

SUMMIT FIRE & EMS FIRE PROTECTION DISTRICT STRATEGIC PLAN 2022-2026



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Message from the Fire Chief

I would like to acknowledge all of those who contributed to this process - both internal and external. The importance of having a strategic plan cannot be overstated as a public entity. During a time of significant overhaul within this consolidated agency, the work put in by those who rose to the occasion will not be in vain. The content of this document will go a long way in making us all a more well-rounded team as we continue the work of changing the organization to fit the needs of the community now and into the future. You all have my personal commitment that we will make the implementation of the goals and objectives listed within a priority going forward. I thank you all for your contribution to this effort and will look forward to our future together as we put these words into action.



Travis Davis
Fire Chief

Introduction

The Summit Fire and EMS Fire Protection District (SFE) provides an all-hazards approach in protecting the lives and property of the residents, businesses, and visitors of the district. SFE is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written with a basis in the Commission on Fire Accreditation International's (CFAI) fire and emergency service accreditation model and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the department's members to critically examine paradigms, values, philosophies, beliefs, and desires and challenged individuals to work in the best interest of the "team." It further provided the department with an opportunity to develop the organization's long-term direction and focus. Members of the organization's community and department stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion and plan execution.

SUMMIT FIRE & EMS FIRE PROTECTION DISTRICT
STRATEGIC PLAN
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Organizational Background



The Dillon Fire Department consolidated with the Dillon Valley Metro District in 1989 to become the Dillon/Dillon Valley Fire Protection District ("DFPD"). The Silverthorne Fire Protection District consolidated with the DFPD in 1993 forming the Lake Dillon Fire Authority ("LDFA"). The Frisco Fire District consolidated with the LDFA in 1995. In 1998, voters approved consolidating mill levies and formally

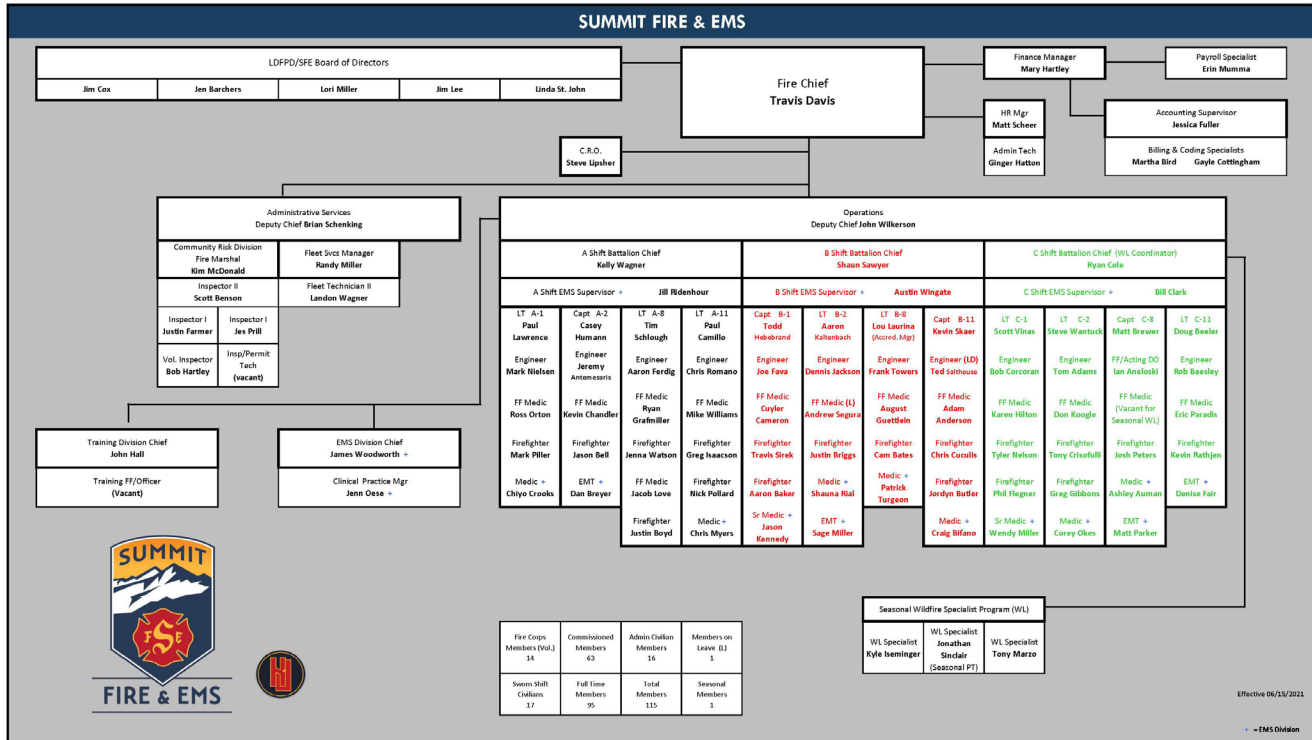
abolished that authority forming the Lake Dillon Fire Protection District ("LDFPD"). In 2005, the Snake River Fire Protection District ("SRFPD") included into LDFPD. In 2009, the Lower Blue Fire Protection District in the Heeney area entered into a formal contract with LDFPD to provide all fire protection services into their district.

In 2017, Copper Mountain Consolidated Metropolitan District ("CMCMD") and LDFPD signed an Intergovernmental Agreement to form the Summit Fire and EMS Authority (SFE). The Authority went into effect January 1, 2018. In April of 2019 the decision was made to consolidate the former Summit County Ambulance into the Authority of which was officially launched January 1, 2020 as a recognized combined agency. In November of 2020, Copper Mountain residents voted in favor of a formal consolidation with the LDFPD - who were still in existence but doing business as the Summit Fire & EMS Authority. Throughout 2021 the Authority model was abolished and the former LDFPD became the Summit Fire & EMS Fire Protection District.

SFE serves an approximate population of 21,367 residents, plus a seasonal capacity of 100,000 within the community. Growth and increase in population have and will provide for specific risks for which Summit Fire and EMS Fire Protection District considers, prepares, and deploys its resources.

Today, the district is governed by five duly elected directors serving four-year terms. SFE reflects on its history and remains committed to providing the highest level of professionalism, excellence, and quality of reliable service. Summit Fire and EMS Fire Protection District continues to honor its community with the provision of services through its proactive focus on risks and deployment from four full-time stations, two auxiliary stations, and an administration building located strategically throughout the 419 square miles of coverage area. Staffed to support the community, SFE embraces its future vision and excellence in service delivery.

Organizational Structure



Community-Driven Strategic Planning

For many successful organizations, the community’s voice drives their operations and charts the course for their future. A community-driven emergency service organization seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains a focus of an organization’s direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources. Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no defined end. While plans can be developed regularly, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a shared understanding of where the organization is going, how everyone involved can work to that common purpose, and how progression and success will be measured.



Community Stakeholders Work Session

The Community-Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the values of the organization's membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.

Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and department stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Travis Davis and the team of professionals that participated for their leadership and commitment to this process.

Development of this strategic plan took place in July 2021, beginning with meetings hosted by a representative from the CPSE for community members (as named in the following table). The department identified community stakeholders to ensure broad representation. The community stakeholders were comprised of some who reside or work within the Summit Fire and EMS Fire Protection District’s coverage area, and some who were recipients of SFE’s service(s).

Summit Fire and EMS Fire Protection District Community Stakeholders				
Sandi Brantley	Jerry Del Valle	Larry Gilliland	Bob Hartley	Bob Kato
Trevor Maring	Mark Mathews	Kevin McDonald	Gary Nicholds	Cale Osborn
Michael Russo	Steve Skulski	Mike Spry	Jack Taylor	Sarah Vaine

Community Group Findings

A key element of the SFE’s organizational philosophy is having a high level of commitment to the community and recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided by the department. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized) and positive and other comments about the organization. Specific findings of the community stakeholders are provided in the appendix of this document. The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholders’ feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.



Community Stakeholders Work Session

Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, SFE needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Emergency Medical Services	1	90
Wildland Fire Services	2	80
Fire Suppression	3	75
Technical Rescue	4	48
Fire Prevention	5	45
Hazardous Materials Mitigation	5	45
Domestic Preparedness Planning and Response	7	40
Public Fire and Life Safety Education	8	26
Fire Investigation	9	19

See Appendix 1 for a complete list of the community findings, including expectations, areas of concern, positive feedback, and other thoughts and comments.



Community Stakeholders Work Session

Department Stakeholder Group Findings

The department stakeholder work sessions were conducted over three days. These sessions served to discuss the organization’s approach to community-driven strategic planning, focusing on the department’s mission, values, core programs, and support services. Additionally, focus was given to the organization’s perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group representing a broad cross-section of the department, as named and pictured below.

Summit Fire and EMS Fire Protection District Stakeholders			
Dan Breyer	Kevin Chandler	Ryan Cole	Jessica Fuller
Aaron Kaltenbach	Don Koogle	Paul Lawrence	Steve Lipsher
Wendy Miller	Mark Pillar	Jessica Prill	Jill Ridenhour
Brian Schenking	John Wilkerson	Mike Williams	



Department Stakeholders

Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all department 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, the following mission statement was created, discussed, and accepted by the entire group:

Summit Fire & EMS: Dedicated and compassionate professionals providing all-hazards solutions to the community through education, prevention, and response.



Department Stakeholders Work Session

Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

Community - We value our community and embrace its diversity with inclusion and respect.

Service - We value service to our community with kindness and compassion.

Integrity - We value truthfulness and honesty in all areas of life and work. When faced with difficult decisions and hard choices, we do the right thing, even in the face of adversity.

Professionalism - We value dedication to our profession, excellence in achieving our mission, innovation in thought, respect toward all, and effective communication.

Safety - We value safe practices in all actions and mental and physical wellness for all.

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up SFE are guided by them to accomplish the goals, objectives, and day-to-day tasks.



Department Stakeholders Work Session

Programs and Services

To ensure a deeper focus exists in determining issues and gaps within an organization, there must be a delineation between core programs and supporting services. Core programs are those core deliverables provided by the department. Supporting services are the internal and external programs and services that help the SFE deliver its core programs.

The importance of understanding the difference is that issues and gaps may exist in core programs or supporting services, and the department's strategic approach may bring forth different considerations for improvement. Additionally, supporting services may be internal or external to the organization and requires understanding how the difference impacts their location within the analysis of strengths, weaknesses, opportunities, and threats if identified. Finally, it is important that the department stakeholders understand that many local, state, and national services support its delivery of the identified core programs.

Through a facilitated brainstorming session, the department stakeholders agreed upon the core programs provided to the community and many of the supporting services that support the programs. This session provided the sought understanding of the differences and the important key elements of the delineation.



Department Stakeholders Work Session

SWOT Analysis

An organization candidly identifies its positive and negative attributes through a SWOT analysis (strengths, weaknesses, opportunities, and threats). The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize and those that pose a danger. Department stakeholders participated in this activity to record SFE's strengths and weaknesses and the possible opportunities and potential threats. Information gathered through this analysis guides the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

Appendix 2 consists of the SWOT data and analysis collected by the department stakeholders.



Department Stakeholders Work Session

Critical Issues and Service Gaps

Following the department's SWOT identification and review, two separate groups of department stakeholders met to identify themes as primary critical issues and service gaps (found in *Appendix 3*). The critical issues and services gaps identified by the stakeholders provide further guidance toward the identification of the strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.

Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

Summit Fire and EMS Fire Protection District’s Strategic Initiatives		
Communication	Fiscal Sustainability	Staffing
Health and Wellness	Training	Recruitment and Retention

Goals and Objectives

To continuously achieve the mission of SFE, realistic goals and objectives with timelines for completion must be established. These will enhance strengths, address identified weaknesses, provide a clear direction, and address the community’s concerns. These should become a focus of the department’s efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established workgroups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the SFE’s leadership.

Goal 1 Enhance internal communications to reduce confusion and increase transparency, effectiveness, and safety within Summit Fire & EMS (SFE).

Objective 1A Identify and analyze current processes of communication used by SFE to determine effectiveness and gaps.

Timeframe 4-6 months **Assigned to:**

- Critical Tasks**
- Develop a Communications Task Force (TF).
 - TF will solicit feedback from all members of SFE on internal communications effectiveness and gaps.
 - Review current guidelines and policies to determine if communication is addressed.
 - TF will analyze data to determine areas of improvement.
 - TF will compile a report of findings to present to leadership.

Funding Estimate Capital Costs: Consumable Costs:
 Personnel Costs: Contract Services Costs:

Objective 1B Develop solutions to bridge identified gaps within SFE to improve communication for all members.

Timeframe	4 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • TF will research best practices utilized by comparable agencies. • TF will develop a communications improvement plan based on their research. • TF will submit an improvement plan to leadership for approval. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 1C Implement the communication solutions to increase transparency, effectiveness, and safety within SFE.

Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Update current SOGs to reflect communication improvement plan. • Develop an appropriate training delivery plan that includes methodology, personnel, and timeline. • Obtain leadership approval of training plan or revise if requested. • Designated personnel will implement the training plan. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 1D Evaluate the effectiveness of the implemented solutions to determine overall improvement in SFE communication.

Timeframe	6 months-ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Leadership and TF will evaluate implementation at six months to ensure that the program is meeting intended goals. • Leadership will evaluate results annually to determine if communication has improved, reduced confusion, increased transparency, effectiveness, and safety within SFE. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 2 Develop and enhance sustainable revenue sources based on the needs of our growing community while maintaining a quality level of service.

Objective 2A Identify and analyze current revenue resources available to the organization.

Timeframe	1 week	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a task force for financial sustainability. • Review budget and monthly board reports provided by finance to identify current revenue sources. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 2B Identify and analyze the current quality levels of service.

Timeframe	3 weeks	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Define quality measures relative to our service delivery. • Review the annual compliance reports to identify the baseline quality. • Analyze the collected data. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 2C Research and analyze potential sustainable revenue sources.

Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Review the last five-year historical financial statement of both Lake Dillon Fire and Summit County Ambulance to define sustainability. • Compile a list of sustainable revenue sources. • The task force will brainstorm potential sustainable revenue. • Determine recommendations for potential sustainable revenue. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 2D Determine potential expenditures, cost savings, and increases throughout the organization.

Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Finance prepares budget templates to assist the executive team in determining cost savings and increases of expenditures by budgeted line items. • The executive team will collaborate with line personnel to validate the need for expenditures. • Compile data from preparations and collaborations. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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Objective 2E	Determine investment needs in our physical resource assets.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Task force to define physical resource assets. • Determine needs by asset category. • Create a three-to-five-year cost analysis by asset category. • Create a report of findings to present to the executive team. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 2F	Develop and evaluate a fiscal sustainability plan for the organization moving forward.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Task force will present comprehensive findings to the executive team. • The executive team will develop and evaluate a fiscal sustainability plan for the organization to follow the budget timeline. • Develop, recommend, and annually review a financial sustainability measurement guideline. • Present findings to the board for consideration. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 3 **Develop a comprehensive agency-wide staffing model for safe, effective, and efficient delivery of all services within Summit Fire & EMS (SFE).**

Objective 3A **Identify and analyze the current staffing parameters used by SFE to determine gaps in safety, effectiveness, and efficiency.**

Timeframe	3-5 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop a Staffing Task Force (TF) that is a comprehensive cross-section of SFE to analyze the current staffing parameters across all divisions. • Evaluate the current Standards of Cover (SOC) document and determine if SFE is compliant and if the document remains relevant. • TF will review current department qualifications of personnel and determine if department needs are met. • Review current industry standards on staffing to determine if best practices are currently being addressed. • Review divisional workloads for efficiency and effectiveness. • Determine whether developing staffing parameters should be handled internally or outsourced to ensure objective findings. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 3B **Develop staffing guidelines to bridge identified gaps within current SFE staffing parameters.**

Timeframe	3-5 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • TF will develop staffing guidelines based on best practices of researched standards and the department’s established SOC document. • TF will submit recommended staffing guideline to leadership for approval or revision. • TF will recommend if further training is required to meet department needs. • TF will provide hiring recommendations to meet staffing parameters. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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Objective 3C	Implement staffing parameters based on developed guidelines to be followed by SFE.	
Timeframe	6-8 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • The TF will develop a staffing SOG. • The accreditation manager will update the SOC document and operational guidelines to reflect recommended staffing parameter changes. • Develop an appropriate training delivery plan for all divisions. • Obtain leadership approval of the training plan and SOG for revision as requested. • Designated personnel will implement the staffing guidelines after training is completed. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 3D	Evaluate the changes made in the staffing model to confirm safe, effective, and efficient service delivery within Summit Fire & EMS.	
Timeframe	6 months-ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Leadership and TF will evaluate implementation at six months to ensure the program is meeting intended goals. • Leadership will evaluate results annually to determine if gaps in safety, effectiveness, and efficiency have been decreased or resolved. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 4 **Develop a process that can be used throughout the organization to promote health and wellness that will be reflected by a more resilient workforce.**

Objective 4A **Evaluate the current health and wellness programs to establish a baseline and consider non-traditional programs and services for inclusion in the process.**

Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Review current standards, legal requirements, NFPA guidelines and standards. • Develop an employee survey process regarding wellness and mental health. • Review the data collected and create a report of findings for submittal. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 4B **Conduct a gap analysis to determine opportunities or identify shortcomings in the current health and wellness model.**

Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Determine best practices and standards dictated by federal and state models, including local models. • Compare the current model to researched models for further development. • Determine and document the gaps found from the data. • Disseminate the gap report of findings to the appropriate functional area of the organization. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 4C **Establish benchmarks to improve and standardize health and wellness throughout SFE.**

Timeframe	3-6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Gather SME's from each division to create a focus group. • Using the information gathered in the previous steps, create new benchmarks for all divisions within SFE. • Build a health and wellness program recommendation list for any new benchmarks created. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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Objective 4D	Develop steps to close the identified gaps to achieve improved physical and mental wellbeing.	
Timeframe	3-6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify programs and partner agencies to assist with the implementation of potential programs. • Perform a cost analysis for identified programs. • Request approval for implementation of the programs. • Identify, train, and educate department personnel involved in the process. • Provide program recommendation to leadership. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4E	Identify, train, and educate internal personnel involved in the wellness program.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Ascertain interest within the organization for members to work as support leaders. • Make a list of interested parties from each shift or department. • Develop the curriculum for internal training. • Implement and deliver the developed curriculum. • Gather participant feedback. • Budget for the implementation of the health and wellness process. • Report on the implementation of the health and wellness program. To executive staff. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4F	Create an evaluation process that measures SFE's progress in achieving a higher standard for agency-wide health and wellness.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Gather and evaluate program process information regarding health and wellness. • Create a data point structure around the overall process of the health and wellness program. • Develop recommendations for continued quality improvement. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 5 Establish and implement a training process that can be used throughout the organization to standardize training, maintain proficiency, and support the mission.

Objective 5A Assess the current training, evaluating effectiveness and standardization to establish baseline information.

Timeframe	4 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Conduct a study to identify the current training. • Conduct a survey to gather input from all staff to assess the current training programs, evaluate effective and standardization. • Evaluate the results of the survey. • Organize the information gathered. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 5B Conduct a gap analysis to recognize opportunities or identify shortcomings in the current training model.

Timeframe	4 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Determine best practices and standards dictated by county, state, federal, and international models. • Compare the current model to all researched models. • Determine the gaps between models. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 5C Establish benchmarks to achieve standardized training and maintain proficiency.

Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Gather subject matter experts in each division to create a focus group. • Using information gathered from the gap analysis, create new benchmarks for all divisions within SFE. • Build a curriculum recommendation list based on newly created benchmarks. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 5D Develop steps in the new training process to close the identified gaps to achieve a standardized process to support our mission.

Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Design program and create curriculums given the needs/gap analysis and agency goals to support agency goals. • The design will be performance-based and adult learning principles utilized. • Ensure the program meets time and budget constraints. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 5E Implement the steps in the new training program.

Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Build a standardized training template for use by all divisions. • With developed curriculum per division, apply them to standardized training template. • Determine the budget and timeframe specific to the training plan. • Create a review process for the training topics. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 5F Create an evaluation process that measures our progress toward the goal of effective, standardized training.

Timeframe	4 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a plan for evaluating instructors. • Create a plan that evaluates the course components. • Create a plan that evaluates the course facilities. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 6 Create a consistent and transparent recruitment, retention, and promotion process to provide quality applicants and retain valued organization members.

Objective 6A Identify and analyze the current processes and procedures used in current recruitment, retention, and promotion.

Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a cross-division committee to facilitate achieving our goal of creating a consistent and transparent recruitment, retention, and promotion process. HR will act as a facilitator. • Locate current SOG's, policies, procedures, and practices for SFE. • Develop a comprehensive survey for newly promoted, newly hired, and interviewees from the past five years. • Disseminate the surveys across the organization. • Compile and analyze survey results and current policies, procedures, and practices to determine what works, what doesn't, and what is missing in our current policies, procedures, and practices. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 6B Research and analyze industry best practices around recruitment, retention, and promotion to utilize in our new process.

Timeframe	5 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Compile a list of organizations to contact to include, but not limited to, CPFF, IAFF about their recruitment, retention, and promotional processes. • Compile and analyze the information gathered. • Create a prioritized recommendation list based on the analysis. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 6C Utilize the information collected to develop new processes and procedures for review.

Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Utilize the prioritized recommendation list to develop new processes and procedures regarding recruitment, retention, and promotion. • Review information from the list for inclusion within the training program. • Develop the training program by building a curriculum around the findings. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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Objective 6D		Train on new processes and procedures in preparation for implementation/	
Timeframe	3 months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Determine individuals that will be implementing and overseeing the process. • Inclusive of the above process, identify task force members. • Using the developed curriculum, train task force members and those overseeing. • Evaluate with input from the task force about changes and improvements. • Implement the processes and procedures based on task force recommendations. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 6E		Roll out the newly developed SOG for recruitment, retention, and promotion to the organization.	
Timeframe	7 months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Test the process internally with a mock promotional process. • Test the recruitment process with a mock exercise (CMC). • Utilize as training for individuals who wish to advance. • Gather feedback from the task force, overseers, and participants. • Perform a cost analysis around the process for budget approval. • Formalize and document the approved process. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 6F		Develop an evaluative approach that measures the consistency, transparency, and effectiveness of the new process.	
Timeframe	6 months-ongoing	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Develop and determine data points collected to include, but not limited to, microdata. • Create benchmarks for consistency, transparency, and effectiveness. • Develop a system to capture data. • Make recommendations on systems needed if required. • Analyze captured data. • Make overall program recommendations to develop solutions and identify gaps. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department's global vision but rather to confirm the futurity of the work that the department stakeholders designed. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

“Vision is knowing who you are, where you’re going, and what will guide your journey.”
Ken Blanchard

Summit Fire and EMS Fire Protection District’s 2026 Vision

is to be known as an internationally accredited, mission-focused department that protects the community through the collaborative pursuit of excellence and solutions-based leadership. We commit to the following futurity of transformation through the compassionate support of our members and those we serve.

Our focus on timely communication, modern-day training, and fiscal sustainability will strengthen our effectiveness while achieving greater organizational consistency. We see a department that recruits, welcomes, and retains innovative members with expertise and demonstrative values of integrity and professionalism. In recognition of our greatest resource of human investment, we will make every effort to develop, support, mentor, and prepare our members to be the best they can be. Our concept is to achieve this through appropriate staffing models and comprehensive health and wellness programs, positioning them to safely answer any challenge that may be encountered.

Endeavoring to continuously do what is best for our community and department members by honoring our history through the prism of the future. We will always engage in continuous improvement and remain dedicated to service as an initiative-focused department while holding each other accountable for delivering our mission, living our values, and making this vision a reality.

Performance Measurement

To assess and ensure that an organization delivers on the promises made in its strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on assessing progress toward achieving improved output. Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

- If you don't measure the results of your plan, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

Reinventing Government
David Osborn and Ted Gaebler

To establish that the department's strategic plan is achieving results, performance measurement data will be implemented and integrated into the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

A "family of measures" typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** - Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service, i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.

The Success of the Strategic Plan

SFE has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and organization members during the development stage of the planning process. To assist in developing this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon the implementation of the goals and related objectives but on support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify department and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.



Glossary of Terms, Acronyms, and Initialisms

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
CMC	Colorado Mountain College
CFAI	Commission on Fire Accreditation International
CPFF	Colorado Professional Firefighters
CPSE	Center for Public Safety Excellence
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the organization's boundaries.
IAFF	International Association of Firefighters
Input	A performance indication where the value of resources is used to produce an output.
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
NFPA	National Fire Protection Association
Outcome	A performance indication where qualitative consequences are associated with a program/service, i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
SME	Subject Matter Expert
SOG	Standard Operating Guideline
Stakeholder	Any person, group, or organization that can place a claim on, or influence the

organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.

Strategic Goal A broad target that defines how the agency will carry out its mission over a specific period. An aim. The final result of an action. Something to accomplish in assisting the agency in moving forward.

Strategic Objective A specific, measurable accomplishment required to realize the successful completion of a strategic goal.

Strategic Plan A long-range planning document that defines the agency's mission and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.

Strategic Planning The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.

Strategy A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.

SWOT Strengths, Weaknesses, Opportunities, and Threats

Vision An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

VMS Variable Messaging Signs

Appendix 1

Community Expectations

Understanding what the community expects of its fire service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community's needs.

Respondents were asked to list, in priority order, up to five subjects relative to the expectations they have for the Summit Fire and EMS Fire Protection District. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, it received five weighted points. Weighting gradually decreased so that it received one weighted point if it was the respondent's fifth entry. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectation responses of the community stakeholders:

Community Expectations of the Summit Fire and EMS Fire Protection District (verbatim, in priority order)

1. Quick response time. Rapid response. Rapid response to calls. Respond in a timely way to calls for service. Timely response to incidents. Quick response time. Fast response. (37)
2. Preparedness to protect and serve, train. Updated training. Training, education, and certification of SFES staff. Trained first responders. Staffed with trained professionals. Better than average capability of all personnel. (22)
3. Serve - protect property and community. Protect the community from fire danger, other emergencies. Protect people's safety. Protect lives in the community. (20)
4. Education, schools, general public, etc. Pre-loss initiatives such as outreach, education, and prevention of hazards. Public information and education - schools. Visitor/tourist communication efforts/community education. Educate community on proper safety with environment changes. Education. Educate the community. (19)
5. Responding to public safety emergencies. Fire and EMS responsiveness. Maintain high-quality standards for fire and EMS calls. Quality service fire and EMS. (15)
6. Wildfire safety and preparedness. Wildland fire protection. Joint efforts with forest service. (12)
7. Proper equipment (i.e., pet oxygen masks). Adequate equipment. Adequate equipment to support all incidents. (9)
8. Continuous process improvement, looking and evaluating SFE. Always trying to be better. Evolve with the times. (8)

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9. Be visible, create a public sense of confidence, trust, and respect- more concerted effort. Present - involved. Make efforts to engage with less vocal segments of the community, particularly the Spanish speaking or others who may be less engaged. (6)
10. Operate within budget guidelines but do not be afraid to ask for what you need. Managing the budget. Fiscally responsible. (5)
11. Medical services for community. (5)
12. Communicate well with partners and constituents. Communication. Be transparent with the public and community leaders regarding operations, funding planning. (5)
13. Strategic partners in emergency services. Support of community -getting services community pays for. (4)
14. Well paid/well-trained personnel at all levels. (4)
15. Professional. (4)
16. Fire suppression (structural and wildland). (4)
17. Plan for growth of community in terms of safety. (4)
18. Safety, health, and wellbeing of SFES staff, including mental health. (3)
19. Support of board with adequate policies and economic strength. (3)
20. Ability to expand services beyond current capacity - think WUI support. (2)
21. Maintenance/evaluation of fire hydrants (placement, etc.). (1)
22. Mentoring future leaders as senior staff retires. (1)
23. Consistent coverage of service and non-service areas. (1)
24. Personnel who reside in the community. (1)
25. Reasonable taxes. (1)

Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

The community stakeholders were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, it received five weighted points. Weighting gradually decreased so that it received one weighted point if it was the respondent's fifth entry. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

Areas of Community Concern about SFE (verbatim, in priority order)

1. Staffing. Availability of trained workforce. Staffing. Resources being overwhelmed by seasonal influx of visitors. Lack of labor force. Staffing. Staffing levels. (27)
2. Adequate funding streams. Dollars not always available to support needs. Funding. Continued financial support for education and training of FD staff. Sustainable funding particularly for EMS services. Lack of funding or funding plan for maintenance and growth of services. Being fiscally responsible. (27)
3. Rapid changes in climate change increasing fire dangers. Addressing looming fears of, and reality of extreme wildfire danger. Wildland fire. (12)
4. Local construction development outpacing financial needs of the FD. Growth of our community and how it affects the ability of FD to handle expanded coverages. Maintain an acceptable level of progression. (12)
5. Influx of new visitors and residents not familiar w/our unique mountain environment. Visitors to Summit County who are unaware of restrictions/fire bans. (9)
6. Expectations of community members if short-term members. Meeting community expectations. (6)
7. Lack of strategic leader to focus on future of Summit EMS. Experience. (6)
8. Maintaining or improving training and quality of services in the midst of higher call volumes and greater numbers of tourists. Providing the best service, the community can have. (6)
9. Not enough wildfire education in the community. Community knowledge. (5)
10. Overlapping response from competing/nearby agencies. (5)
11. Morale. Maintaining morale in constantly changing environment. (5)
12. Response times. (5)

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13. No onsite presence in Silverthorne to serve residents below the dam. (5)
14. Ability to handle multiple incidents with current or near future equipment and resources. Having enough equipment and staff to handle emergencies. (5)
15. Knowledge of areas served (streets, neighborhoods, etc.). (4)
16. Many personnel responding to incidents. (4)
17. National forest camping fires. (4)
18. Communication efforts (VMS signs, short-term rental check-in, campground). Lack of direct communication and collaboration. (4)
19. Summit Cove station - purpose? Better use? Unbalanced footprint of infrastructure to support the service areas. (4)
20. Safety. (4)
21. More community interaction. (3)
22. Diversity. (3)
23. Adequate support from local governments. (3)
24. Consolidation of fire department. (3)
25. Retention of key workforce. Ability to build and retain local staff. (3)
26. Protective gear (i.e., Kevlar vest), winter gear. (2)
27. Mental health services for first responders. (2)
28. Staff burnout. (2)
29. Losing sight of mission during busy/slack times. (2)
30. Fire prevention. (2)
31. Air quality communication. (1)
32. Ability to navigate through expanded traffic during emergencies. (1)
33. Maintaining adequate resources to defend against wildfire threats. (1)
34. Rural response. (1)
35. Adapt to new ways of doing business. (1)
36. Many including me question prioritizing a new operations center above the lack of onsite presence in Silverthorne previously mentioned. (1)

Positive Community Feedback

The CPSE promotes the belief that the community's view on the organization's strengths must be established for a strategic plan to be valid. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some identified weaknesses.

Positive Community Comments about the Summit Fire and EMS Fire Protection District (verbatim, in no particular order)

- The long-term leadership of current fire department, most have been serving here for many years.
- Pride that all fire department members have in our small community. Very talented and dedicated staff.
- Lots of experience within the ranks.
- Wonderful reputation in the community.
- Strong community partnerships.
- Lots of community support.
- Our current fire/EMS teams are visible in the community-event presence, public relations visits, etc.
- Ability to change - the current board and administration has demonstrated the ability to consolidate and acquire, be open to new structuring.
- Awareness that our community is not a one size fits all community. We have many different needs being a tourist-based community.
- Great at building previous relationships.
- Very knowledgeable.
- Well educated.
- I know the individuals at SFE are dedicated professionals who want the best for our community.
- Dedication.
- Sense of responsibility.
- Organizational strength.
- Responsiveness.
- Involvement within the community.
- Quality product.
- Great leadership.
- Reasonable cost.
- Forward-thinking.
- Community outreach-good start with fire ring permits.
- Good visibility - ambulances and fire rigs driving around.
- Friendly in public settings-grocery store.
- Very fast response time.

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- In my experience, fire department personnel took the time to explain what happened, that needs to be done, safety precautions, etc.
- Professional, knowledgeable, have their act together.
- Always respond quickly to emergencies.
- We recognize the different environmental conditions you work within and appreciate the effort.
- Equipment appears up to date and well maintained.
- Recent consolidation efforts (Copper Mountain, EMS, etc.)
- Professionalism.
- Experienced leadership.
- Caring partners of local fire districts.
- Willingness to improve already excellent community support.
- Strong financial management.
- Much more than just a fire district They are there when you need them.
- Positive and professional.
- Great help in aid of new construction.
- Great leadership.
- Strong programs.
- Leadership of the board of directors of the fire department.
- Leadership of the fire department staff.
- Up-to-date training of fire department staff.
- The organization has been quite resilient to provide professional services with many changes. The former and current chiefs have done well absorbing many things which may not have been in their original strategic plan.
- It is my opinion the department has always listened to its board and citizens to ensure it is meeting community needs.
- They have been able to provide local programs, even when it was not convenient.
- The entire department has been well trained to respond to a variety of issues in the community.
- The chief has done a good job fostering partnerships in the community, which continues to make their organization stronger.
- Community engagement and partnerships.
- Community efforts (VMS signs, fire safety dials).
- Proactive communication efforts.

Other Thoughts and Comments

The community stakeholders were asked to share any other comments they had about the department or its services. The following written comments were received:

Other Community Comments about the Summit Fire and EMS Fire Protection District (verbatim, in no particular order)

- Would be exciting to see a community paramedicine program get started!
- I am grateful to SFES for the dedication and great partnership with Summit County.
- Whatever this department sets out for a strategic plan, it will need funding-set a long-term plan to figure it out. It may take three ballot initiatives to get each funding plan passed, so start now and keep the cycle going.
- Concerned about losing some key relationships within the department through retirement and turnover and the gap that is there in terms of relationships within the community and organization.
- I really think a small group of people (Summit Fire, Town of Silverthorne, and maybe the county) can get together and be collaborative about a solution in Silverthorne. Frustration has been vented, now it is time to figure it out. We can work together on ideas for land, housing, financing, etc. We need to start soon to achieve results in a reasonable timeframe.
- Public safety is ever-evolving, however, there is a mantra where new technology and/or ways of performing a task does not get adopted because of the conservative nature of the industry and that is why public safety always lags behind in comparison to other industries. Sometimes it pays off to take a risk and implement what other industries have proven to be a successful model.
- Good work. Kudos for being willing to improve.
- The Lower Blue Fire District has had a long and valued relationship with Summit Fire and EMS over the years. We've never doubted the quality of services provided.
- Work towards a single fire organization for the entire county.
- Increase public fire prevention programs.
- Continue training.
- With so many local challenges, I wish them the best.

Appendix 2

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community and that strengths are consistent with the issues facing the organization. Often, identifying organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths or the organization’s primary function should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the department stakeholders identified the department’s strengths as follows:

Strengths of the Summit Fire and EMS Fire Protection District	
Continuous improvement-response, training, education	Family orientated-protecting each other-have each other’s back
Fleet diversity to meet the risk if the community	Facilities-number, placement, maintained
Stability in jobs, there has not been job loss and the jobs are always in demand	Outside the box thinking for non-conventional solutions
Embracing current and advanced technologies	Continued improvement in skill sets
Value our community -customer service	Diverse staffing-always flexible
Safe working environment	ALS/EMS’s service and people
Inclusive and collaborative environment	Accredited agency
Personal initiative for improvement	Leadership has come up through the ranks (first time in the department history)
Critical care transfers skillsets of some members	Modern fleet
In-house fleet service	Peer support with ongoing improvement
Staff resiliency and capability	Leadership of our board for finances and oversight
Experience of providers	Wellness program and peer fitness accountability
Grow from a combination/volunteer into a professional mentality	Expanding proactive wildfire program helps with education and expanded expertise
Wildfire deployment generates revenues and provides experience	Scholarship program provides education and further knowledge
Organizational flexibility	The existence of a well-equipped joint training center for county agency collaboration
Schedule flexibility	

Weaknesses

For any organization to either begin or continue to move progressively forward, it must be able to identify its strengths and those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The department stakeholders identified the following items as weaknesses:

Weaknesses of the Summit Fire and EMS Fire Protection District	
Lack of continuity amongst shifts	Financial stability
Lack of adequate staffing	Morale is low in the organization
Staff lack of motivation to improve (acting – promote)	The message content of the rumor mill
Some of the medic units storage capacity is incompatible with our service delivery	Lack of transparency in hiring and promotional processes
Decision making in a timely manner	Inconsistency in shift leadership
Lack of IT understanding amongst shift	Lack of an overarching department safety officer
Lack of closing the loop in communication delivery	Lack of communication
Executive staff are new to roles and responsibilities	Succession planning incomplete
Lack of gender equality	Overwhelming workload
Competitive compensation is poor	Turnover/retention, especially in lower ranks
Not enough sick time accrual bank (OPS personnel)	Cultural differences
Lost potential in dual role on ambulances	Disconnect between line and HQ
Inability to capture and communicate appropriate data to make decisions to effectively forecast the future needs	Loss of skills when not on an ambulance for a long time

Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service but on expanding and developing new possibilities both inside and beyond the traditional service area. The department stakeholders identified the following potential opportunities:

Opportunities for the Summit Fire and EMS Fire Protection District	
Public support-they like us	Community concern for wildfires
Receptivity to education	New technology is available and attainable
Could be a regional destination and leader for training	Potential for specialization, response teams for wildfire and community paramedicine
New partnerships, including non-traditional avenues	
Community affluence-financial support/low social costs	Available and outside funding sources: grants, taxes, in-kind, new revenue streams
Community partnerships for a Silverthorne station	
Consolidation with Red White and Blue Fire Department	A separate medic transport division
Impact fees - revenue generation for improved service delivery	Work with different agencies on different tasks
Growing population-increasing tax base, improved amenities (i.e., new medical center) improved infrastructure	Continue to develop wildland team to staff to deployments for experience and revenue

Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the department stakeholders were as follows:

Potential Threats to the Summit Fire and EMS Fire Protection District	
Wildfire conflagration	Inability to get funding
Community dissatisfaction around service delivery	Pandemic – continuing impacts
Cost of living creating recruitment and retention issues	Competition for limited department resources such as hospital transfers / 911s
Housing affordability/availability in the community	
Supply chain shortages – med supplies, facilities	Front range job/wage competition
The weaponization of social media	Political/population demands – i.e., Silverthorne
Engaged tourists and residents in understanding the unique mountain environment and its potential dangers	Financial/funding of services
	County leadership not playing well with others
On an island (geographic isolation)- help is one-hour plus with potential for no help, i.e., weather event- blizzard	Current and future legislation to medical practice
	Increased traffic threat to response
Competition for service delivery from the private sector	Drought – climate change
Population/workforce mismatch	Infrastructure limitations due to geography
One-sided expectations with county	Resource abuse – 911 calls; medical response community partners
Negative public perceptions of the organization	

Appendix 3

The following information is the raw data comprised from the deliberation of the two workgroups. The information in each table is linked to a strategic initiative that the overall group, by consensus, determined was something that the department should pursue for change and continuous improvement.

Critical and Service Gap Issues Identified by the Department Stakeholders

Initiative Link	Group 1	Group 2
Communication	Communication <ul style="list-style-type: none"> ○ Internal politics ○ Multiple medium communications ○ Lack of understanding ○ Accountability ○ Closing the loop ○ Chain of Command ○ Disconnect with the process 	Communication <ul style="list-style-type: none"> ○ Organizational ○ Lack of continuity between shifts ○ Lack of direct communications with the community ○ Over-communication ○ Closing the loop ○ Transparency ○ Follow up

Initiative Link	Group 1	Group 2
Fiscal Sustainability	Sustainability <ul style="list-style-type: none"> ○ 1A money sunseting ○ Future ballot measures ○ Long-range funding goal ○ Decrease in transport revenue ○ Inflation ○ Supply chain issues ○ Salary and benefits ○ Prioritization of capital projects ○ Property values ○ Increased community needs from growth in the area ○ Replacement schedules ○ Facilities-aging and maintenance ○ Apparatus 	Funding <ul style="list-style-type: none"> ○ Revenue sources ○ Salaries and benefits ○ Fleet ○ Equipment ○ Facilities ○ Training/outside training ○ Fiscal responsibility ○ Billing challenges

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Initiative Link	Group 1	Group 2
Staffing	Staffing <ul style="list-style-type: none"> ○ Salary and benefits ○ Housing ○ Competition with the front range ○ Recruitment and retention ○ Promotional opportunities ○ Increased cost of living ○ Loss of the sense of community 	Staffing <ul style="list-style-type: none"> ○ Funding ○ Safety ○ Hiring processes ○ Turnover and retention ○ Competitive wages and benefits ○ Qualifications and training ○ District coverage - Station 10 - Station 11 - Station 12

Initiative Link	Group 1	Group 2
Health and Wellness	N/A	Wellness <ul style="list-style-type: none"> ○ Peer support ○ Chaplaincy ○ Resource awareness ○ Mental wellness ○ Sick time

Initiative Link	Group 1	Group 2
Training	Training <ul style="list-style-type: none"> ○ Inconsistency between shifts ○ Training plans ○ Interpretation ○ Motivation ○ Time management ○ Priorities ○ Community expectations ○ Priorates ○ Technologies ○ Communications ○ Supplies 	N/A

Initiative Link	Group 1	Group 2
Recruitment and Retention	N/A	Recruitment/Retention <ul style="list-style-type: none"> ○ Succession planning is incomplete ○ Human resources ○ Competitive pay and benefits ○ Fair hiring and promotion processes- objective and consistent ○ On-boarding ○ Transparency ○ Reactive due to list depletion ○ Staff involvement and ownership ○ Planning



FIRE & EMS

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