



2025-2028

Strategic Plan



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The Center for Public Safety Excellence® (CPSE®) acknowledges and thanks the community and Poudre Fire Authority (PFA) stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Derek Bergsten and all who participated for their commitment to the process of creating this three-year plan.

This community-driven strategic plan was developed in February 2025, beginning with a meeting facilitated by representatives from the CPSE for community members, as named below. The community stakeholders' feedback considered by agency stakeholders in developing this strategic plan can be found in [Appendix A](#).

Community Stakeholders

Aaron Adams	Tom Gonzalez	John Kefalas	Paul Tanguay
Chris Angermuller	Susan Gutowsky	Becca Mueller	Kevin Unger
Jeni Arndt	Tess Heffernan	Yvonne Myers	Travis Walker
Jay Callaghan	Lori Hodges	Dave Pusey	Kevin Waters
Tricia Canonico	Amy Huff	Matt Robenalt	Ron Weinmeister
Kelly DiMartino	Liane Jollon	Bill Salmon	Martina Wilkinson
Brian Ferrans	Tim Keeton	Tim Sendelbach	

The agency stakeholder work sessions, conducted over three days, involved a group representing a broad cross-section of the PFA, as named below.

Agency Stakeholders

Tyson Barela	Patti Forsythe	Shawn McGaffin	Steve Saling
Derek Bergsten	Brandon Garcia	Beth McGhee	Alex Shubin
Annie Bierbower	Kyle Headrick	Carlos Meza	Sam Snyder
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Joey DeLeon	Jenna Ladowski	Ross Reinking	Michael Veile
Josh DeSanti	Joey Lechuga	Kristine Reinking	Pete Wells
Chris Dini	Gene Maccarini	Spencer Rice	Josh Woodmansee
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Message from the Fire Chief

I am excited to introduce the 2025-2028 Poudre Fire Authority (PFA) Strategic Plan, which is the result of collective effort and invaluable input from our first responders, civilian staff, union leadership, administration, and our community and regional partners. Their dedication and engagement have been instrumental in shaping this plan, and their contributions will continue to guide our growth and development in the years to come.



We have built on the achievements of our 2022-2025 plan, including the creation and implementation of the PFA mission, values, and principles. We have remained committed to keeping our mission statement and guiding principle of 'Service above Self' at the heart of our work, demonstrating our employees' dedication to serving others, contributing to a greater purpose, and making a meaningful impact on the lives of those we serve. The PFA's rank structure was expanded under the previous strategic plan, as well as implementation of a more comprehensive recruitment strategy. These efforts are a testament to our commitment to strengthening the organization and ensuring we attract and retain the best talent to serve our community.

This updated strategic plan serves as a blueprint for the future of PFA, shaped by the valuable insights of both internal and external stakeholders. In collaboration, we have outlined five key strategic initiatives that will steer our goals and priorities over the next three years. These strategies are designed to allow PFA to remain a leader in the innovation of the fire service while continuing to deliver exceptional care and support to our community. The initiatives related to retention and recruitment will enhance and build upon our mission, values, and principles, helping to attract candidates to PFA as a destination fire agency.

Looking ahead, PFA's progression must continue. Our strategy emphasizes investment in our people through ongoing training, professional development opportunities, efficient and maintained facilities and apparatus, and competitive compensation, benefits, and wellness programs. We will also continue to carefully develop our technology infrastructure and experiences, and enhance correct, timely, and competent emergency responses to ensure we are prepared to serve our community effectively.

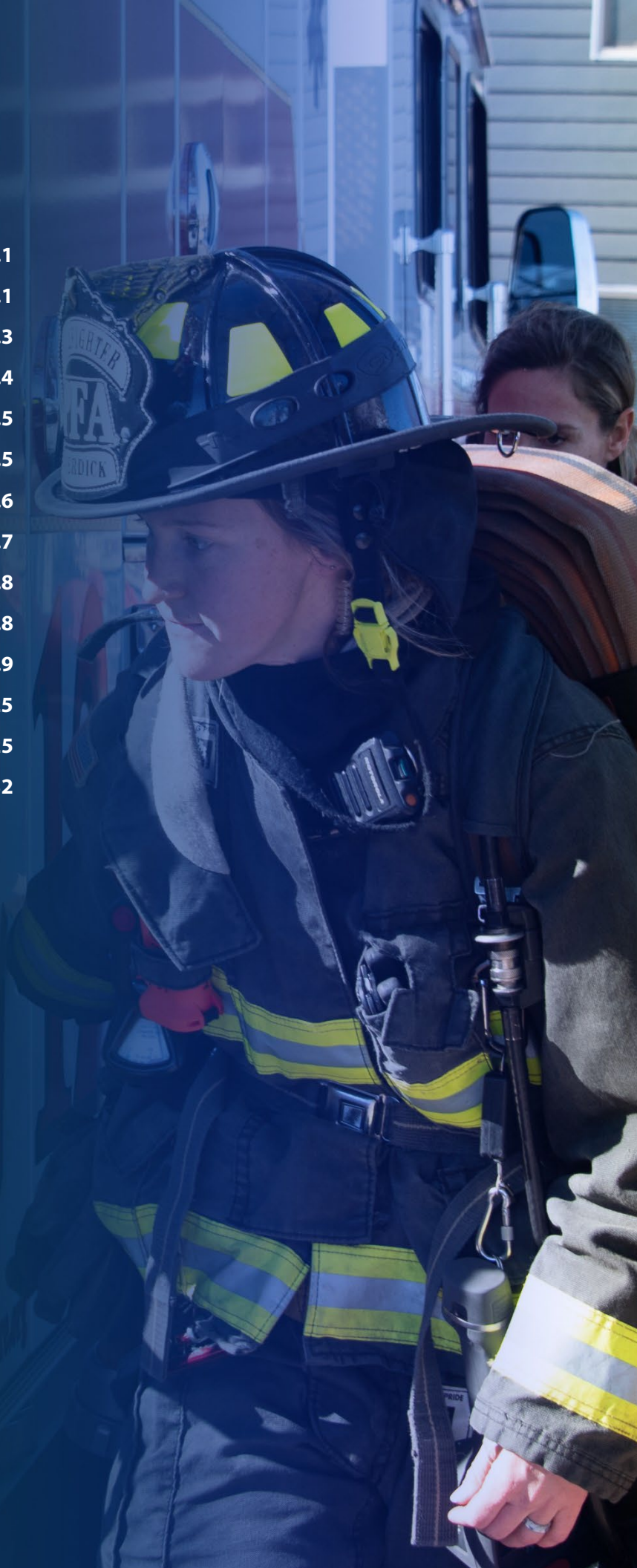
Another key focus for this plan is the continued expansion of enhancing our community resilience by reducing fire risks through data-driven prevention, executing strong code enforcement, creating targeted public education, and continuing to develop our integrated community health programs.

It is a privilege and a great responsibility to lead PFA into this next phase of growth and service. I am grateful to work alongside a dedicated, professional team that consistently puts the needs of the community first. The PFA team has fully embraced the embodiment of the principle of 'Service above Self.' I am confident that this strategic plan will help us uphold that commitment for years to come.

Derek Bergsten
Fire Chief
Poudre Fire Authority

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Introduction

The community serviced by the PFA receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, the PFA contracted with the CPSE to facilitate a community-driven strategic plan. The process utilized by CPSE aligns with the Commission on Fire Accreditation International® (CFAI®) fire and emergency services accreditation model but also considers all parameters prescribed by the authority having jurisdiction.

CPSE's approach to community-driven strategic planning gathers feedback and input from community and agency stakeholders while focusing on future change beyond the status quo. Beliefs, concepts, current processes, and values were among the many pieces considered and questioned to bring this planning document to reality. The PFA exhibited a commitment to the implementation and execution of this plan to become more efficient and effective in alignment with its community.

Process

Understanding what the customer desires is vital to the success of any organization. In this case, the customer is the community that the PFA serves. This applies even if the service organization is a governmental entity. Community-driven strategic planning ensures the community remains a focus of the organization's direction, and community feedback is at the heart of all deliberations and development of this strategic plan.

The process of community-driven strategic planning and the plan itself represents the transition away from how an organization has always done things, seeking to find efficacies and outcomes based on change. The community-driven strategic plan provides a management roadmap built on a shared vision and structured for measurable results. With the involvement of a diverse group of agency stakeholders, the PFA's community-driven strategic plan encompasses various experiences, perceptions, and perspectives that can also work to build more internal organizational symbiosis. For the desired, measurable results to be realized, the process and the strategic plan must focus on substance; only then can the PFA truly benefit from the process and realize its vision.

Community Stakeholder Findings

- ✓ Identify, from the community perspective, things the agency should and should not change.
- ✓ Identify the community's expectations for the agency, concerns about or for the agency, and aspects the community views as strengths or positives.
- ✓ Define the programs provided to the community.
- ✓ Establish the community's prioritized view of the programs and services provided by the agency.



Community Stakeholders Work Session

Agency Stakeholder Work

- ✓ Identify the agency's strengths, opportunities, aspirations, and results.
- ✓ Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
- ✓ Revisit the values of the agency's membership.
- ✓ Revisit the agency's current vision, considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency's challenges, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.



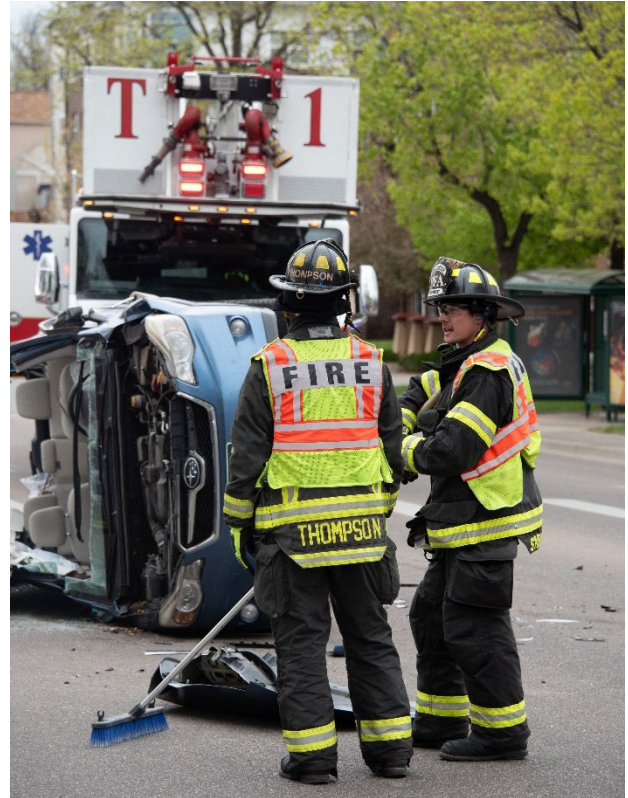
Agency Stakeholders Work Session

Agency Background

The PFA was first organized in 1880 as the volunteer Collins Hook and Ladder Company. Over the years, the organization's evolution changed from its original all-volunteer form, and in 1915, the Fort Collins Volunteer Fire Department became a paid organization and the Fort Collins Fire Department. In 1938, the Fort Collins Rural Protection Association was formed to address the rapid growth in areas outside the city limits. The association was converted and renamed the Poudre Valley Fire Protection District in 1950. The PFA of today began in 1981 through the consolidation of the Fort Collins Fire Department and the Poudre Valley Fire Protection District. The Authority's performance has earned accredited status as a fire service industry leader through the CPSE.



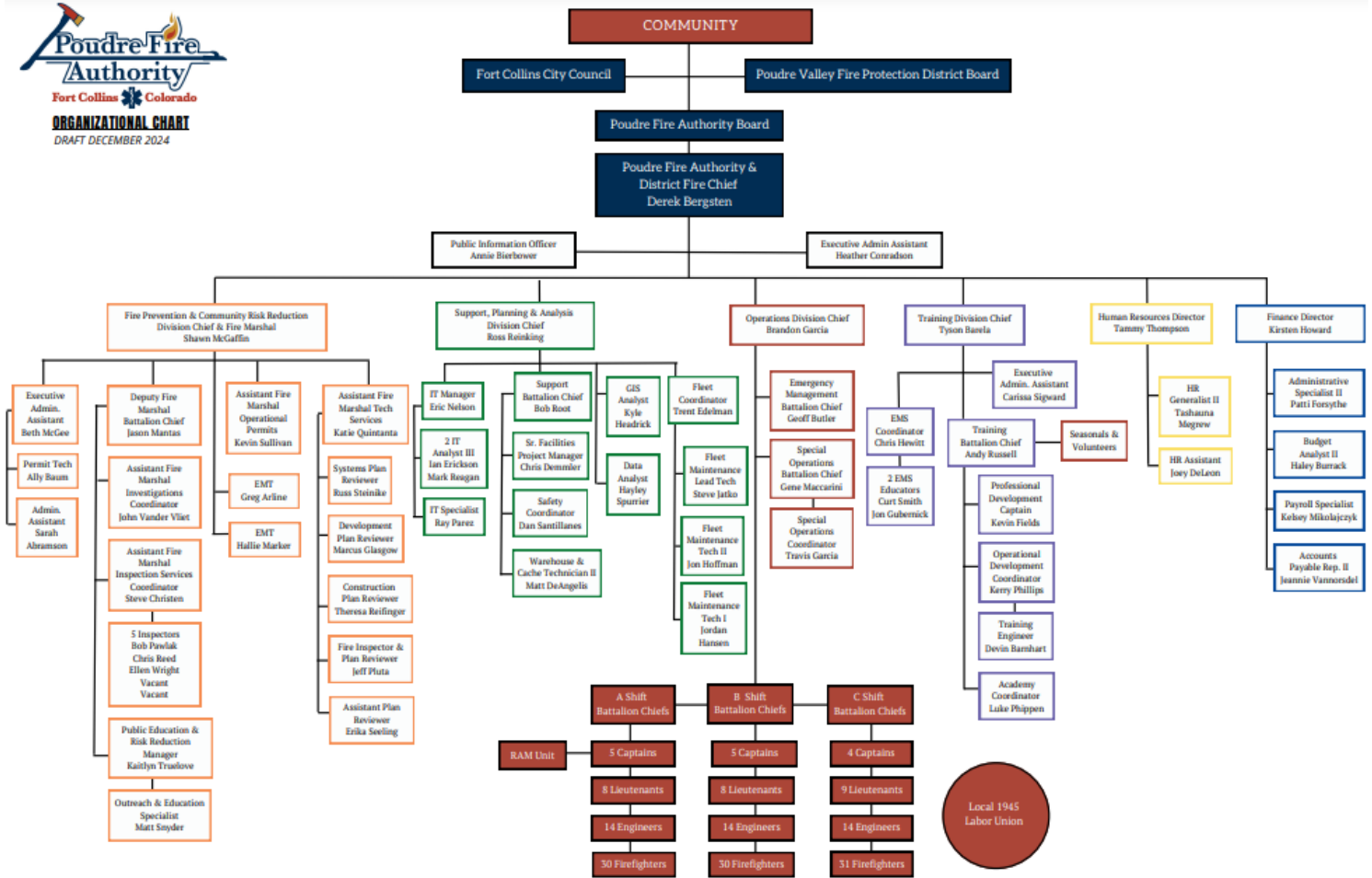
The PFA serves an approximate population of 213,000 residents. In addition, the local area has thousands of visitors and many others who are employed within the community. Population growth and increase in building construction have and will provide for specific risks for which the PFA considers, prepares, and deploys its resources and personnel in the present time and into the future.



Today, the PFA reflects on its history and remains committed to providing all-hazards emergency services and education to its community based on the guiding principle of Service Above Self. The PFA continues to honor its community by providing quality services through its proactive focus on risks and deployment from 13 stations strategically located throughout the 230 square miles of coverage area. Staffed to support the community, the PFA embraces its future vision and commitment to excellence in service delivery.

Poudre Fire Authority

Organizational Chart



Agency Stakeholder Work Session Participants

Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all PFA members. The purpose of the mission is to answer the questions:

Who are we? Why do we exist? What do we do? Why do we do it? For whom?

A workgroup met to revisit the existing mission and after ensuring it answered the questions, it was accepted by the entire group:

To serve our community by saving lives and protecting property through collaboration, innovation, and commitment to excellence.

Vision

The organizational vision exists to keep all agency members focused on the future of the Poudre Fire Authority and to guide quality change and improvement in alignment with the community. In support of the focus created within the community-driven strategic planning process, CPSE facilitated a review of the PFA's vision for the future, which will be achieved through successful plan implementation and goal achievement.

To be a trusted, respected, and principles-driven leader in the community and in the fire service.

Principles

Value principles embraced by all members of the organization are extremely important, as they reflect the features that make up the personality and culture of the organization. A workgroup met to revisit the existing principles and reaffirm the principles.

Service Above Self:

Demonstrate exemplary character.

Act courageously with empathy, accountability, and respect.

Do what is right.

The PFA's mission, vision, and principles (MVP) serve as the foundation for all agency action and guide behaviors as an organization. The MVP guides PFA members to accomplish their goals, objectives, and day-to-day tasks.

We are committed to upholding these principles and continuously strengthening our organizational culture. Through collaboration and shared learning, we have worked together to ensure that every opportunity has been thoroughly explored in this planning process. We hold ourselves accountable for our individual and collective performance, always embracing challenges and engaging in meaningful conversations to drive continuous improvement for PFA.

As we move forward with a unified voice, we value the perspectives and unique needs of all PFA members. We recognize that our differences and diverse ideas are a strength that contributed to the development of this community-driven strategic plan. Working together as one team, we face the future with a spirit of goodwill and collaboration, relying on the contributions of every member to deliver exemplary service to our community.

Our members take great pride in being a part of PFA. They are dedicated to investing their time, talents, and personal efforts toward achieving the goals and objectives outlined in this document. We will engage with the community and partner agencies, fostering collaboration, innovation, and a commitment to excellence as we serve our community by saving lives and protecting property.

With a track record of success behind us, we look forward to the work ahead. This living document will serve as our roadmap, providing direction and informing our decisions over the next three years. We are ready to bring this collaborative plan to life and achieve continued success in the future.

Goal Statements

Community feedback and the Strengths, Opportunities, Aspirations, and Results (SOAR) process led to the determination of strategic initiatives representing the high-level issues the agency stakeholders developed into goals. Based on all previously captured information and determining critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

Response Workforce Investment Prevention Technology Training

The PFA must now make these goals a focus of efforts that will direct the agency to its desired future. Goals with complete objectives, tasks, timelines, and assignments are included in the following section.



Define PFA’s scope for emergency services to ensure a correct, timely, and competent response.



Attract and maintain a premier workforce through competitive compensation, inclusive practices, and comprehensive employee development, making PFA Colorado’s destination organization.



Enhance the effectiveness, safety, and preparedness of PFA through comprehensive, progressive, and robust training programs.



Provide reliable and integrated technology to enhance the internal and external user experience and advance our mission.



Enhance community resilience and reduce fire risks through data-driven prevention, targeted public education, code enforcement, and integrated community health programs.

Working with community and PFA members from all levels, this strategic plan was developed...but the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the community's expectations and the PFA's vision remain congruent.

It must be remembered that during this journey through change and improvement, recalculation may need to occur to find the success desired. This strategic plan is a roadmap to help the PFA navigate that change. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes and efficacies will be realized as envisioned.

Institutionalization and Implementation

A contributing factor to the success of the community-driven strategic plan is its institutionalization across all levels of the organization. Without it, the plan will remain siloed, and implementation may be hindered. Institutionalization provides an excellent opportunity to communicate to all stakeholders about the intended changes, applicable outcomes, and the direction the PFA is heading.

Many avenues of institutionalization and implementation are used by agencies that sincerely understand the power of the community-driven strategic plan. Just as the plan's development included agency stakeholders representing a broad spectrum internally, the implementation phase must also ensure that the same representation model is utilized. All agency stakeholders who contributed to the plan's development are empowered to ensure that members throughout the organization are part of the implementation phase. This will further institutionalize the plan processes and add value toward implementation successes.

Whether or not they participated in the development of the community-driven strategic plan, all agency stakeholders must recognize that this plan is for the entire agency and is not just representative of the PFA's leadership. Perceived and actual ownership across the PFA increases the probability of success and the realization of the desired outcomes.

For further information on implementation and institutionalization, the PFA may distribute this article as provided by the CPSE: [Strategic Planning + Institutionalization = Implementation Success](#).

Tips for Institutionalization

1. Communicate to all levels, even during onboarding.
2. Get all levels involved in the implementation and tap their creativity.
3. Empower all leaders and let them fulfill their roles.
4. Maintain accountability.
5. Report progress regularly for all to see.

Performance Measurement

By incorporating performance measures into this community-driven strategic plan, the PFA has ensured greater success through implementation and institutionalization. However, the agency must continue to measure its successes and challenges during plan execution to stay on course for positive change and delivery to its community. Greater focus should remain on the plan's intended outcomes, not just agency inputs and outputs. Outcomes are those results that genuinely deliver for all stakeholders.

Goals, Objectives, and Tasks



GOAL 1: Define PFA’s scope for emergency services to ensure a correct, timely, and competent response.

OBJECTIVE 1.1

Prepare for continued community growth and call volume increase.

TASKS	Fire Marshal	TIMEFRAME
<input type="checkbox"/> Analyze call data and community demographics to accurately forecast community impacts on the 911 system and adapt accordingly.		12 months
<input type="checkbox"/> Assess need and funding opportunities for additional response resources.		12 months
<input type="checkbox"/> Assess need and funding opportunities for additional RAM and CHP resource deployment throughout the system.		12 months
<input type="checkbox"/> Identify the span of control and supervisory constraints to determine if expansion is needed.		12 months
<input type="checkbox"/> Increase integration with the FPCRR Division to be proactive in helping high system utilizers and non-emergency calls.		12 months
<input type="checkbox"/> Further develop community outreach and education efforts.		12 months
<input type="checkbox"/> Provide education to community partners about when it is appropriate to request PFA respond.		12 months

OBJECTIVE 1.2

Ensure that PFA continues to provide a timely and safe response to emergencies.

TASKS	Support Division Chief	TIMEFRAME
<input type="checkbox"/> Ensure that response to emergencies falls within the 90 th percentile defined by the Standards of Cover.		12 months
<input type="checkbox"/> Identify and document standards for fire station construction to enhance response time and safety.		6 months
<input type="checkbox"/> Develop a training plan for expectations of timely and safe emergency response with all operational crews.		12 months
<input type="checkbox"/> Develop clear expectations for officers to make informed and appropriate safety decisions during response.		6 months
<input type="checkbox"/> Implement the training plan for expectations of timely and safe emergency response with all operational crews.		12 months
<input type="checkbox"/> Implement the training plan for clear expectations for officers to make informed and appropriate safety decisions during response.		12 months

OBJECTIVE 1.3

Provide PFA personnel with education about internal, community, regional, state and federal partners that PFA collaborates with.

TASKS	Training Division Chief	TIMEFRAME
<input type="checkbox"/> Identify and assess how education and training are provided about PFA's partners.		3 months
<input type="checkbox"/> Provide collaborative opportunities for education with partner agencies.		3 months
<input type="checkbox"/> Identify the need for consistent feedback methods for crews to communicate with partner agencies.		3 months
<input type="checkbox"/> Identify education gaps in PFA regarding internal resources.		6 months
<input type="checkbox"/> Develop an education plan to ensure firefighters, engineers, and officers have adequate knowledge of internal resources and external partnerships.		3 months, ongoing
<input type="checkbox"/> Collaborate with outside agencies to provide education opportunities with PFA.		3 months, ongoing
<input type="checkbox"/> Develop improved education resources for internal and external resources and distribute them effectively.		6 months

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OBJECTIVE 1.4

Ensure PFA provides a competent and effective response.

TASKS	Operations Division Chief	TIMEFRAME
<input type="checkbox"/> Streamline CAD Response areas and plans to improve effectiveness and reduce complexity.		18 months
<input type="checkbox"/> Identify needed education resources for operations.		3 months
<input type="checkbox"/> Develop improved education resources for response and program management and distribute them effectively.		6 months
<input type="checkbox"/> Assess language barrier impact on effective response.		3 months
<input type="checkbox"/> Identify and fund a solution to improve communication between PFA crews and non-English speakers if assessment proves the need exists.		6 months
<input type="checkbox"/> Assess PFA/UCH-provided medical services during response for effectiveness.		6 months
<input type="checkbox"/> Review and revise response expectations and standards.		Annually
<input type="checkbox"/> Identify methods for improving crew integrity to support special operations.		6 months

OBJECTIVE 1.5

Assess volunteer and seasonal responses for effectiveness.

TASKS	Training Division Chief	TIMEFRAME
<input type="checkbox"/> Identify where gaps exist in volunteer response.		9 months
<input type="checkbox"/> Identify where gaps exist in seasonal response.		9 months
<input type="checkbox"/> Identify how to improve administrative efficiency to support volunteer and seasonal programs.		6 months
<input type="checkbox"/> Develop standards for volunteer and seasonal response to ensure consistency and effectiveness.		6 months
<input type="checkbox"/> Seek funding and approval as needed to support these programs.		6 months



GOAL 2: Attract and maintain a premier workforce through competitive compensation, inclusive practices, and comprehensive employee development, making PFA Colorado’s destination organization.

OBJECTIVE 2.1

Evaluate and implement a compensation plan to enhance employee job satisfaction.

TASKS	Human Resources Director	TIMEFRAME
<input type="checkbox"/> Analyze the current compensation plan against comparable agencies.		3 months
<input type="checkbox"/> Survey members to capture desired benefits and compensation packages.		2 months
<input type="checkbox"/> Identify gaps in pension plans to create equity for all PFA employees.		3 months
<input type="checkbox"/> Research opportunities for enhanced benefits.		9 months
<input type="checkbox"/> Labor Management will propose an enhanced benefits plan based on the research above.		6 months
<input type="checkbox"/> Submit for approval from Local 1945 and the Board of Directors to adopt and implement a total compensation plan.		6 months

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OBJECTIVE 2.2

Improve overall employee well-being by promoting employee health, fitness, and wellness initiatives.

TASKS	Support Division Chief	TIMEFRAME
<input type="checkbox"/> Perform a gap analysis for the roles and workload distribution of our existing health, fitness, and wellness program.		3 months
<input type="checkbox"/> Conduct a SOAR analysis of the current health, fitness, and wellness program.		2 months
<input type="checkbox"/> Evaluate compliance with the Wellness Fitness Initiative (WFI) and adapt to future changes.		Annually, ongoing
<input type="checkbox"/> Research and evaluate job-related health, fitness, and wellness incentives for all PFA employees.		6 months
<input type="checkbox"/> Compare and contrast the PFA injury/illness recovery process and timeline with best practices.		6 months
<input type="checkbox"/> Establish and propose improved work schedules (for both 40-hour and 56-hour shifts), offering flexibility where possible.		1 month

OBJECTIVE 2.3

Strengthen recruitment and retention strategies to attract and maintain a premier workforce.

TASKS	Training Division Chief	TIMEFRAME
<input type="checkbox"/> Evaluate the effectiveness of enhanced recruitment strategies utilizing organizational metrics.		2 months
<input type="checkbox"/> Research the impacts and outcomes of rebranding the Poudre Fire Authority.		9 months
<input type="checkbox"/> Develop a marketing plan for key audiences (recruitment of premier workforce).		6 months
<input type="checkbox"/> Implement effective recruitment strategies for both internal and external candidates, ensuring a highly qualified and performing workforce.		9 months
<input type="checkbox"/> Develop retention programs for different groups such as internal promotions, external hires, and those working 40-hour or 56-hour shifts.		18 months
<input type="checkbox"/> Evaluate employee satisfaction and work environment improvements to reduce turnover.		Annually, ongoing

OBJECTIVE 2.4

Develop a comprehensive strategy to support leadership development and succession planning for continuity of service and to capture institutional knowledge.

TASKS	Fire Chief	TIMEFRAME
<input type="checkbox"/> Evaluate opportunities for growth and leadership training in all PFA roles.		9 months, then annually
<input type="checkbox"/> Develop a communication plan for sharing growth and leadership opportunities in PFA.		6 months
<input type="checkbox"/> Evaluate the barriers or challenges in filling 40-hour positions and promoted positions (sworn and civilian).		9 months
<input type="checkbox"/> Create a succession planning strategy to ensure a seamless transition in leadership roles and reduce the impact of turnover at higher levels of the PFA.		12 months
<input type="checkbox"/> Create opportunities to cross-communicate roles and responsibilities across the PFA.		6 months, ongoing
<input type="checkbox"/> Use existing metrics to monitor the impact of the succession plan and development strategies.		Annually, ongoing



GOAL 3: Enhance effectiveness, safety, and preparedness through comprehensive, progressive, and robust training.

OBJECTIVE 3.1

Educate personnel regarding the centralized/decentralized training calendar development and calendar additions.

TASKS	Training Division Chief	TIMEFRAME
<input type="checkbox"/> Develop a list of talking points to discuss during station visits (training and O&E).		3 months
<input type="checkbox"/> Conduct station visits to discuss the talking points.		12 months
<input type="checkbox"/> Ensure members are aware of how they can influence the calendar process – station visits.		12 months
<input type="checkbox"/> Capture feedback and make changes to how we use the FDC calendar – strategic look at how each division uses and makes entries on the calendar – create or update procedures that memorialize the training.		6 months
<input type="checkbox"/> Develop a process for scheduling external events and potential impacts that allow the officer to have proper influence on their calendar.		6 months
<input type="checkbox"/> What needs to happen now vs. later?		
<input type="checkbox"/> Timelines on calendar entries.		
<input type="checkbox"/> There should be few calendar emergencies.		

OBJECTIVE 3.2

Simplify and streamline the process for personnel certification and qualifications.

TASKS	Training Division Chief	TIMEFRAME
<input type="checkbox"/> Evaluate classes that are required for CMCB certification – What officer development program (ODP) certifications do we offer, and how do people obtain them?		4 months
<input type="checkbox"/> Look for opportunities/options that would help meet certification requirements – e.g., ALTA/ABCA for FOI and FOII – and offer each ODP course once per year at PFA.		18 months
<input type="checkbox"/> Determine available hybrid options for class delivery (asynchronous and synchronous).		24 months
<input type="checkbox"/> Educate members on classes that are offered on a rotating basis – ODP calendar and CMCB File Center in <i>Vector Solutions</i> – station visits.		6 months
<input type="checkbox"/> Measure the number of members obtaining ODP certifications.		3 months
<input type="checkbox"/> Measure participation in promotional processes.		Monthly, ongoing

OBJECTIVE 3.3

Identify and coordinate joint training or host regional/national classes.

TASKS	Training Division Chief	TIMEFRAME
<input type="checkbox"/> Coordinate training with agency partners to enhance interoperability and community safety – list of partner agencies.		12 months
<input type="checkbox"/> Meet with partners and determine training opportunities for multi-agency training.		18 months
<input type="checkbox"/> Identify potential training and subjects/objectives.		12 months
<input type="checkbox"/> Evaluate the return on investment (ROI).		3 months
<input type="checkbox"/> Identify classes that we can host – Regional / National (e.g., Big Rig, Nozzle Forward, Leadership).		18 months
<input type="checkbox"/> Evaluate the financial effectiveness of these classes (did we make money / ROI).		Ongoing
<input type="checkbox"/> Ensure a percentage of the classes we host are available to or filled by PFA personnel (benefit to PFA firefighters).		Ongoing

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OBJECTIVE 3.4

Provide training and exercises to enhance the ability to manage moderate complexity incidents (up to 72 hours).

TASKS	Office of Emergency Management Battalion Chief	TIMEFRAME
<input type="checkbox"/> Continue providing ICS 300 & 400, TEEEX MGT 308, and NWCG leadership courses.		36 months
<input type="checkbox"/> Continue collaborating with partner agencies in providing exercises (e.g., large-scale event management, evacuations, and other low-frequency/high-risk events).		36 months
<input type="checkbox"/> Conduct a gap analysis to identify key capabilities and positions for a long-term plan.		36 months

OBJECTIVE 3.5

Streamline and evaluate *Vector Solutions* for increased effectiveness.

TASKS	Training Division Chief	TIMEFRAME
<input type="checkbox"/> Create a document to define what type of communication is: a memo, GO, email, etc.		6 months
<input type="checkbox"/> Research ability for <i>Vector Solutions</i> customization/user customization of the home page (sort by type or date).		3 months
<input type="checkbox"/> Evaluate standardized naming of content to ease later searching needs.		3 months
<input type="checkbox"/> Develop a list of talking points to discuss.		2 months
<input type="checkbox"/> Add to station visits to discuss calendar and <i>Vector Solutions</i> .		2 months
<input type="checkbox"/> Modify the bulletin board.		6 months

OBJECTIVE 3.6

Create, modify, and staff additional resources for prevention and outreach and education events, courses, and programs (e.g., community CPR/AED courses, Home Ignition Zone Assessments (HIZAs), station tours, community events, CHP responses, etc.)

TASKS	Fire Marshal	TIMEFRAME
<input type="checkbox"/> Coordinate with support battalion chief/supervisors. <ul style="list-style-type: none"> ○ Who is available to help with these events? Explore different ways to utilize modified duty, volunteers, or other roles. 		6 months
<input type="checkbox"/> Extend seasonal time and scope. <ul style="list-style-type: none"> ○ Develop a budget to extend seasonal time to assist with events. 		12 months
<input type="checkbox"/> Measure employee involvement and event staffing. <ul style="list-style-type: none"> ○ Additional outreach and education metrics on who is helping. ○ Metrics on events when no uniformed staff was available or had to leave the event. 		36 months

OBJECTIVE 3.7

Provide training to support leadership opportunities and career goals for civilian staff.

TASKS	Training Division Chief	TIMEFRAME
<input type="checkbox"/> Evaluate professional development needs of civilian staff (succession planning).		8 months
<input type="checkbox"/> Facilitate, at a minimum, one training opportunity per year for civilian staff.		12 months



GOAL 4: Provide reliable and integrated technology to enhance the internal and external user experience and advance our mission.

OBJECTIVE 4.1

Enhance the relationship and user experience between divisions to remediate issues and enhance service delivery to our internal users.

TASKS	IT Manager	TIMEFRAME
<input type="checkbox"/> Identify how PFA can improve FDC/Teams functionality and visibility.		3 months
<input type="checkbox"/> Provide consistent training to end users and develop a more detailed knowledge base for all applications in use.		3 months
<input type="checkbox"/> Provide training on AI-acceptable use and utilization for end users.		6 months, ongoing
<input type="checkbox"/> Develop specific goals and metrics on IT service delivery for the expected time to respond to incidents.		3 months
<input type="checkbox"/> Review and revise as necessary with annual division collaboration meetings.		3 months, annually

OBJECTIVE 4.2

Streamline technology by consolidating applications and infrastructure to increase efficiency.

TASKS	IT Manager	TIMEFRAME
<input type="checkbox"/>	Identify and deploy new helpdesk, asset management, and system update tools.	6 months
<input type="checkbox"/>	Secure funding for improvements to IT systems to increase the efficiency of the IT team for supporting other PFA divisions.	6 months
<input type="checkbox"/>	Consolidate applications in use throughout the organization by identifying redundancies and preventing the use of unauthorized applications or systems.	24 months
<input type="checkbox"/>	Prioritize security considerations for applications and enforce best practices for security in applications and authentication where possible.	6 months, ongoing
<input type="checkbox"/>	Assess the needs, secure funding, and implement a new human resources information system for improved efficiencies in administration and personnel management.	18 months
<input type="checkbox"/>	Review and revise the approved application list and internal tools for effectiveness.	1 month, annually

OBJECTIVE 4.3

Ensure connectivity and reliability for mission-critical systems, applications, and infrastructure.

TASKS	Support Division Chief	TIMEFRAME
<input type="checkbox"/>	Assess current systems, applications, and infrastructure, and verify current needs are met for mission-critical technology.	12 months
<input type="checkbox"/>	Assess and implement network infrastructure upgrades across stations to enhance connectivity.	24 months
<input type="checkbox"/>	Assess community growth and projected workloads on IT staff to ensure system coverage.	3 months
<input type="checkbox"/>	Identify potential needs for staffing increases and training opportunities to secure funding for needed increases.	6 months
<input type="checkbox"/>	Review and revise mission-critical needs and support structure/workload annually.	1 month, annually

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OBJECTIVE 4.4

Create an integrated operations feedback team and incorporate feedback.

TASKS	IT Manager	TIMEFRAME
<input type="checkbox"/> Assess and consolidate current IT Shift Reps and CAD working group members to develop a new operations input group.		3 months
<input type="checkbox"/> Develop testing methods for operations feedback team to assess new technologies and provide feedback.		6 months
<input type="checkbox"/> Coordinate with the training division for dedicated training opportunities with sworn and civilian staff.		3 months
<input type="checkbox"/> Enhance communication methods for sharing IT developments that impact operations.		3 months
<input type="checkbox"/> Review and revise operations feedback when received.		1 month, ongoing

OBJECTIVE 4.5

Improve collaboration with external customers and community partners.

TASKS	IT Manager	TIMEFRAME
<input type="checkbox"/> Identify technology needs for connecting to the public, including website improvements and collaborating with the community outreach team.		12 months
<input type="checkbox"/> Analyze current dispatch communication methods and identify how to enhance this partnership.		3 months
<input type="checkbox"/> Develop closer connections CRISP server team and develop better partnerships.		6 months
<input type="checkbox"/> Review and revise collaboration methods and identify where improvements can be made.		1 month, annually



GOAL 5: Enhance community resilience and reduce fire risks through data-driven prevention, targeted public education, code enforcement, and integrated community health programs.

OBJECTIVE 5.1

Conduct a comprehensive analysis of the expansion and deployment of the Community Health Program (CHP).

TASKS	Fire Marshal	TIMEFRAME
<input type="checkbox"/> Utilize data and metrics to validate the need for additional CHP personnel that is scalable based on community needs.		Monthly, ongoing
<input type="checkbox"/> Secure sustainable funding.		12 months
<input type="checkbox"/> Evaluate the current Roving Alternative Medical (RAM) unit scope of response and possible utilization with the CHP.		12 months
<input type="checkbox"/> Continued collaboration with external partners to ensure no duplications and foster partnerships with local organizations.		Annually, ongoing
<input type="checkbox"/> Hire additional CHP Team(s) members.		12 months, ongoing
<input type="checkbox"/> Reduce call volume among high-frequency 911 users to improve operational readiness for high-acuity incidents.		1 month, ongoing

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OBJECTIVE 5.2

Reduce wildland fire risk through education and resources for the community to protect life and property.

TASKS	Special Operations BC	TIMEFRAME
<input type="checkbox"/> Utilize data and metrics to validate the need for additional wildland personnel that is scalable based on community needs.		Ongoing
<input type="checkbox"/> Identify ways to integrate technology in the education efforts to prevent and mitigate wildfires.		12 months
<input type="checkbox"/> Increase community self-reliance by encouraging participation in wildfire mitigation programs (fuel mitigation, Home-Ignition Zone Assessment (HIZA), Wildland Urban Interface homeowner education).		12 months, ongoing
<input type="checkbox"/> Evaluate where we can appropriately use PFA personnel and partner agencies to assist with fuel mitigation and water supply identification to reduce fire risk and gain additional experience for fire personnel.		Ongoing

OBJECTIVE 5.3

Reduce emergency medical calls and improve patient outcomes through proactive prevention, public education, and early intervention programs.

TASKS	Training Division Chief	TIMEFRAME
<input type="checkbox"/> Become a Heart Safe Community to prevent and improve outcomes of cardiac events.		36 months
<input type="checkbox"/> Identify patients to refer to the CHP and/or other resources.		1 month, ongoing
<input type="checkbox"/> Increase partnerships with PSD schools to implement CPR, AED, and Stop the Bleed education.		12 months
<input type="checkbox"/> Increase annual utilization of <i>PulsePoint</i> by 10% in the community for bystander intervention and AED registration.		12 months

OBJECTIVE 5.4

Conduct a comprehensive analysis of the expansion and deployment of the Outreach and Education Program (O&E).

TASKS	Fire Marshal	TIMEFRAME
<input type="checkbox"/> Utilize data and metrics to validate the need for additional O&E personnel that are scalable based on community needs.		Monthly, ongoing
<input type="checkbox"/> Secure sustainable funding for personnel and equipment necessary for O&E programs.		36 months
<input type="checkbox"/> Leverage partnerships with local organizations to support O&E programs.		Monthly, ongoing
<input type="checkbox"/> Increase the effectiveness of community risk reduction efforts in Spanish-speaking communities by improving internal language skills.		12 months
<input type="checkbox"/> Identify ways to integrate marketing and advertising to promote and support O&E programs and initiatives.		12 months
<input type="checkbox"/> Increase internal participation in events.		12 months, ongoing

OBJECTIVE 5.5

Reduce community fire risk through education and code enforcement to protect life and property.

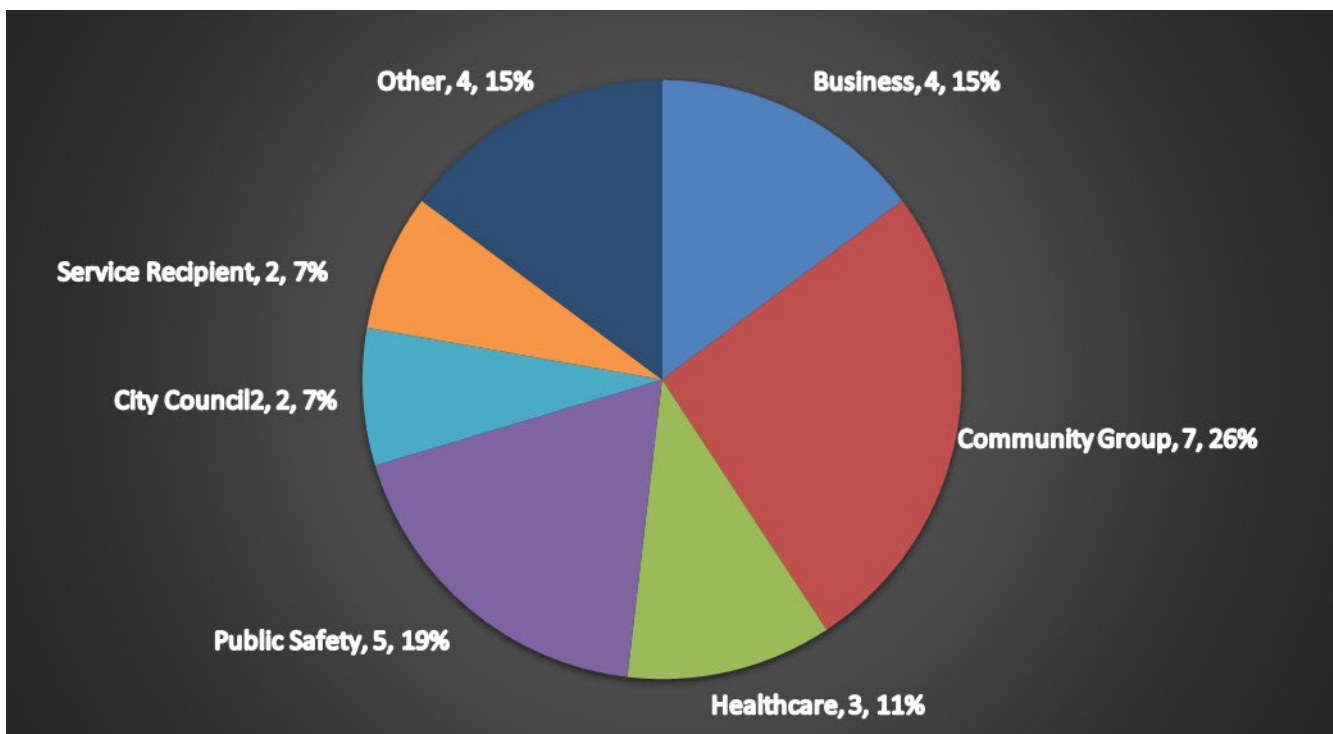
TASKS	Fire Marshal	TIMEFRAME
<input type="checkbox"/> Reduce community fire risk through education and code enforcement to protect life and property.		1 month, ongoing
<input type="checkbox"/> Promote and educate homeowners on the necessity of smoke alarms and CO installation in homes.		Ongoing
<input type="checkbox"/> Increase smoke alarms and CO installation in mobile home communities.		12 months
<input type="checkbox"/> Educate business owners on the adoption of the 2024 International Fire Code (IFC) and other fire initiatives.		6 months
<input type="checkbox"/> Secure funding for the marketing and advertisement of fire prevention educational materials.		12 months

Appendices

A. Community Stakeholder Findings

The PFA demonstrates a commitment to its community via a focus on community input and satisfaction. A community stakeholder session was held to gather feedback from the respondents regarding the PFA and its various services delivered. The information gathered from the community stakeholder feedback provided understanding to the agency stakeholders of any misalignment with its organizational foundation and performance or values-based expectations or concerns from which new improvement strategies and processes may be created.

Community stakeholders were identified by the agency to ensure broad representation. The breakdown of groups represented is presented here:



Respondents were asked to list, in priority order, up to three subjects relative to expectations, concerns, and strengths, or positives, for the PFA. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted value that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents.

The specific data and findings from the community stakeholder respondents follow.

Community Expectations of the Poudre Fire Authority (in priority order)

1. Quick response with qualified workforce. Respond when called. Quick response times for emergent calls. Quick response. Respond in a timely manner to emergencies in the community. Professional service delivery. Adequate response. Quick response. Quick response to fire and EMS calls when they come in. Fire response. Other emergency response. There when you need them. Prompt and efficient. Always respond - fire, medical, search, and rescue. Fire suppression. Effectively address both structure and wildfires. (87)
2. Meeting evolving service delivery needs. Readiness, forward thinking. Emergency response/management. Fire suppression program. Resources are directed toward community needs and call types. Prepared for the future. Services provided are based on assessed risk in community. Do everything possible to ensure that everyone in our community has equal access to services. (30)
3. Competent and well-trained workforce to respond to all types of emergencies with technical expertise. Expertise to handle the job. Stay current on training and changes in medical/fire response and mitigation. Training and safety for personnel. Well trained, well resources, professional, caring service. Competent/teamwork. Expertise and knowledge well trained. Have excellent skills for a wide range of responses. Personnel are compassionate, professional, and well-trained. (28)
4. High-quality people. Create a workforce in our community. Well-Staffed. Ensure that all employees feel equally valued. (14)
5. Proactive focus on fires injury prevention throughout community. Safety. Community safety. (13)
6. New and well-maintained equipment. Tools and equipment needed. Have effective equipment for a wide range of responses. Provide gear, apparatus, etc. to ensure the safety of our firefighters. (12)
7. Cooperation, collaboration amongst regional partners. Continue community partnerships. Continue partnerships with neighboring fire departments. Continue to collaborate with partner public safety entities. Collaboration with other public safety providers to avoid duplication and ensure efficient service. Collaboration with like agencies. (9)
8. Be sure not to provide duplication of programs or services. Perhaps too many priorities, it's very difficult to meet all community demands. (8)
9. Education of programs to the public. Fire mitigation outreach and community policy. Community outreach and education. (7)
10. Partnering with the community. Community partnerships, other agencies, departments, businesses, etc. PFA will alert my organization to life, safety, and health concerns. Partnership with local industry. Community partnerships leveraged to meet demands of community. (6)
11. Timely inspections to prevention efforts. Fire prevention. Community education and engagement. (5)
12. Lead during emergencies when it is their role, follow when that is their role. Competent leadership in the department to meet expectations. (4)
13. Fiscal responsibility. Well managed department, efficient use of funds, supportive of staff. Wise use of financial and human resources. (3)
14. Emergency management, well-coordinated and integrated with other local and regional agencies and in constant state of learning from other communities' successes and failures. (3)
15. Effectively address resources in extrication, rope, high angle, water rescue. (3)
16. Wildland fire service, FC is surrounded by high-risk urban/wildland areas. Preventive measures to manage/mitigate sources needed. (1)
17. Effectively address hazardous material spills/issues. (1)

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Areas of Community Concern about the Poudre Fire Authority (verbatim, in priority order)

1. Meeting the changing needs of the community in terms of response. Growth, expansion of response area. Managing regional growth. Increased frequency and severity of emergencies. Do you feel prepared for more wildland fires/help to other agencies due to drought/global warming. Population growth. That PFA's resources may be outpaced by community growth. Population growth, changing demographics/adequate resources. More service in unincorporated parts of the county. How are you planning for growth in the authority area. Managing growth - increased population, increased expectations by community for services. (40)
2. Maintaining funding. State legislative effects on funding. Working with changing budgets and community expectations. Funding: do they have the money to stay ahead. Funding is always a concern as things/people become more expensive. Long-term, sustainable funding as area grows. Funding gaps for maintenance and capital. State changes in property tax. Keep up with expanding costs. High fixed-cost program with large capital loads. Funding for equipment. That PFA will not have sufficient funds. Budget resilience to ensure expectations are met. (38)
3. Not enough emphasis on regional efforts, no one is big enough to do it alone. Cooperation and collaboration with regional stakeholders. In a few instances, I've heard about heavy-handed expectations with a non-partnering attitude. Collaboration/regional leadership. PFA has the opportunity to be supportive of smaller departments, but it feels like PFA is a little internal (i.e., leaving the shared training). Facilitating efficient service delivery with neighboring jurisdictions as towns in northern Colorado expand. (16)
4. More emphasis on preventing undue risk, wildfire, medical. Increase in wildfires. WUI fire mitigation, strategies, cooperation. With the increased risk of community-wide wildfires due to climate change, does the department have the resources to respond effectively. Urban interface, increasing threats from population growth. (11)
5. Potential on aging population with increasing medical needs. Do you have the resources you need around response for aging populations. Our aging population, shifting needs. (11)
6. Ensuring pay and benefits for staff remain competitive. Hiring good, new people. Staffing. Staff turnover. (9)
7. Would like to see more community engagement and partnerships with organizations and programs. Ensure willingness to partner with others to come up with solutions to complex problems instead of siloing. Communicating needs for increased prevention rather than response. (9)
8. Training. Reduced staff expertise in HAZMAT management. Maintaining the wide range of skills needed for firefighters. (9)
9. Politics in local government. Meeting changing regulations. Federal landscape. (7)
10. Mental and physical health of PFA staff to ensure they are ready to respond. That a catastrophic event will take firefighters' lives. (6)
11. Internal struggles-culture have heard from multiple employees of the downward turn in the internal culture from years past. Addressing challenges between line staff and admin staff. (6)
12. Response to a mass casualty event. EMS demands, do we need a cost-effective model/response. (6)
13. A while ago some building owners received several non-compliance notices that were incorrectly generated. Did PFA ever make that right? Do people know which notices to comply with? Ensure regulations balance safety and business impacts. (5)
14. Very little community health programming targeting needs of majority of its call volume. (5)
15. City of FC water conservation policies encouraging increased use of native landscape in urban developed areas. PFA needs early and consistent voice in the policy development to avoid unbalanced or unmanaged urban landscapes that result in Marshal Fire outcome. Native Colorado landscapes are mainly pyrophytic plants adapted to rely on fire to reproduce so inherently a conflict between conservation and safety goals. (5)

16. Resource investment, specifically rebranding/painting apparatus just to be a new color vs. investing those dollars towards community programs or technical gear. With an emphasis locally on 15-minute community and narrow roads, etc., can the department adapt to smaller trucks. (4)
17. Are you set up to deal with more electrification, higher electrical loads in homes, electric vehicles, and large batteries. (3)
18. Need for greater diversity on the line and in leadership (recruitment/retention). (3)
19. High-rise suppression and rescue. (3)

Positive Community Comments about the Poudre Fire Authority (verbatim, in no order)

- Highly trained, competent staff.
- Good community reputation.
- Very collaborative.
- High transparency.
- Effective
- Professional and friendly.
- Proactive.
- Top tier in their management and how they operate.
- Completely community-oriented.
- Great communicators.
- Community transparency.
- Working with neighboring FDs.
- Great leadership,
- Strong, well-staffed, well-equipped agency.
- Vision focused.
- Recognize traditions.
- They hire very high qualified people.
- Keep high-quality people.
- Keep using strategic planning.
- Everyone I have ever encountered has always been very friendly.
- Department seems forward-thinking.
- Community focused.
- Great leadership in key roles.
- Very professional staff.
- Community involvement.
- Excellent regional partners.
- Professionally managed and operated.
- Future-focused organization.
- Every PFA staff person I have met has been friendly, kind, and genuinely ready to help in any situation.
- Community engagement and education events seem to resonate well.
- I have never heard concerns or complaints about the service.
- Culture is tremendous, and people are proud to work for PFA.

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- People want to work for PFA, hard to get into the system, which is a good thing.
- Seem to be well funded with good equipment.
- Seem to be staffed appropriately.
- Focus on community safety and education (e.g., fall training, community health).
- Strong Leadership – engaged workforce.
- Good partnerships with UC Health.
- Community-oriented.
- Visible.
- Community health focus.
- Well-intentioned, caring staff.
- Leadership is forward-thinking, not static.
- Excellent response time-professional care.
- Trained professional staff.
- Great response.
- Have enhanced community partnerships.
- Friendly staff who value partnerships.
- Willing to engage in a positive manner.
- Always there when needed.
- Quality firefighters.
- Fiscal responsibility.
- Fire marshal flexibility.
- Knowledgeable and engaged response crews.
- Good community relations and collaboration.
- Competent/well-trained firefighters- dedicated public servants.
- Good community/interagency partnerships.
- Accessible and transparent leadership- Chief Bergsten is approachable and always available.
- PFA is willing to participate in meetings/trainings with other community organizations. Their presence and expertise is appreciated.
- Focused on taking care of staff.
- Engaged with the community.
- Data-informed decisions.
- PFA provides quality salary, healthcare.
- PFA has an excellent HR that addresses workers' concerns.
- PFA hires high-quality people who meet very high standards.
- Very professionally run.
- Great response times.
- Great overall record.
- Leadership.
- Response.
- Collaboration.

- Leadership – our chief and senior leadership team are awesome.
- Service before self – strong culture.
- Compassion and empathy for those served.

Other Community Comments about the Poudre Fire Authority (verbatim, in no order)

- Concerned about people having to hire third parties. Why? Isn't PFA the expert? PFA is seen to have a big budget.
- I have full faith in PFA, their leadership, all of their employees. A wonderful benefit to our community.
- PFA is a highly respected district with great staff and leadership. Keep up the good work.
- I very much value the partnership my organization has with PFA.
- PFA does a great job!
- Are fire inspectors involved with building code changes/standards?
- Great team for our community.
- Ride-a-longs are important for understanding a day in the life of a firefighter/first responder.
- PFA helps employees plan for retirement.

Things the Community Feels the Poudre Fire Authority Should Change (verbatim, in no order)

1. Improve communication.
2. More focus on regional partnerships.
3. Community health program expansion.
4. Work on internal culture.
5. New headquarters.
6. More influence on management of business mitigation in (un)natural areas with proximity or adjacency to neighborhoods or commercial areas.
7. More emphasis on commercial health/prevention.
8. Improve responding crews' familiarity with industrial sites.
9. Can we diversify our funding sources.
10. Does there need to be a greater emphasis on wildfire mitigation/response coordination.
11. Color of firetrucks-keep adding more red.

Things the Community Feels the Poudre Fire Authority Should NOT Change (verbatim, in no order)

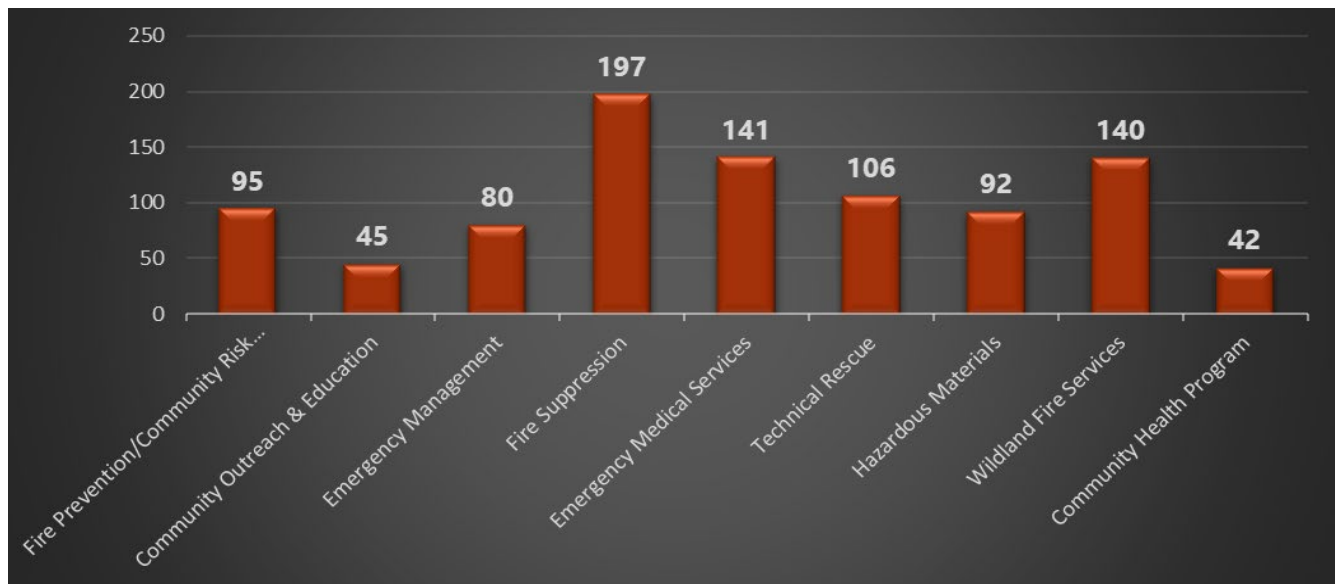
1. Readiness, professionalism.
2. Transparency, published documents, PFA website.
3. High-quality service to the community.
4. Committing to collaboration and transparency.
5. Critical focus on quick response.
6. Leadership.
7. Community engagement.
8. Trained qualified staff.
9. Focus on community safety.
10. High standards for training and investment in talent.

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11. Community-oriented/focused training.
12. Consistent, reliable, friendly service.
13. Respect for the community.
14. Fire suppression/wildland fire collaborative team.
15. Fire marshal's flexibility in evaluating complex issues and providing solutions.
16. Pursuit of excellence-continuous improvement.
17. Collaborative spirit.
18. Focus on strategic planning.
19. Response rates.
20. Community outreach.

Community-Prioritized Programs

Understanding how the community prioritizes the agency's programs and services allows the PFA to ensure its focus on resource allocation aligns. With that, prioritization feedback was garnered with an instrument that compared the prioritization of the programs and services offered by the PFA. The results were as follows:



B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the PFA attended a three-day work session to review the community feedback, develop or revise the agency’s mission and values, and establish a quality focus on the way forward in developing this community-driven strategic plan. Additionally, the process included an environmental scan in the form of a strengths, opportunities, aspirations, and results (SOAR) analysis to better understand the current situational aspects impacting the agency.



Agency Stakeholder Work Session

SOAR

The agency’s internal stakeholders utilized a strategic environmental analytic method known as SOAR: where members consider the organization’s current strengths, opportunities, future aspirations, and strategic results to formulate a path for continuous improvement. The SOAR process was conducted for reflection, focus, and alignment with the organization’s set of values, its vision, and its mission. This appreciative inquiry process provided environmental scanning for strategic direction, associated plans through the application of innovative ideas, and a positive strategic framework that brings clarity to the agency’s vision for leadership in day-to-day functions.

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Strengths

Communication: incidents, interagency, non-English speaking response services, transport, with board and union, daily operational readiness	Equipment: fleet services, personal protective equipment, financial planning, replacement schedules, diverse equipment.
Response: Able to respond to a diverse set of emergencies, certifications, staffing seasonals/volunteers.	Reputation: well-liked and trusted by community, individuals, accreditation
Relationships with Colorado Metropolitan Certification Board, certification process, and fire-associated departments	Environmental awareness: area familiarization, knowledge
	Hiring process: diversity, over-hires
	Customer service
People: quality, engaged, competent, self-motivated to change.	Fire Prevention Community Risk Reduction: qualifications, education, responding to change
Funding: multiple streams, diversified, change, look ahead, vision, no debt	Community partners: city, Timnath District, response partners
Tech	Leadership: union collaboration
External opportunities: Urban Search & Rescue, wildland, professional development	Technology: progressive, innovative, resilient technological infrastructure
Commitment to community: obsession/driven to improve	Facilities: maintenance, renovations, expandable
Community relationships (police, schools, etc.)	Forward-thinking, strategic plan
Geographic location	Fleet Services, funding/partnership
Transparency	Expanding Organizational structure
Community outreach, preventative care, adaptability	Staffing ratio (1.25)
Training center culture	Cardiac survivability
Ability to process and adapt feedback systems	Fire prevention, more specifically
Science-based fire attack, less fire loss	Attitude towards Emergency Medical Services (EMS)
Career development- sworn, bidding, classes, committees, promotion	Starting to focus on health/wellness, scans, wellness fitness initiative, blood testing
Firefighter retention	Ongoing high-level incident command training
Partnership with the University of Colorado Health	Focused on Firefighter Health and wellness
In-house IT department (team availability)	Recruit academy and post-hire requirements
Relationships with partner agencies	Colorado State University (CSU) health screenings
Support of both boards	Seasonal volunteer program
Overall competency in skills	Administrative support staff (IT, finance, HR)
High-level engagement among members	Reputation
Culture: obsession with continuous improvement	

Opportunities

Varied funding/financial stability	Expand wildland team leadership
Improve prevention through partnerships, outreach, education.	Alternative response - assisted living, high utilizers, vehicles
Joint training with partners (Loveland Fire Rescue Authority (LFRA), Wellington, county, state, police)	Outside training at PFA, HazMat/special ops, conferences, leadership, hosted classes at PFA
Succession planning at all levels: redundancy, single point of failure, identify replacements and cross train, station captains, program managers	Social and communication with others, how do we speak to first responders, communicate with civilians, external facing FDC (divisions/programs)
Expand partnerships with neighboring agencies: Loveland Fire Rescue Authority (LFRA), TVEMS, Wellington.	More staffing to meet community growth (uniformed, civilian) - ensure optimal staffing in all divisions.
Improve hiring, recruitment, retention practices, competitive pay, uniformed and civilian.	Administrative efficiency: data accessibility, streamlined access (internal/external, metrics)
Tech interoperability (fewer devices)	Expand community health program/EMS prevention.
Complex incident management (low-frequency, high risk)	Investment in current facilities, stations 5/2/3 training
Strengthen culture through communication.	Keep an eye on the future, trends, and best practices.
More collaboration internally (uniform civilian)	Leverage technology as it evolves
Capitalize on partnerships (University of Colorado Health, CSU, grants with partners, CUFC.	Impact and collectively evaluate culture – Mission, Vision, Principles (MVP) evaluation (formal), Informal (where we really are), bring them together, consistency and stability in action.
Enhancement/expansion of compensation studies (benefits, leaves)	
Morale with civilians	Promotional process, increase interest.
Explore opportunities for a wildland expansion: Office of Emergency Management (OEM), Computer Aided Dispatch (CAD) dispatch/revised.	Expansion of community health program response/scope. Absorption of RAM, crews on CHP to respond with crews, alternative transport
Communication – internal, vector solutions (dilution of information), process, priority, artificial intelligence	Qualification adjustment, certifications, years of service, sustainability, in-house tech schools, roving officers/engine
Succession planning, redundancy	Recruitment and retention- nonsworn
Flex schedule for 40-hour - everything does not fit in an 8-5 window, recruitment and retention of 40-hour staff, make 56-to-40-hour opportunities more attractive.	IT: end-user involvement in development, bridge operations with technical staff, stakeholders, integration of operations user experience
Better integration of volunteer staffing, improved dispatching/utilization, expand.	Training: decentralize schedule training, relationships, area/competency specific, BC led
Define the future of PFA response roles and responsibilities and ability	Explore tiered dispatch, prioritize calls, recommend other solutions
911, clarify the scope of roles, and communicate with operations and external stakeholders	Reduce single points of failure, staff accountant, increase redundancy.
Expand funding, billing	Capitalize on partnerships (parks, LCES)
Special district funding model	Employee health
Expand on the mental health/physical health of PFA employees, continue to evolve and improve.	

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Aspirations

Go to fire department in Colorado, pay benefits, culture, reputation, training.	Earning/demonstrating trust: recruitment, expertise, caring, safety, compassion
Prioritize life safety	Service (internal between divisions and external)
Leader in innovation, culture of continuous improvement	Meet the needs of the citizens, improved quality of life
Influence behavior, reduce dependency on 911, correct dispatch	Air resources outside of wildland use – tech rescue, transport/transfer of patients.
Community outreach committee with members from all areas of the organization	Correct response: dispatch education, bigger voice in dispatch
Highly trained: teaching department, progressive	Work from home, flexible schedule
Increased public outreach/engagement, picnics, events, online culture	Stronger relationships with partners, internal/external, collaboration across divisions
Working smoke and carbon monoxide alarms in every home in the jurisdiction	New external website, less cluttered with a more efficient back end.
Reduced work week: safety, quality of life, morale, employee health	Become a special district, less dependency, alternative funding, dispatch center collaboration
Data-informed decisions	Ability to fund these programs, stability, diversity
Be the trusting organization (internally) assume an intent	Increase visibility and relevance of social media presence
Continue leadership development	Heart safe community
Varied response- stay in the lane of what is ours; dispatchers can transfer callers to the right resources	Educate, equip for self-reliance (renters and owners) medical, wildland mitigation, fire safety, smoke/CO alarms.
Dive team	
Regional training hub	Consistent access to bilingual services
State-of-the-art facilities: wellness, firehouses, training, admin	Empower employees to leave a lasting impression through service and care.
Unmatched word-of-mouth marketing as a destination agency	Integrate Community Health Program (CHP) with other agencies doing similar work, increase funding
PFA will be on the leading edge for potential future regionalization/collaborative programs in Northern Colorado	Research rebranding opportunities: to increase recruitment/retention, media, logo/name, social media structure
Poudre Fire Protection District is self-sufficient.	Simplicity of technology: operations/interagency
Increased grant funding	Bilingual services
Relationships with firefighters and the board	Fully funded fire protection engineer
Grant coordinator	New Station 5
Synergy- understanding the organization regardless of position	Need fire dispatcher for improved efficiency and safety.
Robust drone program, increased utilization	Truck/Engine ratio

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> - Flexibility, increased applicants, employee satisfaction, retention - Decreased number of forced positions - Communication: decreased frustration, increased predictability, safety, knowledge, streamlined communication - Information Technology: ops liaison, end-user satisfaction, desired user interface, overcome hurdles, beta test in live environment - Enhancements in compensation/leave: increased retention, recruitment, diversity, standard of living, - Expanded CHP: change in deployment model, improved quality of life, viewed as a leader in community health, increased scope, funding, decrease in high utilizers - Wildland division: improved response, mitigation, awareness, skills of staff, fire resilience, initial response, and volunteer effectiveness - Integration of volunteers: increased resources, area knowledge, incident outcomes, and recruitment - Qualification adjustments: increased training efficiency, decreased costs, increased safety - Training, increased BC involvement, increased shift capabilities, area knowledge, SMEs in specific disciplines - Self-sufficient, funding opportunities, taking authority, altered relationships with partners, fire-centric board - Less frustration - Increased board understanding of firefighter needs - Increased money, services to employees - Comparable to other surrounding agencies, increased training demand - High functioning organization 	<ul style="list-style-type: none"> - Consistent budgets, Sales tax established, use loans for capital projects, replacement schedules fully funded - Wildland, fast qualified response, succession, planning - Reduce calls, proactive management of medical needs - Community educator for assisted living - Best practices for alternative fleet - PFA recognized as a leader in the community - Replace/remodel of 5/3/2/ training admin - Unity within PFA - Enhanced interoperability - Consistent annual classes, deliver scheduled leadership training - Happy employees, low turnover - Having and tracking metrics - Healthy employees - Wellness center with access to needed resources - No gaps or departures in the efficiency and consistency of programs - Grant recipient with partner agencies - Host for regional training - Implementation of feedback - Save a Life 90% survivability rate - Unified approach to CHP - Safer community - 98% on power engaged surveys/employee satisfaction - Dedicated fire dispatcher - Annual increase in social media interactions, followers, improved perceptions - Working CO/smoke alarms in residences - Renewed contract with enhanced partnerships - Early detection of health issues, reduced sick leave, healthy retirement 	<ul style="list-style-type: none"> - Funding stability, decreased overhead, increased autonomy, decreased outside agendas, local control - Increased employee satisfaction - Increased organizational resilience - Increased budget and growth - Increased efficiency - Decreased call volume - Increased morale, competency, clarity - Role alignment - Less wake-up calls - Adequate space for activities - Recruitment funding and drawing laterals - Improved patient outcomes - Department certifications and SME increase - Increased diversity - Reduce high-frequency callers/911 dependency - Increased community perception - Improved working relationships - Cancer reduction - 42hour sworn workweek, 40-to-32-hour work week - Increased safety - Leader in the fire service - Trusted and respected organization - Limit surprises/proactive department - Improve retention - Members can afford the cost of living - Decreased fire loss and deaths - Better adaptation

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Group 1	Group 2	Group 3
<ul style="list-style-type: none"> - Accredited agency with standards of cover - Adequate staffing in operations - New station with better reliability - Higher quality employees with more opportunity 	<ul style="list-style-type: none"> - Complete facility master plan - Community education and wildland resources available - Easy access and understanding of HR with line personnel - Confident incident commanders - Universal buy-in - Increased hiring pool, farm team 	<ul style="list-style-type: none"> - Increase community responsiveness

Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by the PFA and those supporting services that help the agency provide the core programs and services. With this understanding, the agency stakeholders can further define where the issues and gaps exist within the organization and provide more basis for the environmental scan that is conducted. To bring this understanding to fruition, CPSE provided guidance and gained consensus understanding with the entire group so that the difference between the deliverables and the supporting functions were understood.



Agency Stakeholder Work Session

Challenges and Service Gaps

After sifting through data and feedback provided by the community stakeholders, and the internal environmental scan, the agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within the PFA. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the agency stakeholders.

Group 1		Group 2	Initiative Link
Staffing <ul style="list-style-type: none"> ○ Employment ○ Workforce ○ Promotions ○ Work schedule ○ Pay and benefits ○ Employee wellness and health ○ Diversity 	<ul style="list-style-type: none"> ○ Staffing for community growth/change ○ Hiring, recruitment, retention ○ Succession planning ○ Community outreach ○ Civilian retention ○ Sworn retention ○ Internal culture 	Recruitment and Retention <ul style="list-style-type: none"> ○ Job satisfaction ○ Room for growth and advancement ○ Benefits and schedules ○ Have different approaches on recruitment and retention with 40- and 56-hour positions ○ Health, wellness, fitness 	Workforce Investment
Service Delivery <ul style="list-style-type: none"> ○ CHP expansion (mental health) ○ Bilingual services ○ Increased call volume ○ Wildfire mitigation ○ Drone Ops/helicopter ○ Internal training ○ Volunteer/seasonal usage ○ Community growth ○ EMS – PFA ○ EMS – Community ○ Community outreach scaled to community demand ○ Partnerships 		Response <ul style="list-style-type: none"> ○ Quick and qualified response ○ Improved turnout times ○ Competent and well-trained workforce ○ Wildland single resources (expansive) ○ Continue to adjust and refine the staffing model ○ Scope 	Response
Technology <ul style="list-style-type: none"> ○ New website/FDC ○ User experience ○ Streamlining technology (apps and maps) ○ GIS advancements/enhancements ○ Community growth ○ Partnerships 		N/A	Technology
Training <ul style="list-style-type: none"> ○ Decentralized training calendar ○ Hosting more ○ Complex incident command ○ Leadership ○ Overhead wildland ○ Joint training with partners ○ FDC Calendar ○ Simplify/streamline certifications and qualifications 		N/A	Training
Service Delivery <ul style="list-style-type: none"> ○ CHP expansion (mental health) ○ Bilingual services ○ Increased call volume ○ Wildfire mitigation ○ Drone Ops/helicopter ○ Internal training 	<ul style="list-style-type: none"> ○ Volunteer/seasonal usage ○ Community growth ○ EMS – PFA ○ EMS – Community ○ Community outreach scaled to community demand ○ Partnerships 	Preventative Care/EMS <ul style="list-style-type: none"> ○ Internal: Heart Trust, Wellness Program ○ External: Community health, communication campaigns, Community outreach and education 	Prevention

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The following information is raw data from the deliberation of the two workgroups that are *not* linked directly to a strategic initiative but remain important. The PFA is best served to understand and embrace this other information as it moves forward for deliberative purposes and consideration of support of the strategic initiatives.

Group 1	Group 2	Topic
<p>Funding</p> <ul style="list-style-type: none"> ○ City relationship ○ Funding formula ○ Grants ○ City of Ft. Collins sales tax ○ County property tax ○ Economic risk based on the economy ○ Internal fiscal responsibility ○ Maximize current revenue ○ Long-term budget planning ○ Billing ○ Partnering agencies ○ Lack of alternative funding ○ Aging facilities ○ Community growth ○ Capital improvement 	<p>Funding</p> <ul style="list-style-type: none"> ○ Sales tax ○ Billable service ○ Grants ○ Capital expansion fees ○ Debt (COP) ○ Hosting training and classes ○ Scope 	<p><i>Funding</i></p>
<p>N/A</p>	<p>Relationships</p> <ul style="list-style-type: none"> ○ Internal communication ○ External communication ○ Concise ○ Website and social media ○ Community outreach and collaboration ○ 40 and 56 hours ○ Scope 	<p><i>Relationships (considered in Workforce Investment Topic)</i></p>



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