

Denver Fire Department

Strategic Plan

2021-2025

City and County of Denver



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Message from Desmond G. Fulton, Chief of Department



It is a privilege to present the 2021-2025 Denver Fire Department Strategic Plan. This plan was crafted with input from internal and external stakeholders who support the Department in our mission statement and objective to proactively address the increasing service demands in our community.

Over the past year, we have confronted many challenges and have found ourselves in unfamiliar and sometimes uncomfortable situations. We have met these challenges head-on and overcome them, in turn, growing as individuals and as a Department.

While many of the events of the past year may have defied our traditional understanding of our objective, they have also emphasized opportunities to serve our community in new and unconventional roles.

Denver Fire is faced with finding a balance between providing services that the community expects, and planning for future needs that have yet to be identified. As Chief of the Department, I am honored to work in an amazing and supportive community. Our community is blessed with many remarkable professionals, and a very strong, and supportive City administration. These are the foundation for what makes the Denver Fire Department both extraordinary and distinct.

Providing services at a high level of excellence is a challenging task for any organization. To do this right, an agency must be passionate about the services they provide, be aware of the environment they are working in, and do their best to proactively avoid obstacles. To best accomplish this goal, the Denver Fire Department has chosen to adopt a strategic plan that will be intertwined with our mission statement and help guide the organization for the next five years.

Denver Fire has completed this five-year strategic plan to guide our decisions and actions through the fiscal year 2026. The purpose of this plan is to focus on the efforts that will enhance the level of service provided to the communities we serve. The plan is designed to ensure the future success of the organization by strategically planning for resource allocations to balance community and Department needs. The goal of the strategic plan is to provide a pathway for the development and implementation of visionary programs and projects, to meet and exceed the expectations of our citizens in fulfilling the mission of the organization.

This strategic plan addresses all facets of the organization, from annual budget through the daily emergency services we provide. This holistic approach will allow us to continue to improve the services we provide and implement best practices into all areas of our organization, it will also assist us in looking for opportunities that further the culture of excellence that the Department has embraced. These future endeavors will require collaboration from all stakeholders, as is evidenced by the creation of this document, which was developed by and will be executed with collaborative efforts and work driven by many throughout the community, city government, and career service employees. Without these stakeholders, we would never reach the goals that are set for the future of this Department.

In closing, I want to thank the dedicated members of the Department, our elected officials, and our stakeholders for their continued support of this great organization.

Best Wishes,

Desmond G. Fulton

Summary of Goals and Objectives

1) Promote safe, inclusive, and professional environment

- ~~1A: Continue to implement a sustainable safety officer program~~ **COMPLETED**
- 1B: Expand physical therapy program capacity to serve all members and outfit a second location in southern Denver metro area
- ~~1C: Implement wellness screenings for all uniformed members in a voluntary, on-duty capacity~~ **COMPLETED**
- 1D: Foster success of candidates in the recruiting and hiring process
- 1E: Increase preemptive discipline measures through data collection and improved training opportunities

2) Increase training opportunities and share expertise

- 2A: Deliver a comprehensive inspections class to all Denver Firefighters
- 2B: Expand training topics and learning experience in the ARFF Division
- 2C: Expand education opportunities for members and partners related to fire code, preventative measures, and enforcement
- 2D: Earn International Association of Arson Investigators (IAAI) and Fire Investigation Technician (FIT) certifications
- 2E: To provide DFD members that may deploy on a strike team with Wildland Certification to enhance awareness and safety while deployed.
- 2F: Stations 6 and 9 Swiftwater Certifications.
- ~~2G: Replace outgoing/retiring Arson K-9~~ **COMPLETED**
- 2H: Deliver an Accela Training class to all Denver Firefighters
- 2I: Denver Fire Dispatchers at the 911 Communications Center will participate in continuing education as appropriate for their position.

3) Enhance business processes and fiscal management

- 3A: Train Operations personnel to better identify cost recovery opportunities in hazardous materials incidents
- 3B: To write a continuity plan by identifying critical positions within the Denver Fire Department
- 3C: Train Division Staff to better identify budget needs and formulate budget requests

4) Provide faster and higher quality emergency response

- 4A: Officer and member company metrics
- 4B: Improve call to answer, call processing, turnout and response times striving toward compliance of NFPA 1710
- ~~• 4C: Collaborate with Denver Health to train Denver Firefighters to full scope EMT-Basic level with intravenous (IV) therapy certification and implement a quality assurance and quality improvement (QA/QI) program and incident reporting software. **COMPLETED**~~
- ~~• 4D: Enhance the med unit to address response areas with high call volume. **COMPLETED**~~
- 4E: Provide Incident Commanders, Building Engineers, Arson Investigators, and Command Staff with an aerial view of the incidents to enhance safety measures and give a “big picture” look of an area.
- 4F: Capture response/turnout times at DEN with a timestamp through the CAD system

5) Increase community preparedness

- 5A: Meet state-mandated code compliance for conveyances
- 5B: Consolidate food truck inspections tasks and track data on processing times
- ~~• 5C: Speed up delivery of apprentice registrations and create Spanish language tests for licensing. **GOAL REMOVED**~~

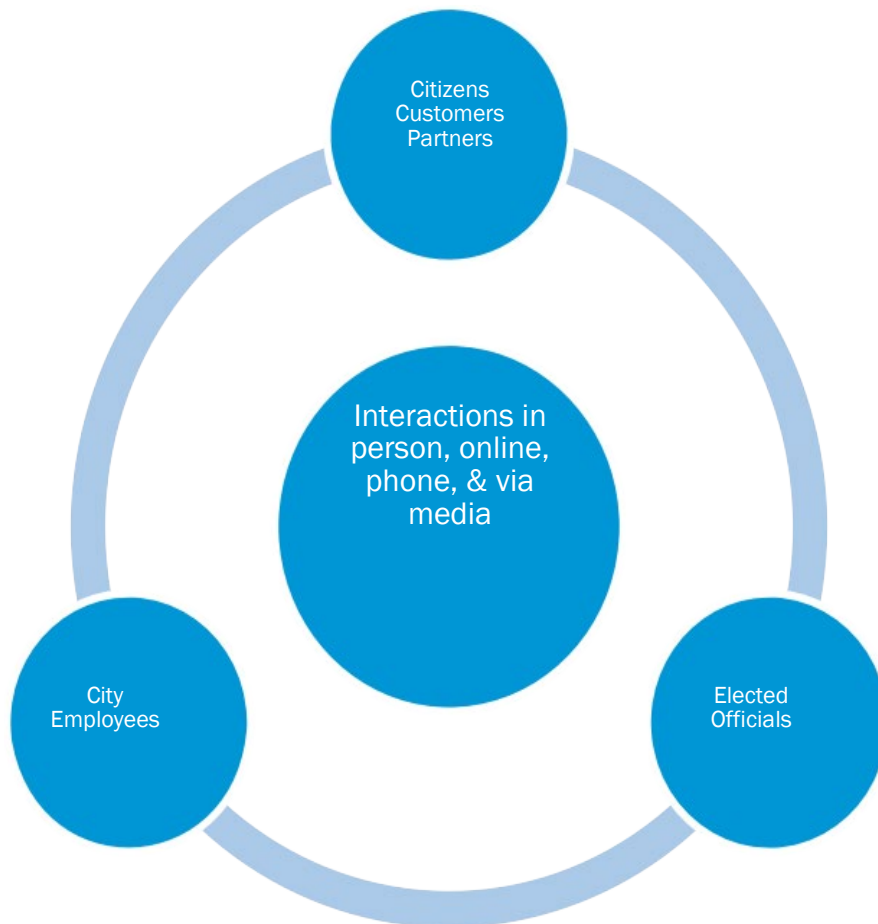
6) Update infrastructure, equipment, and technology

- 6A: Assess long-term needs for ARFF training facility expansion and remodeling
- 6B: Improve response times by building, equipping, and staffing Fire Station 40

Desire to Serve: Customers, Partners, and Citizens

We became firefighters to help people. We are public servants. We serve the residents, visitors, taxpayers, and businesses in the City and County of Denver, City of Englewood, City of Glendale, City of Sheridan, and Skyline Fire District in unincorporated Arapahoe County. As public servants, we work for and with the public in three different roles.

Members of the public are our customers when they seek services from Denver Fire including emergency medical response, fire suppression, and plan reviews. Members of the public are our partners in public safety when they call 911 and 311 to provide information, request firefighters to give safety talks at schools, and comply with the Fire Code and Building Code. Residents act as citizens when they vote in elections for elected leaders and on ballot measures.

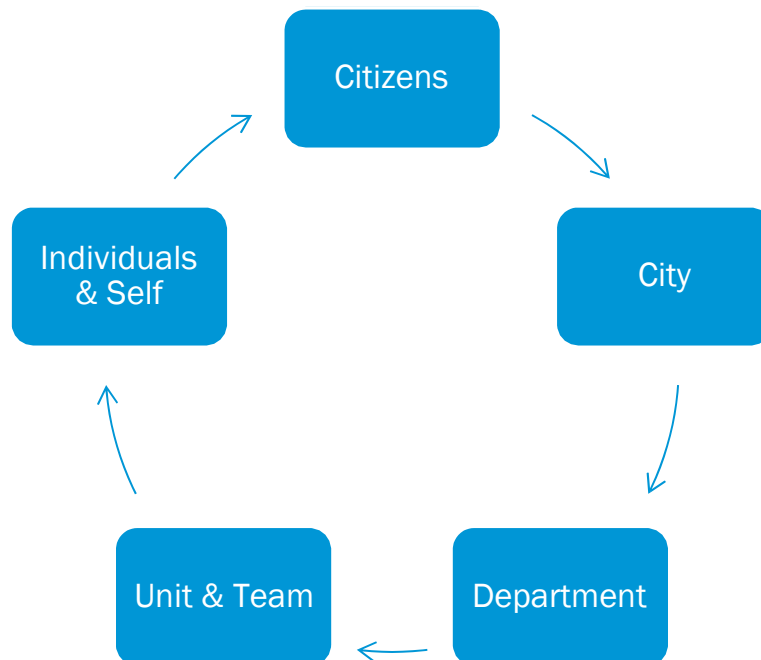


Denver Fire Department Decision Making

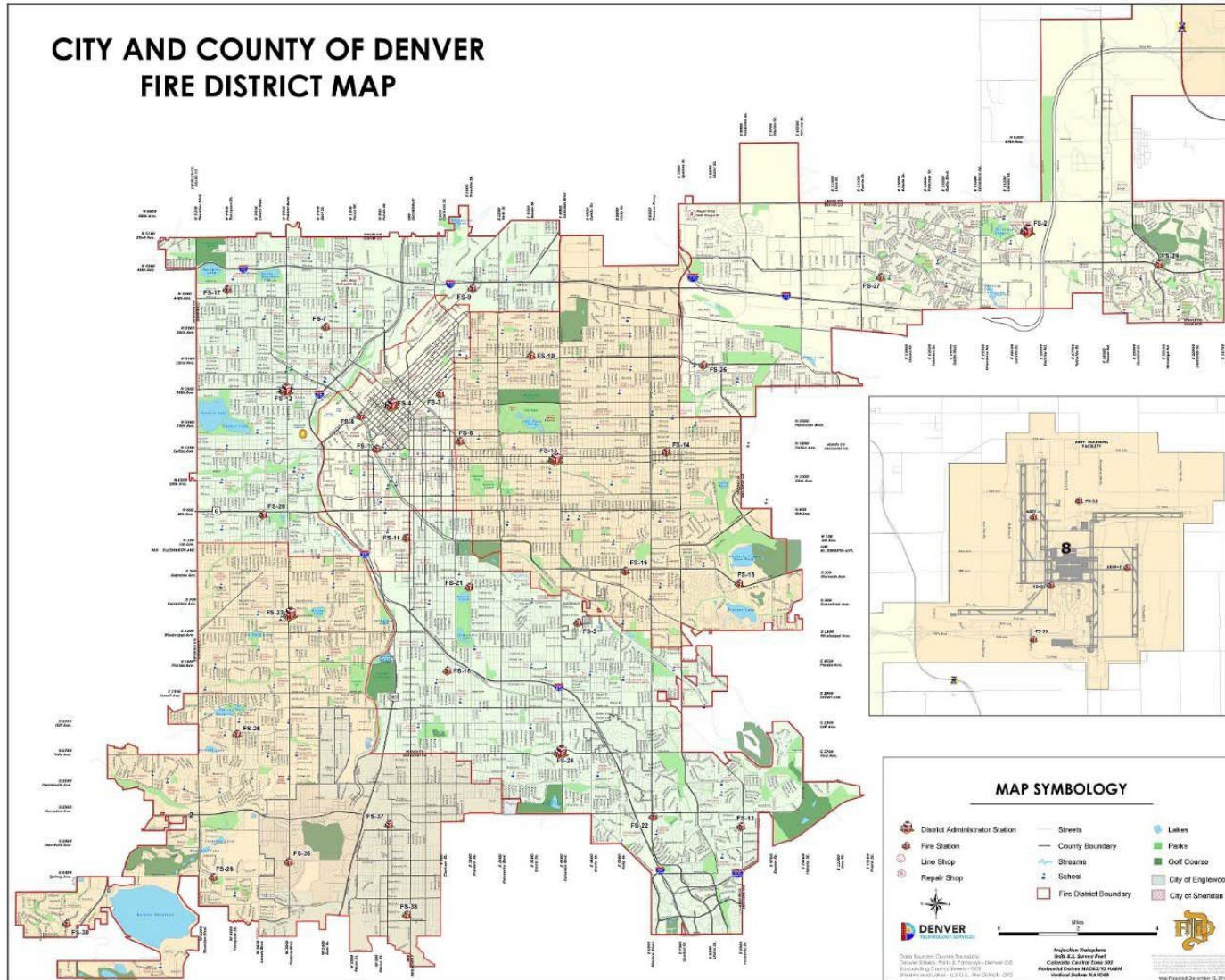
A balanced decision seeks a win for everyone.

- **Citizens** – All decisions must start with the citizens in mind. Service to our citizens is our core mission. Decisions that are made in the best interest of our citizens ultimately lead to stronger communities.
- **City** – Strong communities build strong cities. Decisions that are made in the interest of the City ultimately lead to stronger departments.
- **Department** – Strong cities support and build strong departments. Decisions that are made in the interest of the Department ultimately lead to stronger units and teams within the Department.
- **Unit/Team** – Strong departments support and build strong teams. Decisions made in the interest of the units and teams ultimately lead to stronger individuals within those units and teams.
- **Individuals** – Strong units and teams build strong individuals through teamwork, support, and working to respect and value our colleagues. Individuals make up the core of who we are. Decisions made by and for individuals must always support our mission.

Although this diagram looks linear in process, balanced decision making is not linear in application.



Service Area



Denver Fire Department Mission, Vision, and Values Statements

Mission:

The Denver Fire Department is dedicated to:

- ***Our Desire to Serve***; committing to those we serve with integrity, accountability, and inclusivity.
- ***Our Courage to Act***; providing quality, timely, and professional emergency services to protect life and property.
- ***Our Ability to Perform***; working together to maintain the highest standards of mitigation, preparedness, prevention, and community engagement.

Vision:

The Denver Fire Department is a nationally accredited organization built on a rich history of tradition, continuously leading through emergency response, community engagement and wellness. Embracing a caring culture built on a foundation of respect, inclusion, and trust. Continuously leading the fire service through innovative practices with a focused attention to our family and yours.

Values:

How We Serve Our Community:

Integrity – *Ethical actions with honesty and respect*

Compassion – *Caring for each other and those we serve*

Excellence – *Striving to be the best in all we do*

City of Denver Stars Values

STARS Values are the guiding principles for employees of the City and County of Denver. Service, Teamwork, Accountability, Respect, Safety, and Sustainability are the values that shape how we go about achieving our goals.



- ***Service to Customers*** –Continually exceed customer expectations by identifying and meeting needs, working collaboratively to solve problems, and developing trusting constructive relationships with residents, employees, officials, vendors, and contractors.
- ***Teamwork*** – Works cooperatively with others to achieve team goals. Actively fosters commitment and team spirit and works with others to meet business objectives.
- ***Accountability and Ethics*** – Follows through on commitments made and takes responsibility for results and subsequent outcomes. Contributes to maintaining the integrity of the organization and displays high standards of ethical conduct.
- ***Respect for Self and Others*** – Treats others with consideration and high regard. Demonstrates respect for the differences that exist among fellow employees and recognizes.

that those differences are an important source of innovation, progress, and interpersonal awareness.

- **Safety** – Creates and maintains a safe work environment by acting to prevent injury or harm to self, others, equipment and/or property.
- **Sustainability** – Strives towards Denver’s [2020 Sustainability Goals](#) in air quality, climate, energy, food, health, housing, land use, materials, mobility, water quality, water quantity, and workforce.

The City and County of Denver [Ethics Handbook](#), DFD Uniformed Member Code of Conduct, and [Career Service Authority Rules](#) further outline the values of our organization and provide guidance for making decisions.

Courage to Act: Continuous Improvement

SWOT Analysis

Strengths	Weaknesses
1) Emergency incident response and mitigation	1) Internal communication and dissemination of information to members
2) Buildings, apparatus, and equipment	2) Demand for services outpacing resources
3) Fire Code enforcement, inspections, permits	3) Funding for training of personnel
4) Wildland firefighting capabilities	4) Technology
5) Intergovernmental agreements and partnerships	5) Recruitment and hiring
6) Problem solving and implementing solutions by members of any rank	6) Organizational flexibility and adaptability
7) Funding and budget	7) Funding and budget
8) Commitment to Training	8) Coordinating problem solving and implementing solutions by members of any rank
9) Strong employee cohesion	9) Officer conflict resolution and personnel management
10) Community engagement and public education	10) Age of buildings, apparatus, and equipment

Opportunities	Threats
1) Technology advancement in training of personnel	1) Funding and budget
2) Technology	2) Continued increase in demand services
3) Funding and budget	3) Recruitment and hiring
4) Recruitment and hiring	4) Training of personnel-time conflicts
5) Performance management of buildings, apparatus, and equipment	5) Internal communication and dissemination of information to members-multi generational users
6) Personnel management training	6) Non representative workforce
7) Intergovernmental agreements and partnerships	7) Organizational flexibility and adaptability
8) Alternative resource deployment	8) Technology
9) Problem solving and implementing solutions by members of any rank, through chain of command	9) Lack of funding for buildings, apparatus, and equipment
10) Internal communication and dissemination of information to members-technology advancements	10) External communication to the public and stakeholders

Performance Metrics

Peak Performance and the Peak Academy were created to empower employees to improve their own work and to increase taxpayers' return on their investment in City government. Peak Performance asks: What does “good” look like? How will we know when it’s “better”? The answer is metrics. DFD does this every day by measuring response times to 911 calls and calculating what percentage of responses meet NFPA standards. DFD is moving toward applying the same measurement philosophy to all services to support transparency, internal communication, problem solving, and implementing solutions by members of any rank.

The field of government administration categorizes metrics as follows:

- Inputs are counts of resources, such as budget dollars or number of personnel.
- Outputs are counts of activities or work product created with the inputs. Examples include the number of calls answered, number of classes hosted, number of people attending a class, number of inspections completed, or number of plans reviewed.
- Outcomes measure results and quality, such as percent of inspections completed on time, ISO ratings, National Citizen Survey results, percentage of participants who can demonstrate new knowledge or skills after a class, or percentage of emergency responses that meet NFPA standards.

While outcomes can be the most difficult to identify and calculate, outcomes best measure service improvements and quality for customers.

Ability to Perform: Goals and Objectives

Goals are short-range plans that support DFD’s mission. Objectives are the steps to achieve the goals in a specific timeframe. Objectives are S.M.A.R.T.:

1. Specific
2. Measurable
3. Attainable
4. Realistic
5. Time-bound

The following pages contain DFD’s goals and objectives for 2021 through 2025. Appendix A lists the reporting schedule.

Objective 1A Continue to implement a sustainable safety officer program-COMPLETED

Timeframe	4 years	Assigned to: District Chiefs
Critical Tasks	<ul style="list-style-type: none"> • District Chiefs certified with continued certified safety officer present at all fires, technical rescues, and training events – 35 certified members • 16-hour class and 2-hour testing • Backfill for recently promoted Assistant Chiefs needing the certification 	

Objective 1B Expand physical therapy program capacity to serve all members and outfit a second location in southern Denver metro area

Timeframe	4 years	Assigned to: Wellness Team
Critical Tasks	<ul style="list-style-type: none"> • 3 FTEs (add 2nd PT as a part time contractor) Add PT clinic director • Increase from 2,300 to 4,200 visits by 2025 • Capital cost will provide funding for replacement more expensive equipment, equipment for increased staff, and provide startup costs for the second location. 	

Objective 1C Implement wellness screenings for all uniformed members in a voluntary, on duty capacity- COMPLETED

Timeframe	4 years	Assigned to: Wellness Team
Critical Tasks	<ul style="list-style-type: none"> • Identify Test Groups • Introduce and offer voluntary wellness screen job-wide • Pursue additional grant funds to fund Medical Director • 500 screenings 	

Objective 1D Foster success of candidates in the recruiting and hiring process

Timeframe	4 years	Assigned to: Administration Division
Critical Tasks	<ul style="list-style-type: none"> • 12 Orientations averaging 100 attendees per class • Tough Mudder/Spartan Race recruiting • 75 Job fairs, college & community events as recruiting events • 150 mentoring events • 12 Recruiting Open Houses • 6 CAP membership meetings • Continued Expansion of Recruiting data base and website • Complete implementation of new Civil Service hiring procedures • Efficient Recruiting data management and communication with Candidates • Civil Service candidate pool more reflective of the Denver community 	

Objective 1E Increase preemptive discipline measures through data collection and improved training opportunities

Timeframe	4 years	Assigned to: Assistant Chief of IA
Critical Tasks	<ul style="list-style-type: none"> • 25 Fire Station training classes, four to eight members per class. Class length 2 hours. • Before and after surveys assessing members thoughts and attitudes about Internal Affairs Bureau • Data analysis of 5-year average of 36 discipline cases per year. • Observe and graph survey results for class effectiveness 	

Objective 2 A Deliver a comprehensive inspections class to all Denver Firefighters

Timeframe	4 years	Assigned to: Five Uniformed Instructors
Critical Tasks	<ul style="list-style-type: none"> • 20 hours developing • 300 hours instructing • One in service class and one video course • Goal is 85% of firefighters complete the class • 2-5 hours to update content each year 	

Objective 2B Expand training topics and learning experience in the ARFF Division

Timeframe	4 years	Assigned to: Airport Division
Critical Tasks	<ul style="list-style-type: none"> • Maintain Training Requirements mandated by FAA and DFD to include Structure, EMS, SRT, Fire Prevention and external as required • 100% Compliance with all FAA and Department mandatory training requirements 	

Objective 2C Expand education opportunities for members and partners related to fire code, preventative measures, and enforcement

Timeframe	4 years	Assigned to: Fire Prevention Division
Critical Tasks	<ul style="list-style-type: none"> • 2 ICC Fire Inspector I or II • 10 Renewals ICC Fire Inspector I or II • 64 CEU Certificates • 80% Certified Fire Inspector I & II 	

Objective 2D Earn International Association of Arson Investigators (IAAI) and Fire Investigation Technician (FIT) certifications

Timeframe	4 years	Assigned to: Administration Division
Critical Tasks	<ul style="list-style-type: none"> • 4 classes (44 hours each) • 4 certification tests • 91% of arson unit certified as Fire Investigation Technician 	

Objective 2E To provide DFD members that may deploy on a strike team with Wildland Certification to enhance awareness and safety while deployed.

Timeframe	4 years	Assigned to:	Operations Division
Critical Tasks	<ul style="list-style-type: none"> Finalize the Engine Strike Team SOG. Establish companies and Chief Officers to complete the training and deploy 90% of companies deployed on DFD Strike Team are red-carded members Gather data and begin process review of deployment strategy 		

Objective 2F Stations 6 and 9 Swiftwater Certifications.

Timeframe	4 years	Assigned to:	Operations Division
Critical Tasks	<ul style="list-style-type: none"> Build training plan for 2022 implementation 80% 24/7/365 Swiftwater coverage at critical area of confluence of the Platte and Cherry Creek merge point and moving North – direction of water travel 		

Objective 2G Replace outgoing/retiring Arson K-9- COMPLETED

Timeframe	4 years	Assigned to:	Administration Division
Critical Tasks	<ul style="list-style-type: none"> 1 fully staffed Accelerant Detection Canine Team (A.D.C.T.) 32 hours recertification training \$2600 annually for recert and daily K-9 operating costs 5 days for recertification annually 		

Objective 2H Deliver an Accela Training class to all Denver Firefighters

Timeframe	4 years	Assigned to:	Fire Prevention Division
Critical Tasks	<ul style="list-style-type: none"> Online video course 2 hours in service class 90% of firefighters have completed the course 2 uniform Instructors 		

Objective 2I Denver Fire Dispatchers at the 911 Communications Center will participate in continuing education as appropriate for their position.

Timeframe	4 years	Assigned to:	Technical Service Division
Critical Tasks	<ul style="list-style-type: none"> All dispatch Technicians and Officers (19 members) 1hr/month training administered and recorded by company officer Monthly topics will be introduced by the dispatch Captain and monthly continuing education administered by company officers 2.5hr/month training administered and recorded by company officer along with six bi-monthly evaluations 		

Objective 3A Train Operations personnel to better identify cost recovery opportunities in hazardous materials incidents

Timeframe	4 years	Assigned to: Operations Division
Critical Tasks	<ul style="list-style-type: none"> • Provide ongoing training to all Assistant Chiefs and HazMat team members to identify potential cost recovery incidents related to all Colorado revised statutes, Fire Codes and/or city ordinances. Provide training to 80% of all company officers in cost recovery • 90% cost recovery for personnel time • 90% cost recovery for equipment 	

Objective 3B To write a continuity plan by identifying critical positions within the Denver Fire Department

Timeframe	4 years	Assigned to: All Division Chiefs
Critical Tasks	<ul style="list-style-type: none"> • Formulate plan for each Division Chief position • Formulate plan for Support staff • Facilitates the performance of DFD’s essential functions during all-hazards emergencies or other situations that may disrupt normal operations 	

Objective 3C Train Division Staff to better identify budget needs and formulate budget requests

Timeframe	4 years	Assigned to: Finance Manager
Critical Tasks	<ul style="list-style-type: none"> • Develop and update new budget request forms for budget planning season; Offer budget financial training sessions to new Division staff; Communicate and assist in budget proposal drafts before submission deadlines • Before budget season kickoff, 1-2 hours per week for prework; Beginning with budget season kickoff in April, 12-32 hours per week through August • Ensure that Department allocates its limited financial resources to providing services to citizens and Department that align with top priorities • Minimize off-budget cycle budgetary requests • Well written, data-driven budget proposals that align with Mayor’s and Fire Department’s strategic plans and economic forecast, submitted by deadline. • Growth of department budget to support new strategic programs and initiatives 	

Objective 4A Officer and member company metrics

Timeframe	4 years	Assigned to: Operations Division
Critical Tasks	<ul style="list-style-type: none"> • Identify fire companies with below average total compliance percentages and determine firehouse actual numbers based on location, geography, and road inhibitions This will be an in-depth to each fire company and the addresses they respond to • Monthly turnout and compliance questionnaire includes the status of all members and companies. Completion of overdue Target Solutions assignments, Company ESO (NFIR) Status, Daily Vehicle inspections, and WorkDay Assignments • 90% of all turnout times are at 90% or better • Continually improve total compliance response time • ESO reports are all complete within a week of the incident • Vehicle checks 100% completion daily • 90% of completed overdue Target Solutions assignments 	

Objective 4B Improve call to answer, call processing, turnout and response times striving toward compliance of NFPA 1710

Timeframe	4 years	Assigned to:	Operations Division
Critical Tasks	<ul style="list-style-type: none"> • Call to answer 93% within 15 secs • Call processing from time given to DFD dispatchers is 75 secs • Turnout time, EMS, 90% within 60 secs 		

Objective 4C Collaborate with Denver Health to train Denver Firefighters to full scope EMT-Basic level with intravenous (IV) therapy certification and implement a quality assurance and quality improvement (QA/QI) program and incident reporting software- COMPLETED

Timeframe	4 years	Assigned to:	Operations Division
Critical Tasks	<ul style="list-style-type: none"> • 100% of Operations members trained. Full implementation of patient reporting software. • 100% of Operations members able to use EPCR software • 100% of probationary firefighters will obtain IV certification along with current EMT-Ps and Med Unit EMTs. • Approved IV medications (D10) will be in protocol. • 100% quality review of new skillset to determine effectiveness. • Continuation of full scope EMT-B skillset with 100% quality review of those skills 		

Objective 4D Enhance the med unit to address response areas with high call volume-. COMPLETED

Timeframe	4 years	Assigned to:	Operations Division
Critical Tasks	<ul style="list-style-type: none"> • 24/7 coverage of one Med Unit that responds out of our busiest firehouse • 10 hours per week average of high-volume areas of the city • Med Units 1 and 2 respond to 85-90% of the low-activity medical calls in high-volume segments of the city. • Med 3 responds to 50-60% 		

Objective 4E Provide Incident Commanders, Building Engineers, Arson Investigators, and Command Staff with an aerial view of the incidents to enhance safety measures and give a “big picture” look of an area.

Timeframe	4 years	Assigned to:	Technical Services Division
Critical Tasks	<ul style="list-style-type: none"> ▪ Develop SOG for drone use based on needs assessment of ICs, Technical Rescue Team and PIO ▪ Re-evaluate needs assessment based on 9 months of use and adjust SOG and policy use as necessary based on number of incidents and CAD/ESO data ▪ Continue to measure effectiveness and efficiencies of drone program and correct the model as necessary. ▪ Drone used at every major alarm fire and technical incident. Drone will also be used for large scale training events and media opportunities 		

Objective 4F Capture response/turnout times at DEN with a timestamp through the CAD system

Timeframe	4 years	Assigned to: Airport Division
Critical Tasks	<ul style="list-style-type: none"> • Initiate implementation of identified parameters to include recording of response times and necessary training for personnel ▪ Metrics obtained research conducted will drive the parameters which will be implemented. ▪ Other Costs include but are not limited to purchase of needed equipment and install, training as well as review to ensure functionality. ▪ Capturing response times and appropriate apparatus response designations ▪ Implementation of business plan based on parameters obtained to maintain FAA and NFPA requirements 	

Objective 5A Meet state-mandated code compliance for conveyances

Timeframe	4 years	Assigned to: Fire Prevention Division
Critical Tasks	<ul style="list-style-type: none"> • 12 Audit Inspections per month ▪ \$7,177 continuing education and training and \$4,722 equipment • 81% compliance rate • 5 civilian employees 	

Objective 5B Consolidate food truck inspections tasks and track data on processing times

Timeframe	4 years	Assigned to: Fire Prevention Division
Critical Tasks	<ul style="list-style-type: none"> • 90% of compliance rate • 93% Reinspection • 6 (1 Civilian Inspector & 5 uniform) ▪ 1,560 (5hours @ 52 weeks per person = 9,360 hours) ▪ 150 hours for site inspections (i.e.: Special Events) 	

Objective 5C Speed up delivery of apprentice registrations and create Spanish-language tests for licensing-~~GOAL REMOVED~~

Timeframe	4 years	Assigned to: Fire Prevention Division
Critical Tasks	<ul style="list-style-type: none"> • 1 civilian employee • 5 hours per week • Sprinkler Test modified for additional code provisions • 82% licensed Spanish speaking installers 	

Objective 6A Assess long-term needs for ARFF training facility expansion and remodeling

Timeframe	4 years	Assigned to: Airport Division
Critical Tasks	<ul style="list-style-type: none"> • Conduct assessment of facility infrastructure to identify areas needing updating, expansion, and enhancement ▪ Capital Costs and Other Costs would only be incurred if Denver Fire chooses to implement updates outside of the airport’s schedule. ▪ Costs will be covered by Airport. ▪ Maintain 100% of current training requirements while continuing to identify areas to increase efficiency and decrease expenditures 	

Objective 6B Improve response times by building, equipping, and staffing Fire Station 40

Timeframe	4 years	Assigned to:	Technical Services Division
Critical Tasks	<ul style="list-style-type: none">• \$ 1 million design phase• \$15,170,000 construction and finishing cost• 90% of response meet NFPA 1710 4-minute travel time to 72nd and Tower• 15 FTE Firefighter		

Appendix A: Review and Reporting Schedule

A strategic plan is most useful and effective when leaders update it and report on progress.

Date	Milestone
2019-2021	Create 2021-2025 strategic plan with input from members and command staff and research from the Center for Public Safety Excellence and others COMPLETED
June 2021	Publish 2021-2025 strategic plan and post on www.denvergov.org/fire COMPLETED
Monthly	Division Chiefs provide updates to Deputy Chief- ONGOING
July 2021	2 nd quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives- COMPLETED
October 2021	3 rd quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives- COMPLETED
January 2022	4 th quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives- COMPLETED
Annually beginning in 2019	After DFD achieves accreditation from the Commission on Fire Accreditation International (CFAI), DFD will complete annual CFAI compliance reports- ONGOING
February 2021	Publish 2020 annual report on strategic plan progress- COMPLETED
April 2021	1 st quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives- COMPLETED
July 2021	2 nd quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives- COMPLETED
October 2021	3 rd quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives- COMPLETED
January 2022	4 th quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives- COMPLETED
February 2022	Publish 2021 annual report on strategic plan progress- COMPLETED
April 2022	1 st quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives- COMPLETED
July 2022	2 nd quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives- COMPLETED

October 2022	3 rd quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives- COMPLETED
January 2023	4 th quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives- COMPLETED
April 2023	1 st quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives- COMPLETED
July 2023	2 nd quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives- COMPLETED
July 2023	Revise and update 2021-2025 Strategic Plan - ONGOING
October 2023	3 rd quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
January 2024	4 th quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
April 2024	1 st quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
July 2024	2 nd quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
October 2024	3 rd quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
January 2025	4 th quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
April 2025	1 st quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
July 2025	2 nd quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
October 2025	3 rd quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
January 2026	4 th quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
2026	Create 2026-2030 strategic plan
February 2026	Publish 2026 annual report on strategic plan progress Publish 2026-2030 strategic plan

Appendix B: About Accreditation through the Commission on Fire Accreditation International

On August 10, 2018 the Denver Fire Department was accredited through the Commission on Fire Accreditation International (CFAI) at the Center for Public Safety Excellence. Accreditation is a comprehensive self-assessment process that enables the Denver Fire Department to examine service levels and performance measurements and make plans for improvement. The goal of the accreditation process is to improve service delivery and to institutionalize continuous improvement. The point is not to compete with other agencies, but to compete with ourselves.

Many of the performance indicators in the CFAI accreditation model correlate with Insurance Services Office (ISO) rating criteria and practices recommended by the National Fallen Firefighters Foundation and U.S. Fire Administration.

This information is from the Center for Public Safety Excellence website, www.cpse.org:

About the Center for Public Safety Excellence

The Center for Public Safety Excellence (CPSE) is a not-for-profit 501(c)(3) corporation and is a primary resource for the fire and emergency profession to continuously improve services, resulting in a higher quality of life for communities.

CPSE has successfully helped public safety agencies around the world streamline and improve the services they provide their communities through its numerous programs and services.

CPSE provides the only accreditation program for fire service organizations in the world and offers nationally recognized designations for fire and emergency services officers. CPSE has over 230 accredited agencies and over 1800 designated officers throughout the world.

About Accreditation

Accreditation is a comprehensive self-assessment and quality improvement model that enables organizations to examine past, current, and future service levels and internal performance and compare them to current research and industry best practices. This process leads to a more efficient and effective emergency service organization.

CPSE's Accreditation Program, administered by the Commission on Fire Accreditation International (CFAI) allows fire and emergency service agencies to compare their performance to:

- Determine community risk and safety needs and develop community-specific Standards of Cover.
- Evaluate the performance of the department.

- Establish a method for achieving continuous organizational improvement.

Local government executives face increasing pressure to "do more with less" and justify their expenditures by demonstrating a direct link to improved or expanded services. Particularly for emergency services, local officials need criteria to assess professional performance and efficiency. The CFAI accreditation process provides a well-defined, internationally recognized benchmark system to measure the quality of fire and emergency services.