 responses were received in a two-week period. The 10-question survey was conducted electronically and advertised through social media and northern Colorado media outlets. Respondents were not required to answer any particular question and participation ranged from 97% to 60% on various questions.

- Respondents communicated a generally positive opinion of the PFA and the services we provide. Consistent themes in this regard were that we provide a caring and professional workforce to the community.

- When asked to rank our core services in order of importance, response to emergencies was listed as most important while prevention and public education related services were rated as less important.

<table>
<thead>
<tr>
<th>Services by Rank</th>
<th>Community Input</th>
<th>November 2014</th>
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<tbody>
<tr>
<td>1 - Responding to Fires</td>
<td></td>
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<td>2 - Responding to Emergency Medical incidents</td>
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<td>3 - Responding to Rescue Incidents</td>
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<tr>
<td>4 - Responding to Hazardous Materials Incidents</td>
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<tr>
<td>5 - Responding to Wildland Fires</td>
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<tr>
<td>6 - Fire Investigations</td>
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<td>7 - Fire Safety Inspections</td>
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<tr>
<td>8 - Disaster Planning</td>
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<td>9 - Wildfire Mitigation</td>
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<tr>
<td>10 - School Age and Senior Citizen Public Education</td>
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<td>11 - Building Plan Reviews</td>
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</tbody>
</table>

- While 80% respondents were happy with the range of services provided, 20% of respondents indicated that additional services could be provided. These included expansion of the scope and type of EMS service, public education and outreach, service to Timnath, and increasing fire station locations.

- When respondents were asked about the top three issues facing the Poudre Fire Authority, ensuring adequate funding, community growth, and demonstrating a return on taxpayer investment were identified as the top three issues.

- Respondents listed Educating the Public on what we do, improving public education, and additional stations/staffing as the top three ways that Poudre Fire Authority could improve its services.

- Respondents confirmed that Poudre Fire Authority’s current focus on rapid response, skilled staff, and large-scale response capabilities was appropriate.
## IV. Strategic Goals and Outcomes

<table>
<thead>
<tr>
<th>Strategic Goals</th>
<th>Targeted Outcomes</th>
<th>2015-2017 Initiatives</th>
<th>Measures of Progress</th>
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</thead>
</table>
| **Goal 1:** Reduce the frequency and severity of emergency incidents | 1A Achieve compliance with published Standards of Cover (SOC) document | • Complete department accreditation  
• Develop SOC implementation plan  
• Seek opportunities to enhance Planning, Analysis and Project Support staffing | • Accreditation Performance indicators |
| 1B Decrease overall response times to emergency requests for service | | • Response time working group with Dispatch, EMS provider  
• Build and develop staffing plan for Station 8--Timnath | • Response time measures of baseline and benchmarks  
• Effective Response Force data |
| 1C Increase public awareness and change behaviors related to every-day safety threats | | • Development of Public Educator Program  
• 2nd Grade safety house  
• PulsePoint cardiac response program | • Public Education contact data  
• Accident/injury data by demographics  
• PulsePoint outcome data |
| 1D Increase the safety of the built environment | | • Ongoing updates to building code for occupant and firefighter safety  
• Expand coverage of fire sprinkler and other safety code requirements | • Call volume per capita  
• Sprinkler activations  
• Nuisance alarm data  
• ISO Rating |
| 1E Increase EMS performance for identified key treatment outcomes | | • EMS Contract implementation  
• PulsePoint implementation  
• Establish quality control system for contract compliance | • EMS Contract project completion  
• PulsePoint outcome data  
• Patient survival and outcome data  
• EMS contractor compliance data |
<table>
<thead>
<tr>
<th>Strategic Goals</th>
<th>Targeted Outcomes</th>
<th>2015-2017 Initiatives</th>
<th>Measures of Progress</th>
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</thead>
<tbody>
<tr>
<td><strong>Goal 2:</strong></td>
<td>Promote emergency prevention, preparation, response, mitigation, and recovery</td>
<td>• Office of Emergency Management Public Education Program</td>
<td>• Receive and maintain NOAA Certification</td>
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<tr>
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<td>across the organization in collaboration with other community efforts.</td>
<td>• Community Emergency Response Team (CERT)</td>
<td>• Citizen participation in awareness education programs</td>
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<td>• NOAA Storm Ready Community Certification</td>
<td>• LETA 911 Registrations</td>
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<td>• Sky Warn Weather Spotters Program</td>
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<td></td>
<td>• Wildland program enhancement</td>
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<tr>
<td>2A</td>
<td>Effectively prepare the community for natural and man-made disasters</td>
<td>• Wildland program enhancement</td>
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<td>• Implementation of High Park Fire and Larimer Floods of 2013 post event learning</td>
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<td></td>
<td></td>
<td>recommendations</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• PFA Incident Management Team</td>
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<tr>
<td>2B</td>
<td>Improve the Authority’s ability to respond and recover from uncommon or</td>
<td>• Ongoing Blue Card program implementation</td>
<td>• Blue Card certified officer data</td>
</tr>
<tr>
<td></td>
<td>catastrophic events</td>
<td>• Disaster management courses for local governments</td>
<td>• After Action Review Results</td>
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<tr>
<td></td>
<td></td>
<td>• Emergency Mgmt. Accreditation Program</td>
<td>• Receive and maintain EMAP accreditation</td>
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<td></td>
<td></td>
<td>• Complete update of Mutual Aid Agreements for disaster response resources</td>
<td>• Mutual Aid Agreement maintenance timeliness data</td>
</tr>
<tr>
<td>2C</td>
<td>Enhance emergency management capabilities within the Authority</td>
<td>• City Council Performance Report</td>
<td>• Annual Report data</td>
</tr>
<tr>
<td>2D</td>
<td>Partner with the City of Fort Collins to foster a safe community</td>
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<table>
<thead>
<tr>
<th>Strategic Goals</th>
<th>Targeted Outcomes</th>
<th>2015-2017 Initiatives</th>
<th>Measures of Progress</th>
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</table>
| **Goal 3**: Be an accountable, values-driven workforce that cares for the community and each other. | 3A Provide services that attend to the social safety needs of residents in a caring manner | • Implementation of Public Educator program  
• Implementation of Community Foundation program for smoke detectors/CO monitors  
• MDA Fill the Boot  
• Firefighter Community Compassion Fund  
• Neighborhood Night Out  
• Public Education Events | • Citizen survey data  
• Citizen response card data  
• Before and after program survey data |
| 3B Effectively serve citizens of all cultural backgrounds through an inclusive, diverse workforce | • Smoke detector give-away events in key communities  
• Public education programs targeting high risk populations (seniors, kids)  
• Safety expos  
• CART Team  
• Officer development | • Before and after program survey data  
• Outreach contact data  
• CART contacts  
• Successful completion of Officer Development program training |
| 3C Maintain and enhance an accountable, well-qualified, inclusive, diverse and safety-conscious workforce | • Firefighter recruitment and hiring process improvements  
• Fire Camp  
• Professional development  
• Promotion process that promotes inclusive, diverse values  
• Implement Strategic Training Plan  
• Fire Officer I and II classes  
• Develop plan to address attrition of technical expertise  
• Continue development of mentoring program  
• Evaluate and monitor safety program  
• Maintain and enhance volunteer program | • Demographic data re: hiring diversity  
• Accident and injury trend data  
• Participation and completion data for FO I and II course  
• Number of Executive Fire Officer (EFO) Candidates |
| 3D Maintain an engaged workforce that models the organizational values of courage, leadership and duty | • Continue implementation of “Forging a Courageous Organization” (FCO)  
• Values, Mission, Vision Document revision | • FCO outreach data  
• FCO feedback  
• Distribution of VMV document |
<table>
<thead>
<tr>
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</tr>
</thead>
</table>
| 3E               | Engage PFA members in creating an effective and consistent exchange of information | - Continue FCO Program  
- Implement Performance Review process  
- Continue *Chief Chats* program and Chief station visits  
- Implement Captain’s Meeting education program  
- Promote knowledge transfer for development and enhanced command/administration staffing  
- Enhance developmental positions to ensure well-qualified 40-hour administrative/training staff | - Feedback/evaluation forms from FCO sessions |
| 3F               | Maintain a support network that provides for the emotional, physical and safety needs of the PFA Family | - Occupational Health and Safety program data collection and analysis toward safety program enhancement  
- Safety Officer Program  
- Peer Support network  
- Chaplaincy Program  
- Employee Assistance Program  
- Family Support Network  
- Terry Farrell Fund | - Contact data  
- Safety Officer Program evaluation |
<table>
<thead>
<tr>
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<th>2015-2017 Initiatives</th>
<th>Measures of Progress</th>
</tr>
</thead>
</table>
| **Goal 4:** Maintain community trust by being effective and accountable stewards of the community and PFA’s resources | **4A** Optimize alternate service response and staffing models                     | • Complete Accreditation Standards of Cover and Risk Assessment Develop implementation plan for SOC | • Accreditation Performance Measures  
• Flashover data  
• Response reliability data |
|                                                                                | **4B** Maintain a high level of financial accountability                          | • Distinguished Budget Presentation Award (GFOA)  
• Comprehensive Annual Financial Report Certificate of Achievement for Excellence in Financial Reporting (GFOA)  
• Annual Report  
• ICMA Center for Performance Measurement Certificate of Excellence  
• Develop Long-Range Financial Plan  
• Update internal financial controls  
• Engage in the City process to address KFCG funding sunset | • Successful completion of initiatives  
• Annual performance report to City Council  
• Accreditation performance measures  
• Continued receipt of GFOA and ICMA recognitions |
|                                                                                | **4C** Maintain stability and predictability of funding streams                    | • Annual performance report to City Council  
• Completion of Timnath IGA update | • Successful completion of initiatives |
|                                                                                | **4D** Provide clarity and transparency in financial matters                       | • Annual performance report to City Council  
• Annual Report | • Successful completion of initiatives |
|                                                                                | **4E** Ensure adequate capital facilities and equipment needed to provide services | • Ensure adequate annual funding of facility maintenance, equipment and apparatus replacement per replacement schedules  
• Implement IT strategic work plan to maintain and enhance technology services  
• Implement electronic warehousing software | • Measure success of meeting replacement schedule goals  
• Measure of facility maintenance |
|                                                                                | **4F** Enhance a culture of care and maintenance for PFA’s physical assets       | • Develop “Pride in Ownership” initiative  
• Major Repair and Renovation Budget | • ClimateWise data |
<table>
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| 4G              | Minimize the environmental impact of PFA’s operations through mindful acquisition, operation and disposal of materials and equipment | • Evaluate and continue implementation of “GreenStar Engine” program  
• Participate in ClimateWise program  
• Implement facilities maintenance and renovation projects tied to minimizing PFA’s carbon footprint | • Facility carbon footprint data  
• Waste diversion data  
• Fuel savings data  
• Energy use data |