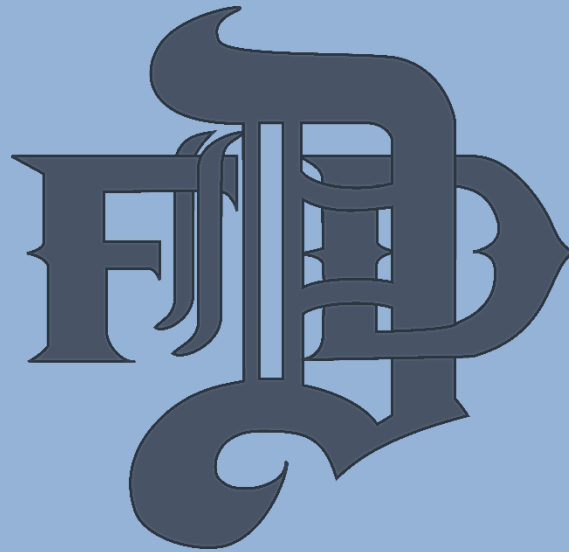


Denver Fire Department



Strategic Plan 2026-2030 City and County of Denver

Denver Fire Department
745 West Colfax Avenue
Denver, CO 80204
<https://denverfireonline.com/>



Center for
Public Safety
Excellence®



Table of Contents

Contents

Table of Contents	2
Message from Desmond G. Fulton, Chief of Department	3
Summary of Goals and Objectives	4
Desire to Serve: Customers, Partners, and Citizens	5
Denver Fire Department Decision Making	5
Balanced decision-making seeks a win for everyone.....	5
Internal Stakeholders	6
External Stakeholders.....	6
Service Area.....	7
Denver Fire Department Mission, Vision, and Values Statements.....	8
City of Denver Values Statement	8
Courage to Act: Continuous Improvement.....	9
Ability to Perform: Goals and Objectives.....	10
1 INFASTRUCTURE	12
2 TRAINING.....	17
3 DEPARTMENT ACCOUNTABILITY	24
4 WELLNESS	27
5 TECHNOLOGY	30
6 MED UNITS.....	33
7 DEPARTMENT GROWTH	35
8 DEPARTMENT COMMUNICATION.....	42
Appendix A: Review and Reporting Schedule.....	45

Message from Desmond G. Fulton, Chief of Department



It is my distinct honor to present the 2026-2030 Denver Fire Department Strategic Plan. This carefully developed plan, shaped by valuable input from both internal and external stakeholders, aligns with our mission to proactively address the growing service demands of our community. In recent years, we have faced many challenges and navigated through unfamiliar and often unsettling situations. We have tackled these obstacles with determination, emerging stronger both individually and as a department. These experiences revealed new opportunities to serve our community in innovative and nontraditional ways.

The Denver Fire Department is responsible for delivering essential services while also strategically planning for future, unforeseen needs. As the Chief of the Department, I am honored to serve a community that is both supportive and exceptional, backed by a strong City administration that bolsters our department's excellence.

Delivering high-quality services is no easy task. It requires passion, situational awareness, and proactive problem-solving. Our strategic plan, intricately aligned with our mission, will be our guiding star over the next five years.

This plan will steer our decisions and actions through fiscal year 2030, enhancing service levels and strategically allocating resources to balance the needs of our community and the Department. Our goal is to develop and implement forward-thinking programs and initiatives that not only meet but exceed the expectations of our citizens.

Covering every aspect of our organization—from the annual budget to daily emergency services—this comprehensive approach will enable us to continuously improve, implement best practices, and seize opportunities to further our culture of excellence. Crafting and executing this plan require collaboration from all stakeholders, including community members, city government, and professional staff.

In conclusion, I extend my deepest gratitude to the dedicated members of the Denver Fire Department, our elected officials, and our stakeholders for their unwavering support of this esteemed organization. Together, we will continue to rise to the challenge and set new standards of excellence.

Best Wishes,

A handwritten signature in blue ink that reads "Desmond G. Fulton".

Summary of Goals and Objectives

Goal 1 Infrastructure: Invest in department infrastructure by updating stations, strengthening communication networks, and upgrading equipment. These improvements create a safer environment for personnel, enhance emergency preparedness, and support more effective service delivery.

Goal 2 Training: Enhance training for both incumbent and recruit firefighters through scenario-based exercises, advanced simulation technology, and continuous education programs that ensure readiness, reinforce core competencies, and cultivate a high-performing, adaptable workforce.

Goal 3 Department Accountability: Strengthen internal accountability through structured performance reviews, clearly defined roles, and consistent leadership feedback to foster a culture of responsibility, professionalism, and continuous improvement.

Goal 4 Wellness: Expand the fire department's wellness program to include additional physical therapy services, injury prevention education, and peer support initiatives that promote holistic health, reduce burnout, and strengthen overall team resilience.

Goal 5 Technology: Integrate advanced technologies to improve operational efficiency, enhance firefighter safety, and equip the department to meet growing community needs.

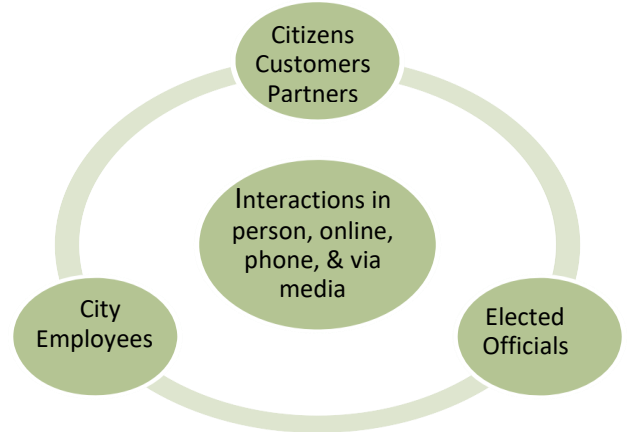
Goal 6 Med Units/EMS: Improve the management of Med Units through thoughtful decision-making, streamlined resource allocation, and targeted training to ensure optimal patient care and increased operational readiness.

Goal 7 Department Growth: Grow the department through full-strength staffing for operations and support programming, expanded service capabilities, strengthened public engagement, and a more resilient organization prepared for future demands.

Goal 8 Department Communication: Enhance internal communication through clear command protocols and regular cross-shift briefings to improve information flow, boost coordination, and foster a more unified and responsive department culture.

Desire to Serve: Customers, Partners, and Citizens

We became firefighters to help people. As public servants, we serve the residents, visitors, taxpayers, and businesses in the City and County of Denver, as well as the cities of Englewood, Glendale, Sheridan, and the Skyline Fire District in unincorporated Arapahoe County.



We work for and with the public in three distinct roles.

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

Denver Fire Department Decision Making

Balanced decision-making seeks a win for everyone.

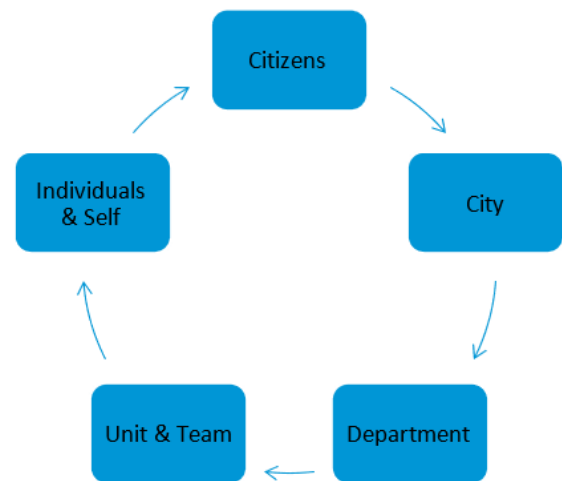
Citizens – All decisions begin with the citizens in mind. Serving our citizens is our core mission. Decisions made in their best interest ultimately lead to stronger communities.

City – Strong communities build strong cities. Decisions that benefit the city contribute to stronger departments.

Department – Strong cities support strong departments. Department-focused decisions strengthen internal teams and operations.

Unit/Team – Strong departments build strong teams. Team-level decisions enhance individual performance and collaboration.

Individuals – Strong teams empower individuals. Decisions made by and for individuals must always align with our mission and values.



While this model appears linear, balanced decision-making is dynamic and interconnected in practice.

Internal Stakeholders

To ensure the strategic plan reflected the department’s operational realities and frontline insights, the Denver Fire Department prioritized the involvement of internal stakeholders at every stage. Personnel from all ranks and divisions—including firefighters, administrative staff, and command officers—were invited to participate through structured focus groups and surveys. These forums encouraged open dialogue about current challenges, resource needs, and opportunities for innovation. By fostering a culture of collaboration and inclusivity, the department empowered its members to contribute their expertise and perspectives—ultimately shaping a strategic plan that is both practical and aligned with the department’s mission, vision, and values.

Please rank in order of priority by dragging or using the arrows to the far right --1 (most important) to 8 (least important).

We genuinely value your insights and encourage you to share your feedback and ideas—your perspective helps us grow and improve. While we can’t guarantee every suggestion will be implemented, every voice will be heard and thoughtfully considered. So please don’t hold back—we want to hear what you think, and your contributions truly matter. **Submit by August 22, 2025.**

Technology -Integrating advanced technologies to strengthen operational efficiency, enhance firefighter safety, and equip the department to meet growing community needs.

Med Units/EMS- Improve the management of the Med Units that includes thoughtful decision-making, streamlined resource allocation, and targeted training to ensure optimal patient care, and increased operational readiness.

Department Accountability- Strengthen internal accountability through structured performance reviews, clear role definitions, and consistent leadership feedback to foster a culture of responsibility, professionalism, and continuous improvement within the department.

Infrastructure/Apparatus/Equipment- Invest in department infrastructure—by updating stations, resilient communication networks, and upgraded equipment. This ensures a safer environment for personnel, strengthens emergency preparedness, and enables more effective service delivery to the community.

Training- Enhance training for both incumbent and recruit firefighters through scenario-based exercises, advanced simulation technology, and continuous education programs that ensure readiness, reinforces core competencies, and cultivates a high-performing, adaptable workforce.

Wellness- Expand the fire department’s wellness program to include more physical therapy support services, injury prevention education, and peer support initiatives that promote holistic health, reduce burnout, and strengthens overall team resilience.

Department Communication- Enhance internal communication processes through clear command protocols, and regular cross-shift briefings that will improve information flow, boost coordination, and foster a more unified and responsive department culture.

Department Growth- Grow the department through full strength staffing for operations and support programming , expanded service capabilities, strengthen our public engagement, and build a more resilient organization equipped for future demands.

External Stakeholders

As part of its commitment to transparency and community-centered service, the Denver Fire Department actively engaged external stakeholders throughout the strategic planning process. This included conducting a survey to gather diverse perspectives on fire safety, emergency response, and community risk reduction. City Council members distributed the survey through their monthly newsletters using a QR code. This strategy helped align departmental goals with the broader needs of the community.

These collaborative efforts helped build trust, foster accountability, and ensure that the department’s long-term objectives are inclusive and responsive to the evolving needs of the public.

STRATEGIC PLAN 2026-2031

The Denver City Council plays a central role in shaping local laws, overseeing city operations, and managing the city's budget.

- 13 Members Total
- 11 District Representatives: Each represents one of Denver's geographic districts.
- 2 At-Large Members: Represent the entire city.
- Council members are elected every four years in nonpartisan elections.

The average rating the Denver Fire Department received from the Community Strategic Planning Survey was 4.84 stars out of a possible 5.

Below are the questions included in the survey that was sent out on behalf of the fire department by Denver City Council.

- Have you or has someone you know, received service during a fire, medical emergency, vehicle accident, or other call for service from the Denver Fire Department?
- If you have received a service from the Denver Fire Department, how would you rate the delivery of service?
- I feel confident in the Denver Fire Department's ability to mitigate my emergency.
- The Denver Fire Department is adequately equipped and trained to mitigate my emergency.
- Regarding response times, how quickly does the Denver Fire Department arrive on scene?
- Denver Fire Department vehicles and firefighter uniform appearance?

Service Area

The Denver Fire Department provides services to the citizens who live in, work in and visit the City and County of Denver. Denver Fire provides all hazard responses and emergency medical services, fire suppression, emergency medical services, technical rescue, hazardous materials response, water and high angle rescue.

The Department has over 1,000 paid professional firefighters supporting daily fire/rescue and medical operations. The Department also employs 42 civilian staff supporting all Divisions. There are 34 fully staffed firehouses landside responding to fire and emergency calls within the city and five staffed firehouses providing services at Denver International Airport.

Denver Fire provides fire and emergency calls to the City of Glendale, City of Sheridan, Englewood, and Skyline Fire District through contract agreements.

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:

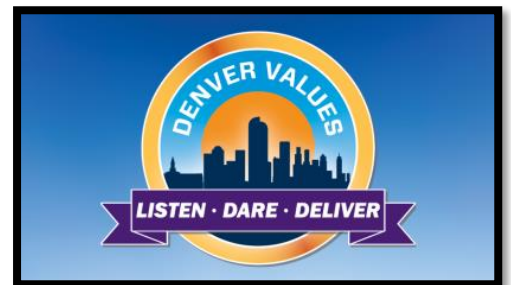
How We Serve Our Community:

- **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 Values Statement

LISTEN | Respectful Inclusivity

Demonstrates active listening and continuous learning when engaging with others. Collaborates with city co-workers, Denver residents and the broader community to achieve shared goals and positive outcomes. Champions a culture of inclusivity and respect. Strives to find solutions across departments and teams.



DARE | Drive Innovation

Dares to be bold and creative. Driven to deliver breakthrough solutions with speed and efficiency. Actively contributes to a culture that embraces continuous improvement.

DELIVER | Accountable

Takes initiative, identifies problems and solutions, rises to meet challenges, and adapts to change. Follows through on commitments and takes responsibility for results and timely completion of tasks. Exceed the needs and expectations of those we serve.

Courage to Act: Continuous Improvement

Denver Fire Department SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> Comprehensive programs and services • Effective emergency incident response and mitigation • Strong Fire Code enforcement, inspections, and permitting • Wildland firefighting capabilities • Intergovernmental agreements and partnerships • Advanced technical rescue equipment • Skilled and knowledgeable personnel • High standards of professionalism • Strong teamwork culture • Commitment to continuous training • Service-oriented mindset • Positive community support • Active community engagement and public education 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Limited professional development opportunities • Lack of formal succession planning • Inconsistent promotional processes • Low morale in some areas • Aging equipment and facilities • Service demand exceeding available resources • Insufficient training funding • Outdated or underutilized technology • Limited organizational flexibility and adaptability • Budget constraints • Gaps in officer conflict resolution and personnel management • Aging infrastructure and maintenance challenges
<p>Opportunities</p> <ul style="list-style-type: none"> • Recruitment and development of new uniformed personnel • Acquisition of modern equipment • Strengthening relationships with emergency agencies and industry partners • Pursuit and maintenance of accreditation • Enhanced department marketing and public outreach • Leveraging technology to improve training • Strategic recruitment and hiring initiatives • Expansion of intergovernmental partnerships • Empowering all ranks to contribute to problem-solving through the chain of command • Improving internal communication through technology 	<p>Threats</p> <ul style="list-style-type: none"> • Shrinking budget and financial uncertainty • Loss of alternative or supplemental funding sources • Understaffing of professional (non-uniformed) staff • Challenges in compensation and benefits competitiveness • External administrative control limiting departmental autonomy • Underrepresentation and lack of diversity • Unfunded or underfunded programs (e.g., Wellness, Drone, CRR) • Rising service demand without proportional resource growth • Time constraints limiting training opportunities • Lagging technology infrastructure • Inadequate funding for facilities, apparatus, and equipment maintenance

Ability to Perform: Goals and Objectives

The Denver Fire Department used the SMART Goals framework—Specific, Measurable, Achievable, Relevant, and Time-bound—to ensure clarity, accountability, and measurable progress in developing this Strategic Plan.

This approach directly supports the department’s mission: *Our Desire to Serve, Our Courage to Act, and Our Ability to Perform*. Each strategic objective reflects the department’s commitment to integrity, accountability, inclusivity, and excellence in emergency services and community engagement.

Guided by our vision of being a nationally accredited organization rooted in tradition and innovation, the SMART Goals framework aligns our strategic priorities with our core values—Integrity, Compassion, and Excellence—ensuring that our service to the community is both intentional and impactful.

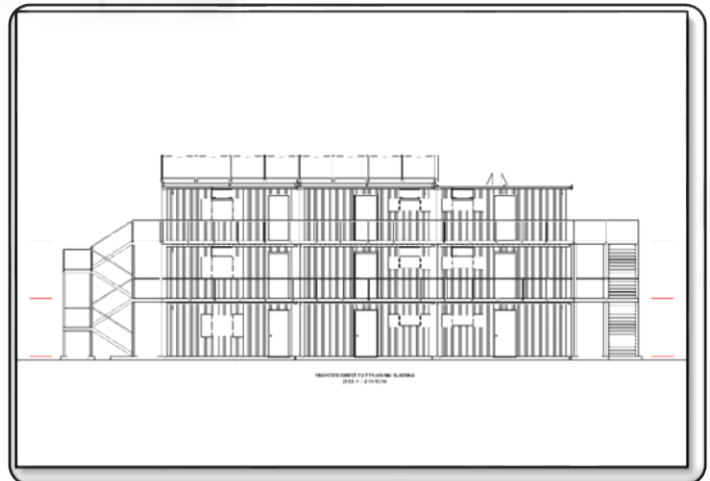
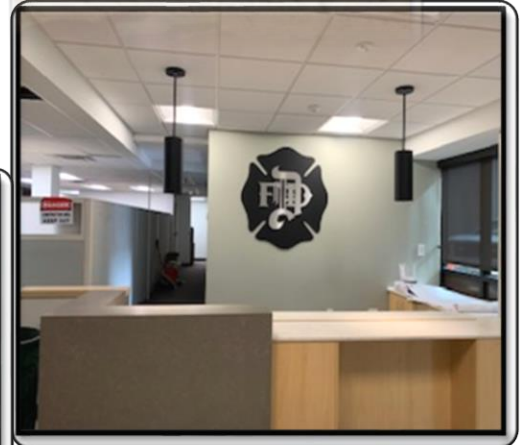
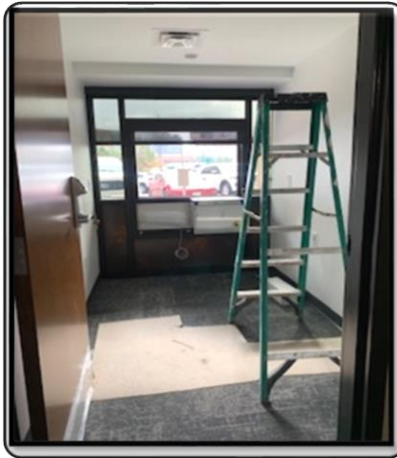
Goals are short-term plans that support the Denver Fire Department’s mission. Objectives are the specific steps taken to achieve those goals within a defined timeframe.

SMART objectives are:

1. **Specific** – Clearly defined and focused
2. **Measurable** – Quantifiable to track progress
3. **Achievable** – Realistic and attainable
4. **Relevant** – Aligned with departmental goals
5. **Time-bound** – Set within a defined timeframe

The following pages contain DFD’s goals and objectives for 2026 through 2030. Appendix A lists the reporting schedule.

Infrastructure



1 INFASTRUCTURE

1A- Division 1 Operations

Objective 1A.1- Optimize the geographic distribution of Special Operations companies to enhance citywide response capabilities and reduce congestion in the downtown core

Key Actions:

- Conduct a Risk and Coverage Analysis-volume data, response times, and incident types
- Engage and communicate with stakeholders-consult with command staff, union leadership, and crews
- Develop a phased relocation plan-create a timeline that minimizes service disruption
- Obtain necessary funding, equipment, and administrative approvals
- Ensure operational readiness at new locations (equipment, staffing, communications)
- Monitor and Evaluate Impact
- Track response times, coverage improvements, and incident outcomes
- Gather feedback from crews and adjust deployment as needed

Timeline:

Year	Quarter	Comment	Status
2026	First	Conduct space needs assessment	
2029	Fourth	Will be completed	

1B- Division 2 Fire Prevention

Objective 1B.1- Optimize Facility Utilization and Space for Fire Prevention Division

Key Actions:

- Document current deficiencies and opportunities for improvement in layout, accessibility, and functionality
- Explore alternative city-owned or leased properties that could accommodate the division’s needs
- Identify and secure adequate space to house the Fire Prevention Division personnel and testing location
- Create a phased relocation timeline to minimize disruption to services

Timeline:

Year	Quarter	Comment	Status
2026	First	Conduct space needs assessment	
2028	Fourth	Will be completed	

1C- Division 3 Technical Services

Objective 1C.1- Update Emergency Communication Systems- Upgrade to Vocalarm 2.0 with multi-key stations using capital funding

Key Actions:

- Conduct a comprehensive review of existing systems
- Break down the upgrade into manageable phases (e.g., infrastructure, software, user training)
- Implement upgrades in stages- begin with foundational upgrades (e.g., servers, network infrastructure) to support future enhancements

Timeline:

Year	Quarter	Comment	Status
2029	Fourth	Will be completed	

Objective 1C.2- Expand Technology for Emergency Response- Expand drone program to include Drones for First Responders (DFR) and mapping capabilities

Key Actions:

- Research DFR integration
- Procure additional drones
 - DJI Matrice M350T or M400A w/RTK and accessories Trimble Receiver and service for highly accurate ground point locating for mapping
- Train personnel
 - UAS/Drone program requires FAA Part 107 qualified members to fly and operate the drone. In addition to the Pilot in Command (PIC) Part 107 requires a visual observer to aid the PIC
- Launch pilot program and evaluate feasibility of becoming a permanent program

Timeline:

Year	Quarter	Comment	Status
2028	Fourth	Will be completed	

Objective 1C.3- Enhance Equipment Management and Logistics - Establish a dedicated storage area (e.g., Connex) for new equipment and reserve gear

Key Actions:

- Conduct an audit of existing equipment, supplies, materials requiring storage, and funding source
- Evaluate available space on-site for placement of a Connex box or equivalent storage unit
- Research and compare vendors for Connex boxes or alternative secure storage units
- Obtain quotes and evaluate based on cost, durability, size, and delivery timelines

Timeline:

Year	Quarter	Comment	Status
2026	Fourth	Complete review logistics of storage area	
2027	First	Station 40 and there will be 2 extra bays for apparatus storage	
2027	Second	Request purchase of a Connex	

Objective 1C.4- Hire a dedicated construction laborer to help with firehouse maintenance projects

Key Actions:

- Access feasibility of expansion request for FTE
- Assist with structural repairs, painting, flooring, and general upkeep
- Support HVAC, plumbing, and electrical maintenance under supervision
- Ensure compliance with safety and fire department standards

Timeline:

Year	Quarter	Comment	Status
2029	First	Submit capital expansion request	

1D-Division 4 Administration/Safety & Training

Objective 1D.1- Combine Fire, Sheriff, and police into a unified training facility, including greater efficiencies in training new recruits, the ability to host additional recruit classes, expand the number of trained public safety personnel, and to bring the training resources up to standard to remain regionally competitive

Key Actions:

- A \$75 million allocation within this bond package is designated for the training center
- Identify site and coordinate with architects, engineers, and training officers to draft preliminary site plans
- Conduct site visits with cities who operate current unified training facilities

Timeline:

Year	Quarter	Comment	Status
2026-2030		Phased development and construction	

Objective 1D.2- Maintain Critical Training Infrastructure- Secure dedicated budget for maintenance of the training structures- including tower and burn building

Key Actions:

- Assess current maintenance needs and include facility users to gather input on recurring maintenance concerns and operational impacts
- Develop annual maintenance plan that includes a preventive maintenance schedule for key systems (e.g., HVAC, generators, roofing)
- Advocate for inclusion in operating budget and the maintenance plan with department goals, safety standards, and citywide asset management strategies

Timeline:

Year	Quarter	Comment	Status
2027	Second	Maintenance plan will be submitted in annual budget cycle	

Objective 1D.3- Enhance Environmental and ARFF Training at DEN- Develop a DEN training facility that addresses environmental concerns and expands chemical/ARFF training

Key Actions:

- Collaborate with multiple stakeholders by forming a working group to guide planning, design, and implementation phases
- Hire a certified environmental consultant to perform a full Environmental Impact Assessment (EIA)
- Incorporate green building practices , energy-efficient systems, and sustainable materials
- Update training modules to include advanced ARFF tactics, hazardous materials response, and environmental safety protocols
- Establish advisory relationships with environmental and safety experts

Timeline:

Year	Quarter	Comment	Status
2030	Fourth	Will be completed	

1E-Division 5 Airport/DEN

Objective 1E.1-- Support FAA and Regional Training Needs- Develop a dedicated facility at DEN to support FAA training duties and regional training props

Key Actions:

- Coordinate stakeholders by creating a joint planning committee
- Secure funding
- Prepare a formal funding proposal with justification based on regulatory compliance, regional benefit, and long-term cost savings
- Design and implement- coordinate with FAA and DEN safety officials throughout the design and build process to ensure compliance and operational readiness

Timeline:

Year	Quarter	Comment	Status
2030	Fourth	Will be completed	

Objective 1E.2- Modernize Training Equipment- Replace and upgrade the simulator at DEN Training Facility

Key Actions:

- Conduct a technical assessment of the existing simulator’s condition, functionality, and safety
- Define core capabilities required in the new simulator, such as:
 - Live-fire realism (e.g., aircraft fuselage, wing, engine, cabin fires)
 - Multi-scenario programming (e.g., fuel spills, cargo fires, interior rescues)
 - Environmental controls (e.g., wind, smoke, night/day simulation)
- Develop a detailed cost estimate including purchase, installation, site prep, and training
- Prepare and issue a Request for Proposals (RFP)
- Install and test new system

Timeline:

Year	Quarter	Comment	Status
2030	Fourth	Will be completed	

Objective 1E.3- Improve Hazardous Material Storage- Increase storage capacity for F3 foam barrels at DEN

Key Actions:

- Inventory current F3 foam stock, including barrel count, volume, and storage conditions
- Evaluate usage rates based on training, emergency response, and shelf-life requirements
- Forecast future storage needs
- Transition from legacy foams to F3Identify compliant storage solutions
- Develop a technical specification document for procurement
- Coordinate with DEN Facilities, Environmental Services, and Safety teams for site preparation (e.g., concrete pads, drainage, signage)

Timeline:

Year	Quarter	Comment	Status
2030	Fourth	Will be completed	

Training



2 TRAINING

2A-Division 1 Operations

Objective 2A.1-- Establish a Regional Center for EMS Education, expand EMS training capacity and reputation beyond internal needs

Key Actions:

- Develop and market EMS training programs for external agencies
- Invest in instructor development and training infrastructure
- Identify fee structure
- Design budget source allowing proceeds to grow the program

Timeline:

Year	Quarter	Comment	Status
2028	Fourth Quarter	Program created with ongoing evaluation	

Objective 2A.2- Standardize Hose Specifications Across All Engine Companies- Improve operational consistency and efficiency through equipment standardization

Key Actions:

- Conduct an inventory and performance review of current hose types
- Select and approve a department-wide hose standard
- Coordinate phased rollout and training for all engine companies
- Establish procurement and maintenance protocols for consistency

Timeline:

Year	Quarter	Comment	Status
2026-2030		Ongoing	

2B- Division 2 Fire Prevention

Objective 2B.1-- Develop a Certification Process for the Detail Program- Establish a formal certification process for personnel working in the detail program to enhance professionalism, justify program costs, and improve public safety outcomes

Key Actions:

- Explore the creation of a department-issued certification to formalize qualifications and set a recognized standard (i.e. crowd safety certification)
- Collaborate with legal, training, and operations teams to ensure compliance and alignment with department goals
- Track participation, certification and performance metrics to evaluate program impact and guide future improvements

Timeline:

Year	Quarter	Comment	Status
2026		Will be implemented	
2026	Fourth	The department will require all detail members to complete crowd awareness classes and expectations of fire code requirements	

STRATEGIC PLAN 2026-2031

Objective 2B.2- Improve system testing program for uniform members. Develop a more department wide knowledge about how fire suppression systems function

Key Actions:

- Conduct needs assessment of current systems testing program
- Update Develop standardized testing protocols and trainings for FPB and operations
- Partner with local contractors, developers, and system vendors to acquire donated props for training
- Implement pilot training program of FPB inspectors and company crews to participate in the initial rollout
- Collect feedback from pilot participants, instructors, and supervisors
 - Identify areas for improvement in content delivery, prop functionality, and testing protocols
 - Revise training materials based on feedback and performance data and updates for fire suppression systems
 - Scale the program department-wide, incorporating lessons learned and ensuring all uniformed personnel receive consistent instruction

Timeline:

Year	Quarter	Comment	Status
2026	Third	Implementing systems class with Training Division for Firefighters, Officers, Incident Commanders	
2027-2030		Implement yearly Vector solutions refresher course for Firefighters, Officers, Incident Commanders	

2C- Division 4 Administration/Safety & Training

Objective 2C.1- Establish a challenging and relevant fitness standard that promotes readiness and accountability

Key Actions:

- Analyze the efficacy of the current Performance Evaluation
- Evaluate the need for a mandatory fitness standard that combines elements of METTS (Medical Evaluation and Tactical Training Standard) and Physical Evaluations (PE)
- Ensure the standard is job-relevant, progressive, and comprehensive
- Provide training and support to help personnel meet and maintain the standard

Timeline:

Year	Quarter	Comment	Status
2030	Fourth	Will be completed	

Objective 2C.2-- Build a sustainable, high-quality training system that supports all ranks, enhances inter-divisional collaboration, and equips personnel with the operational, leadership, and instructional skills needed to meet evolving departmental demands. This framework will ensure consistent development of incumbent personnel while preparing personnel to lead, train, and document effectively across all levels

Key Actions:

- Standardize and document core competencies across ranks
- Foster Inter-Divisional Collaboration i.e. Fire Prevention training with Operations Division
- Audit current leadership & succession development programs
- Ensure all training supports DFD's strategic plan, mission, and values, and accreditation standards

STRATEGIC PLAN 2026-2031

- Secure sustainable funding and develop a multi-year training budget
- Expand multi-apparatus incumbent training (internal and external funding)
- Provide structured training for officers on how to train and document probationary firefighters including a designated academy staff member directly overseeing probationary phases
- Trainings created based on new and progressive industry trends/science and not based only in response to past DFD close calls (proactive vs reactive)

Timeline:

Year	Quarter	Comment	Status
2026	First	Tracking metrics will begin	
2027	First	Implementation begins	
2028	First	Full integration and annual performance audits	

Objective 2C.3- Ensure a structured, rank-specific and consistent leadership development program that prepares officers for success through immersive training, standardized communication, and ongoing professional growth opportunities

Key Actions:

- Conduct a full assessment of existing rank-specific leadership development offerings, including in-house courses, regional fire leadership programs, and national training academies
- Identify gaps in supervisory, administrative, and incident command competencies
- Potentially develop a tiered leadership pathway for promotion-track officers that incorporates scenario-based leadership labs, personnel management instruction, labor relations fundamentals, and mentorship assignments
- Rebuild officer academies by rank
- Launch a mini academy for new officers to standardize communication and expectations
- Implement ongoing ICS/Unified Command training for Captains and A/Cs using scene-based scenarios

Timeline:

Year	Quarter	Comment	Status
2026	Second-Third	Conduct program assessment and stakeholder interviews	
2026	Fourth	Draft a recommended tiered curriculum and align with promotional expectations	
2027	First	Consolidate feedback from stakeholders	
2027	Fourth	Provide recommendation for continuing action based on assessment and feedback	
2028-2030		Implement cohort and pilot plan	

Objective 2C.4- Ensure consistent, high-quality training delivery by investing in dedicated personnel, aligning staffing with operational needs, and integrating cross-divisional expertise into the training environment

Key Actions:

- Invest in dedicated training staff for all divisions, including Fire Prevention (FP)
- Intermingle academy, probation, and promotional training with practical rotations
- Address academy staffing, hours, and legal liability in future policy planning (e.g., Volunteer Directive)
- Maintain training staff even when no academy is active; Staff no longer moved to Operations between academies

Timeline:

Year	Quarter	Comment	Status
2026	Second	Phase 1 staffing review and budget request will be completed	
2027	Third	Permanent staffing structure implemented	

Objective 2C.5- Invest in structured, forward-looking training curricula and certification programs that support operational excellence, professional growth, and alignment with departmental and industry standards

Key Actions:

- Research current and emerging training program offerings, evaluate effectiveness, and identify supplemental or alternative delivery models
- Align training series to recognized professional certifications (e.g., CMCB, Fire Officer credentialing, and professional instructor certifications)
- Develop a system of continuity that preserves established institutional knowledge while allowing adaptation to evolving operational, legal, and cultural environments
- Invest in written initiatives like the drill ground plan and five-year curriculum
- Offer certifications in HR for uniformed personnel
- Expand virtual training (e.g., Arson model) to generate revenue through special funds

Timeline:

Year	Quarter	Comment	Status
2026	First-Third	Research and evaluate current curriculum and alternatives	
2026	Third	Conduct internal review with Training Division leadership and command staff	
2026	Fourth	Develop courses of action and certification mapping.	
2027	Second	Leadership decision and resource approval	
2027	Third-Fourth	Phased curriculum rollout	
2028	First	Phased curriculum rollout cont.	
2028		Annual curriculum and certification alignment review	

STRATEGIC PLAN 2026-2031

Objective 2C.6- Strengthen partnerships with surrounding fire agencies and state entities, enhance training quality through shared resources and position the department as a leader in setting and influencing fire service standards

Key Actions:

- Formalize training collaboration with partner agencies through MOUs, shared instructor pools, cost-sharing agreements, and regional specialty programs
- Elevate Arson training to drive state/industry fire investigation standards
- Empower proactive—not reactive—training to shift from training that responds to incidents or deficiencies after they occur, to a system that anticipates needs, prepares personnel ahead of challenges, and builds resilience and readiness

Timeline:

Year	Quarter	Comment	Status
2026		Initiate partner discussions and shared training calendar	
2027		Potentially formalize agreements and launch shared course offerings	
2028-2030		Expand regional scope and evaluate shared cost efficiencies annually	
2026-2030		Elevate Arson training and drive industry standards	

Goal: 2D- Division 5 DEN

Objective 2D.1: Establish DFD as a Regional Leader in ARFF Foam Training

Key Actions:

- Launch a Train-the-Trainer program led by Denver Fire focused on ARFF foam operations
- Define and develop a certification or credentialing process for trainers and participants
- Develop a regional outreach strategy that promotes the program to external agencies to increase regional participation
- Develop an annual training calendar with recurring training sessions to maintain readiness and consistency

Timeline:

Year	Quarter	Comment	Status
2030	Fourth	Will be completed	

Objective 2D.2: Expand Tactical Training for ARFF Operations

Key Actions:

- Provide hands-on training for hand line deployment and turret alternatives
- Integrate scenario-based drills simulating aircraft fires and fuel-based incidents
- Evaluate and update training content based on emerging technologies and tactics
- Provide hands-on training for Hazmat and FAA assignments

Timeline:

Year	Quarter	Comment	Status
2030	Fourth	Will be completed	

Objective 2D.3: Continue and Expand Fuel Farm Emergency Response Training

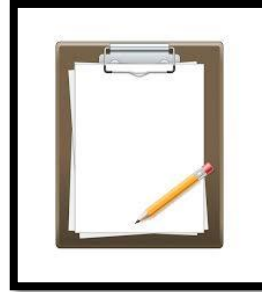
Key Actions:

- Deliver ongoing training on fuel farm operations, including:
 - Fuel spill containment
 - Fire suppression techniques
 - Environmental safety and compliance
- Collaborate with airport operations and fuel providers to align training with real-world incidents
- Incorporate multi-agency drills to improve coordination and response effectiveness

Timeline:

Year	Quarter	Comment	Status
2027	Fourth	Will be completed	

Accountability



3 DEPARTMENT ACCOUNTABILITY

3A- Division 1 Operations Division

Objective 3A.1- Enhance operational readiness, safety culture, and leadership development within the department

Key Actions:

- Ensure entire crews train alongside probationary members to foster team cohesion and mentorship
- Expand the pool of qualified personnel through annual classes and certification. Require Incident Safety Officer certification for Captains and above
- Strengthen the culture of After-Action Reviews (AARs) by conducting immediate, on-scene reviews led by chief officers, with a focus on constructive feedback and clear expectations

Timeline:

Year	Quarter	Comment	Status
2026	Fourth	All chief officers will be ISO compliant	
2026	Fourth	Strengthen the culture of After-Action Reviews (AARs)	
2030	Fourth	All captains will be ISO compliant	

Objective 3A.2- Enhance operational consistency and efficiency by unifying Standard Operating Guidelines (SOGs) across Engine and Truck Companies

Key Actions:

- Complete feasibility assessment
- Conduct a SOG Inventory
 - Collect all current SOGs from both company types and organize them by topic or operational function
 - Identify redundant procedures, conflicting guidance, and missing protocols
- Solicit Feedback-Share the draft with company officers and crews for review

Timeline:

Year	Quarter	Comment	Status
2026	Fourth	Will be completed	

3B- Assigned to- Command Staff

Objective 3B.1-Advance organizational excellence, accountability, and trust within the department

Key Actions:

- Continue compliance with the Commission on Fire Accreditation International (CFAI) model, including:
 - Annual self-assessments and performance reviews
 - Ongoing documentation of progress toward strategic goals
 - Community risk assessments and standards of cover updates
- Redesign the Fire Chief’s updates to:
 - Occur quarterly, allowing for more strategic and pertinent content
 - Include updates on strategic initiatives, accreditation progress, and department-wide performance
 - Written update summary disseminated to all members
- Continue fostering transparent and respectful collaboration with Local 858
 - Maintain open lines of communication through regular labor-management meetings with Command Staff modeling ethical and open governance

STRATEGIC PLAN 2026-2031

- Establish clear expectations for ethical leadership, including:
 - Open communication
 - Accountability for decisions
 - Visibility and accessibility of command staff
- Model transparency through actions, such as:
 - Acknowledging mistakes and lessons learned
 - Engaging in two-way communication with personnel

Timeline:

Year	Quarter	Comment	Status
2026-2030		Ongoing	

3C- Assigned to- Deputy Chief

Objective 3C.1-Revised Personnel Annual Review for Denver Fire Uniform members

Key Actions:

- Conduct an evaluation of the Annual Review framework to ensure:
 - Relevance to current operational and leadership expectations with input from DFD personnel
 - Alignment with department values, strategic goals, and accreditation standards
 - Fairness, clarity, and consistency across all ranks and divisions
- Highlight contributions to team and departmental goals
 - Add evaluation criteria that recognize:
 - Participation in team-based initiatives (e.g., training, community outreach, special projects)
 - Support for department-wide objectives (e.g., safety culture, innovation, diversity and inclusion)
 - Leadership in mentoring, collaboration, or problem-solving
- Include a section to record:
 - Certifications earned (e.g., ISO, ARFF, HazMat)
 - Courses completed (internal and external)
 - Participation in leadership academies, conferences, or special assignments
 - Document completed professional development and training
- Require supervisors to provide:
 - Specific, behavior-based feedback tied to core competencies
 - Balanced commentary on strengths and areas for improvement
 - Actionable recommendations for development and performance enhancement

Timeline:

Year	Quarter	Comment	Status
2026-2030	Second	Annual evaluation of Annual Review program	

Objective 3C.2- Online idea/suggestion box for all Denver Fire Employees to foster a culture of transparency, trust, continuous communication channels and feedback mechanisms

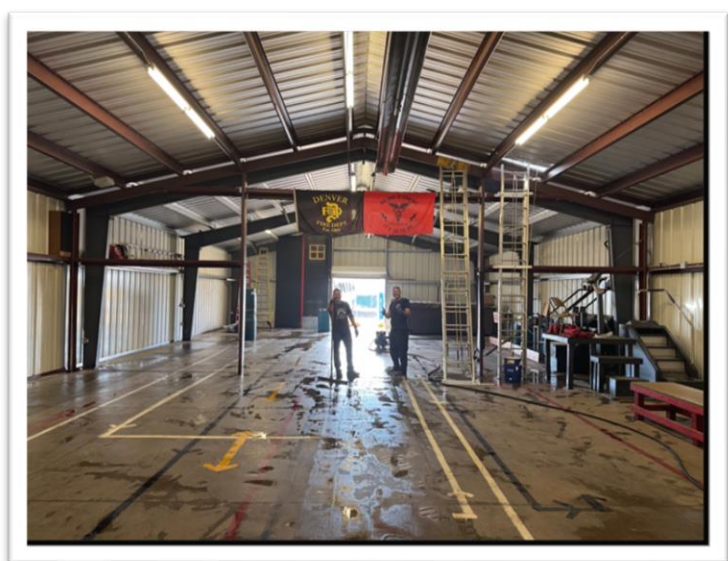
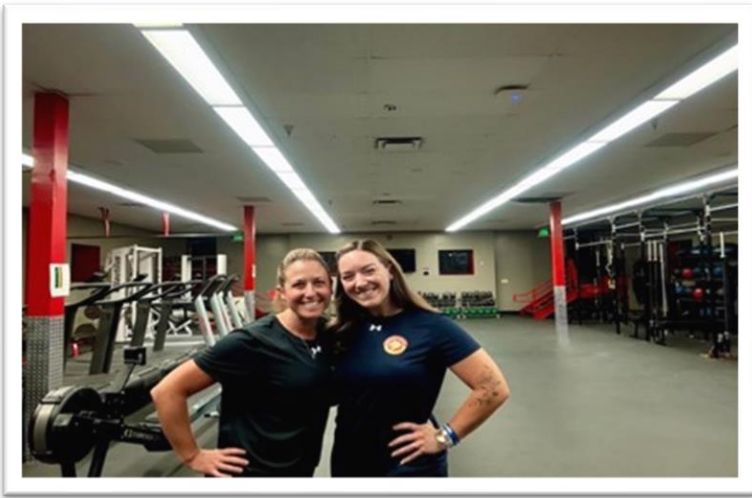
Key Actions:

- Use a secure, user-friendly digital tool created by DFD Line Shop
- Create a Review & Response Workflow
 - Set timelines for reviewing and responding to suggestions (e.g., within 2 weeks)
 - Use a transparent tracking system (e.g., “Received,” “Under Review,” “Implemented,” “Not Feasible”)

Timeline:

Year	Quarter	Comment	Status
2025	Fourth	Launched test pilot	
2026	Second	Expand program to full usage	

Wellness



4 WELLNESS

4A- Wellness/Deputy Chief

Objective 4A.1-- Cultivate a culture of proactive leadership, continuous learning, and meaningful engagement among officers at all levels within the department

Key Actions:

- Provide officer education about wellness resources, including in-service training and monthly officer calls
- Officers should remain actively engaged and attentive to crew needs with knowledge of resources available
- Establish an ongoing officer development program focused on wellness, peer collaboration, and problem-solving
- Strengthen the connection between leadership and wellness by integrating wellness principles into leadership development
- Develop a structured transition program to support personnel prior to promotions, ensuring smoother assimilation into new roles or teams
- Develop and implement career long wellness programming for personnel that spans from Training Academy through retirement

Timeline:

Year	Quarter	Comment	Status
2027	Fourth	Will be completed	

Objective 4A.2- Promote the long-term health, safety, and operational readiness of all personnel by fostering a culture of physical wellness

Key Actions:

- Emphasize injury prevention through formal injury reduction program led by Physical Therapists
- Development of Peer Fitness program with direction from Wellness Coordinator and Physical Therapists
- Address the current limitations of Physical Therapists (PTs) due to increased involvement with physical fitness and injury reduction. Expand wellness programming and personnel to fill this gap
- Improve rehabilitation resources on the Air Light, including enhanced support from Occupational Rehab Specialists (ORS)

Timeline:

Year	Quarter	Comment	Status
2028	Fourth	Will be completed	

Objective 4A.3- Support the psychological resilience, emotional well-being, and behavioral health of all personnel by fostering a stigma-free environment, providing accessible resources, and integrating mental health into the department’s overall wellness culture

Key Actions:

- Conduct a first responder mental health survey
- Strengthen the department’s partnership with Kaiser, Denver Health and other providers to expand behavioral health services
- Develop and implement a medical marijuana education program, including a formal directive and station visits to provide guidance and clarity
- Review Critical Incident Stress protocols for Denver Fire Department
- Cultivate partnerships to augment existing behavioral health infrastructure. Seek funding to assist membership with access to 3rd party resources

STRATEGIC PLAN 2026-2031

Timeline:

Year	Quarter	Comment	Status
2027	Fourth	Will be completed	

Objective 4A.4- Enhance the physical, mental, and emotional well-being of fire service personnel through the strategic use of technology and innovative practices

Key Actions:

- Develop a dedicated Wellness App to centralize resources, track progress, and provide real-time support for physical and mental health
- Locate funding source and developer for app
- Promote personnel use of the app

Timeline:

Year	Quarter	Comment	Status
2027	Fourth	Will be completed	

Objective 4A.5- Increase participation and reduce burnout by expanding wellness, resiliency, and physical fitness programming across all ranks

Key Actions:

- Build on the 97% participation rate in wellness screenings, blood draws, CPAT, and recruit assessments
- Hire a Wellness-Resiliency-Physical Fitness Coordinator to oversee program development and implementation
- Increase staffing to support wellness initiatives and reduce burnout among current team members
- Develop targeted wellness campaigns for different career stages (recruits, active duty, return-to-work, etc.)

Timeline:

Year	Quarter	Comment	Status
2026-2030		Ongoing- with annual review	

Objective 4A.6- Enhance physical readiness and injury prevention through structured strength and conditioning programs

Key Actions:

- Expand the PT team to include a Strength & Conditioning Coach
- Launch or scale FIT programs (Functional Integrated Training) tailored to fire service demands
- Integrate physical training into daily routines and shift schedules where feasible

Timeline:

Year	Quarter	Comment	Status
2029	Fourth	Will be completed	

Objective 4A.7- Increase capacity and efficiency of wellness operations through strategic staffing and role clarity

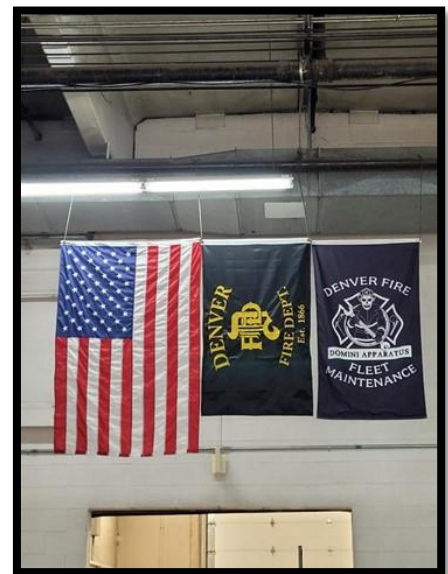
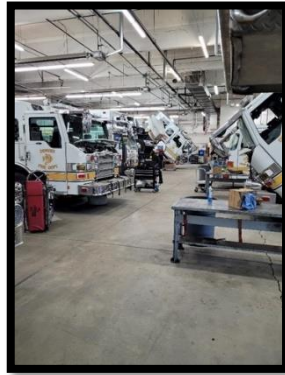
Key Actions:

- Hire an unsworn Wellness Coordinator with medical knowledge to manage logistics and data
- Ensure sworn members remain the public face of wellness to maintain peer credibility
- Add a CSA (Community Service Aide) or privately funded administrative support to handle scheduling, tracking, and communications

Timeline:

Year	Quarter	Comment	Status
2026-2030		Ongoing- with annual review	

Technology



5 TECHNOLOGY

5A- Division 2 Fire Prevention Division

Objective 5A.1- Improve operational readiness and interdepartmental coordination by digitizing preplans and integrating hazardous material reporting into DFD software systems

Key Actions:

- Digitize preplans for accessibility
 - Convert Firehouse (FH) hard copy preplans into a centralized digital format
 - Ensure compatibility with existing DFD platforms (e.g., CAD, RMS)
- Enable real-time sharing with Fire Prevention (FP)
 - Enhance software to allow FP teams to access and update preplans
 - Implement assignment-based access for data integrity and security
- Integrate Hazmat Reporting (HMRS) into OPS systems
 - Create a standardized digital form for hazmat incident reporting
 - Conduct hands-on training, FP, and OPS
 - Include refresher modules during training cycles
- Establish feedback and maintenance loops
 - Schedule regular audits to ensure preplans and hazmat data remain current and actionable

Timeline:

Year	Quarter	Comment	Status
2029	Fourth	Researching software for HMRS integration with CAD and MDTs on apparatus. To necessitate significant technology changes and will secure a monetary investment that will be explored within the next 3-4 years.	

5B- Division 3 Technical Services Division

Objective 5B.1- Improve response efficiency and situational awareness, through advanced Computer-Aided Dispatch (CAD) integration and intelligent dispatch enhancements

Key Actions:

- Establish seamless data flow between Accella (used for inspections, permits, and pre-plans) and the CAD platform
- Streamline hazmat note entry into CAD (consider Tablet Command for ease of use)
- Ensure permanent note tracking and real-time updates

Timeline:

Year	Quarter	Comment	Status
2027	Third	Motorola CAD integration	

Objective 5B.2- Enhance situational awareness, response coordination, reduce fatigue, and support firefighter wellness through reliable, and intelligent alerting and notification systems

Key Actions:

- Finalize Vocalarm implementation
- Deploy rack-drop lighting and speaker systems (refer to 2024 budget request)

Timeline:

Year	Quarter	Comment	Status
2028	Fourth	Will be completed	

Objective 5B.3- Optimize workforce management, through flexible and data-informed personnel and scheduling systems

Key Actions:

- Replace Telestaff with a more efficient scheduling platform
- Audit current leave type code usage for optimization and consistency and provide personnel training
- Coordinate Motorola radio hardware upgrades and integrate into DFD training

Timeline:

Year	Quarter	Comment	Status
2026	Third	The department will stop using Telestaff- alternative model will be placed in service	
2027	First	Motorola firmware and hardware updates/ Job wide training	

Objective 5B.4- Strengthen the city’s safety compliance through the department’s strategic alarm monitoring, and performance tracking

Key Actions:

- Develop a service model that defines tiered cost’s structure based on property type, size, and risk level
- Conduct a feasibility study to assess market demand within Denver and surrounding service areas
- Update fire box (alarm) software with a \$25K budget request; explore fee-based models for monitoring and installation
- Market the service to properties
- Track performance and revenue
- Monitor adoption rates, service reliability, and customer satisfaction

Timeline:

Year	Quarter	Comment	Status
2027	First	Working with new vendor, need capital funding to start	

Med Units



6 MED UNITS

6A- Division 1 Operations

Objective 6A.1-- Enhance leadership consistency, communication clarity, and operational effectiveness within med units by formalizing a structured chain of command to strengthen direct oversight and personnel support

Key Actions:

- Establish a formal command structure within the Med Units to streamline equipment requests and operational support
- Assign defined roles and work responsibilities, including communication with Operations (OPS)

Timeline:

Year	Quarter	Comment	Status
2027	Fourth	Will be completed	

Objective 6A.2- Boost EMS response capabilities, reduce response times in high-demand areas, and support operational flexibility by deploying Roving Med Units

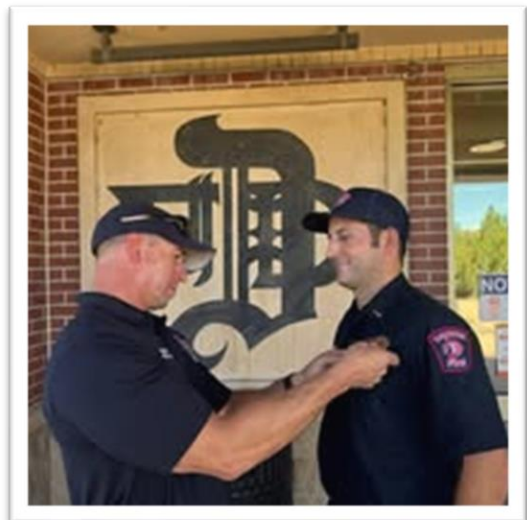
Key Actions:

- Examine response data to explore if feasible
 - Conduct a comprehensive data analysis of EMS call volume and response times by:
 - Time of day, day of week, and seasonal trends
 - Geographic hotspots (e.g., downtown, entertainment districts, underserved areas)
- Pilot a roving Med Unit to respond dynamically based on real-time call volume and system status
- Use CAD and dispatch analytics to guide movement and coverage
 - Monitor system status, pending calls, and unit availability
 - Dynamically reposition the Roving Med Unit to areas of anticipated need

Timeline:

Year	Quarter	Comment	Status
2030	Fourth	Will be completed	

Department Growth



7 DEPARTMENT GROWTH

7A- Division 1 Operations

Objective 7A.1-- Enhance operational capacity and safety by addressing staffing gaps and optimizing personnel deployment

Key Actions:

- Explore the feasibility of a budget expansion for 5th Rider Position on Heavy Rescue
 - Evaluate current call volume and workload on heavy rescue units
 - Justify the 5th rider through safety, efficiency, and incident complexity data
 - Propose staffing model adjustments to accommodate the position
- EMS Education Staffing Expansion
 - Assess current shortages in EMS, continuing education (CE), and community education staffing
 - Advocate for increased academy and CE staff to support training and public outreach
 - Develop a phased hiring plan to expand the education team and reduce burnout

Timeline:

Year	Quarter	Comment	Status
2030	Fourth	Assess/ Pursue 5th Rider Position on Heavy Rescue	
2030	Fourth	Assess/Pursue EMS Education Staffing Expansion	

Objective 7A.2-Improve response times and regional support through strategic deployment of leadership and resources

Key Actions:

- Explore moving District Chiefs houses
 - Analyze response data that may support relocating or assigning the District Chiefs
 - Coordinate with mutual aid partners to ensure seamless jurisdictional coverage
 - Evaluate facility and logistical needs for the Chief’s presence at specific stations

Timeline:

Year	Quarter	Comment	Status
2028	Fourth	Will be completed	

Objective 7A.3- Improve emergency medical response capabilities and improve patient care outcomes by adding Advanced Life Support (ALS) coverage across the department’s service area

Key Actions:

- Evaluate staffing models to determine the need for DFD ALS coverage in outer lying areas of the city
- Secure funding and protocols for medication storage and procurement
 - City budget allocations, State and federal grants
 - Inventory control systems for narcotics and critical medications
 - Expiration tracking and restocking procedures
- Create internal paramedic licensing renewal program
 - Develop an in-house continuing education program that meets:
 - National Registry of Emergency Medical Technicians (NREMT) recertification requirements
 - Colorado Department of Public Health and Environment (CDPHE) standards

Timeline:

Year	Quarter	Comment	Status
2030	Fourth	Will be completed	

STRATEGIC PLAN 2026-2031

Objective 7A.4- Request a dedicated budget line item for the EMS education program

Key Actions:

- Conduct an internal audit of equipment, education, and certification costs divided by landside and DEN to understand the true cost of EMS
- Submit a formal budget request to establish dedicated budget funding for the EMS Education Program, supporting training, certification, and continuing education initiatives-include supporting documentation of total costs from 2023 and 2024
- Engage in the annual budget process to advocate for program funding, and if initially denied, resubmit with updated justification and impact data in subsequent budget cycles
- Demonstrate the value of EMS education by highlighting its role in improving patient outcomes, maintaining compliance, and supporting professional development

Timeline:

Year	Quarter	Comment	Status
2027	Fourth	Will be completed	

Objective 7A.5- Request budget expansion for necessary operations equipment (SCBA, hose, nozzles, and appliances etc.) based on consistent replacement cycle

Key Actions:

- Submit a budget request to expand funding for critical operations equipment, including Self-Contained Breathing Apparatus (SCBA), hose, nozzles, and appliances, in alignment with established replacement schedules
- Conduct an inventory and lifecycle assessment to identify aging or non-compliant equipment and prioritize replacements based on safety, performance, and NFPA standards
- Develop a multi-year replacement plan to support phased procurement and minimize operational disruptions
- Provide cost estimates and operational impact data to justify the request, emphasizing the importance of reliable equipment for firefighter safety and service delivery
- Engage with procurement and finance teams to explore cooperative purchasing options or grant opportunities that may offset costs

Timeline:

Year	Quarter	Comment	Status
2027	Fourth	Will be completed	

Objective 7A.6- Request budget expansion for a Special Operations budget line item

Key Actions:

- Submit a formal budget request to expand the Special Operations line item, ensuring adequate funding for equipment, training, and mission-specific operational needs
- Engage in the annual budget cycle to advocate for sustained support, and if the request is not approved, resubmit with updated operational data, risk assessments, and justification in subsequent cycles
- Demonstrate the operational impact of Special Operations through data on deployment frequency, and specialized response outcomes

Timeline:

Year	Quarter	Comment	Status
2028	Fourth	Will be completed	

7B- Division 2 Fire Prevention

Objective 7B.1-- Expand the Conveyance Program through a tiered elevator testing initiative that enhances safety compliance and supports operational sustainability

Key Actions:

- Implement a tiered expansion strategy
 - Tier 1: Focus on high-volume commercial and municipal buildings
 - Tier 2: Expand to mid-size residential and mixed-use properties
 - Tier 3: Include smaller private buildings and low-frequency test sites
- Enhance inspection capacity
 - Assess staffing needs and training requirements for additional inspections
 - Consider cross-training or hiring part-time inspectors to meet demand
- Streamline scheduling and reporting
 - Integrate scheduling tools with existing DFD systems for efficiency
 - Digitize reporting and invoicing to reduce administrative burden
- Engage stakeholders and promote compliance
 - Communicate program benefits to building owners and property managers
 - Offer educational materials on elevator safety and testing requirements
- Monitor performance and adjust tiers
 - Track inspection volume, revenue, and compliance rates by tier
 - Adjust tier thresholds and resource allocation based on performance data

Timeline:

Year	Quarter	Comment	Status
2026	Third	Full implementation	
2026-2030		We will adapt and expand program as the needs of the city change	

7C- Division 3 Technical Services

Objective 7C.1- Improve safety and fiscal responsibility by updating equipment and apparatus recycling and replacement cycle processes

Key Actions:

- Implement a data-driven equipment cycle to guide timely replacement and reduce safety risks
- Advocate for dedicated funding streams for apparatus and equipment, separate from shared budgets (e.g., DOS vs. DFD/DPD)
- Shorten the apparatus replacement cycle, especially for rigs over 15 years old (currently 15% of fleet)
- Stock critical parts and equipment proactively instead of relying on “as-needed” ordering

Timeline:

Year	Quarter	Comment	Status
2026	First	Processes and budget are set	
2026	Fourth	Working with Councilman Watson and the Mayor’s office to accomplish the above	

Objective 7C.2- Enhance fleet readiness and adaptability through advanced/innovative processes, staffing, and resource allocation

Key Actions:

- Transition to a one-for-one reserve swap model to maintain operational readiness
- Re-label apparatus based on functionality, not full equipment sets (e.g., four-for-one= 25% reduction)

STRATEGIC PLAN 2026-2031

- Expand fleet to include wildland apparatus to meet evolving response needs
- Move equipment storage to Brighton Blvd and resolve access limitations

Timeline:

Year	Quarter	Comment	Status
2026	Second	Working on an expansion request for apparatus for the 2027 budget	
2026-2030		The department will purchase some stock engines, which will be used as frontline apparatus for 5 years then moved to reserve status	

Objective 7C.3- Increase fleet mechanic availability and reduce repair delays by expanding maintenance capacity and staffing

Key Actions:

- Add a second shift or 24-hour mechanic coverage to handle after-hours repairs
 - Address after-hours breakdowns and reduce overnight downtime
 - Allow for non-disruptive maintenance during off-peak hours
 - Improve turnaround time for urgent repairs and diagnostics
- Assign one mechanic per rig, when possible, but allow flexibility for availability
- Hire a dedicated mechanic for Preventive Maintenance (PM) management

Timeline:

Year	Quarter	Comment	Status
2026	Second	Submit an expansion request for additional mechanic and professional staff in 2027	
2027	Second	Second shift proposal will be submitted for 2028 budget request and Collective Bargaining Agreement	

Objective 7C.4- Enhance dispatch efficiency and resilience through staffing, supervision, and technology upgrades

Key Actions:

- Conduct a feasibility assessment
- Increase dispatch staffing to 7 for 6 coverage, ensuring steady operations with no lulls
- Add 1 dedicated tech to support dispatch systems and reduce downtime
- Clarify supervisory roles to focus on leadership and oversight, not just dispatching

Timeline:

Year	Quarter	Comment	Status
2027	Second	Submit an expansion request for 2027	

7D- Division 4 Administration/Safety & Training

Objective 7D.1- Rebuild Community Risk Reduction (CRR) capacity and expand public safety outreach through firefighter-led education initiatives

Key Actions:

- Restore CRR staffing to 3 members to support program delivery and community engagement
- Add an identified annual reporting mechanism for event participation and outcomes

STRATEGIC PLAN 2026-2031

- Finalize and implement the Safety Simulator deployment plan for Denver Public Schools (DPS) events
- Reestablish an overtime program for firefighters to staff the simulator and represent DFD at school and community events

Timeline:

Year	Quarter	Comment	Status
2027	First	Staffing expansion	
2027	Fourth	Safety Simulator and educational partnerships fully deployed	

Objective 7D.2- Reinforce recruitment leadership to prepare for future academy classes and talent pipeline development

Key Actions:

- Reassign or reinstate the captain position in Recruiting to lead planning for the 2027 Academy
- Emphasize and train our dedicated Recruiting Officer, develop targeted outreach to key local institutions (schools, fitness programs, community colleges), and develop standardized pre-academy preparation resources
- Develop a multi-year recruitment strategy aligned with projected retirements and diversity goals
- Coordinate with Civil Service, HR, and outreach teams to build candidate pools early

Timeline:

Year	Quarter	Comment	Status
2026	Second	Submit staffing request for additional recruiting officer (Capt.)	
2027	First	Fill Recruiting Officer role	
2027	Second-Fourth	Launch targeted outreach and applicant prep program	
2028-2030		Evaluate applicant pool data annually and adjust strategy	

Objective 7D.3- Advocate to Civil Service to redefine the promotional process to ensure it reflects real-world job demands and values operational experience

Key Actions:

- Partner with Civil Service to ensure changes are within legal parameters, Civil Service Rules and the City Charter
- Conduct a job-task analysis to align promotional testing components with real-world supervisory expectations, high-risk decision-making, personnel leadership, and operational readiness
- Reduce reliance on excessive study material (currently 300+ pages)
- Incorporate scenario-based evaluations and experience-based scoring to better reflect field readiness
- Include leadership and Local 858 in redesigning the process to ensure fairness and job relevance
- Evaluate and update the process of Subject Matter Experts (SME) selections

Timeline:

Year	Quarter	Comment
2027	1st– 3rd quarter	Conduct job-task study with current promotional process evaluation with Civil Service
2027	4th quarter	Propose potential promotional exam structure modifications

7E- Division 5 Airport/DEN

Objective 7E.1- Enhance Aircraft Rescue and Firefighting (ARFF) effectiveness and safety through targeted equipment upgrades

Key Actions:

- Replace turret nozzles on all ARFF units to improve reach, flow control, and foam application
- Install DEN winches on ARFF units to assist with electric vehicle (EV) fire management and recovery
- Create and deploy training on the safe use of winches at an emergency scene
- Ensure structure rigs at DEN are equipped with foam or alternative suppression agents suitable for aviation-related incidents

Timeline:

Year	Quarter	Comment	Status
2027	Fourth	Will be completed	

Objective 7E.2- Expand and adapt the DEN fleet to meet the demands of airport growth and specialized response needs

Key Actions:

- Acquire a mid-mount tower to improve aerial access in tight or vertical spaces at DEN
- Expand the DEN Division fleet in alignment with the addition of new runways and increased call volume
- Increase the number of reserve rigs at DEN to ensure operational continuity during maintenance or surge events

Timeline:

Year	Quarter	Comment	Status
2026	Fourth	Will be completed	

Department Communication



8 DEPARTMENT COMMUNICATION

8A- Division 1 Operations

Objective 8A.1- Ensure operational consistency and accountability by auditing responses against department procedures and directives

Key Actions:

- Conduct regular response self-audits to evaluate alignment with Directives and Standard Operating Guidelines (SOGs), Accreditation, and command direction
 - Analyze audit findings to identify trends, gaps, and best practices, and provide timely feedback to crews and command staff to support continuous improvement
 - Leverage audit outcomes to inform training priorities, policy revisions, and operational enhancements, ensuring alignment with strategic goals and evolving service demands
- Identify trends and provide feedback to crews and command staff

Timeline:

Year	Quarter	Comment	Status
2030	Fourth	Completion with an annual review	

Objective 8A.2- Strengthen the After-Action Review (AAR) process by including all key stakeholders and ensuring feedback loops are closed

Key Actions:

- Require dispatcher participation in After-Action Review (AARs) to provide insight into call handling and communication flow
- Assign responsibility to Fire Prevention (FP) to follow up and report back on post incident outcomes or business corrective actions
- Empower Fire Investigations to conduct post incident follow up and report back to the Operations Division on outcomes or corrective actions for AAR

Timeline:

Year	Quarter	Comment	Status
2026	Fourth quarter	Will be completed	

Objective 8A.3- Improve EMS response model for Emergency EMS calls

Key Actions:

- Implement an A/B/C/D/E system for Code 10 calls to differentiate between EMS, standby, and other needs using the Denver Dynamic Response Model (DDRM)
- Train dispatchers and crews on the new tiered response system to ensure consistent usage
- Through EMRS advisory board monitor call data to evaluate the effectiveness of the new system and adjust as needed

Timeline:

Year	Quarter	Comment	Status
2026	Fourth	Run DDRM concurrently with NFPA 1710 model and compare data	
2027	Fourth	Full incorporation of DDRM with EMRS Advisory Board oversight	
2028	Fourth	Completion with annual review	

8B- Division 2 Fire Prevention

Objective 8A.1- Improve crew understanding and compliance by clearly communicating code changes and their operational impact

Key Actions:

- Develop a standardized communication process for code updates, including plain-language summaries that translate technical changes into operational terms
- Utilize multiple communication platforms—such as email bulletins, Vector Solutions modules, tote board postings, and in-person briefings—to ensure broad visibility and accessibility
- Incorporate real-world examples and scenarios to illustrate how code changes affect daily operations, decision-making, and incident response
- Establish feedback loops to gather input from crews on clarity and applicability

Timeline:

Year	Quarter	Comment	Status
2026	Fourth	Will be completed	

8C- Division 3 Technical Services

Objective 8C.1- Streamline the entry and accessibility of hazmat information in dispatch systems to improve operational efficiency and situational awareness

Key Actions:

- Evaluate current CAD limitations and future Motorola CAD options
 - Identify specific challenges with entering and retrieving permanent hazmat notes in the current CAD system
- Explore integration with Tablet Command
 - Evaluate whether Tablet Command can serve as a more user-friendly platform for entering and viewing hazmat notes
 - Test the use of Tablet Command for hazmat data entry and evaluate user feedback
- Develop a standardized hazmat note format
 - Create a template or checklist for hazmat notes to ensure consistency across incidents and entries
 - Include fields for location-specific hazards, chemical types, and response protocols
- Improve data visibility for Dispatch and end users
 - Work with Dispatch to ensure hazmat notes are easily accessible during call-taking and dispatching
 - Consider flagging or tagging hazmat locations in CAD for quick reference
- Train personnel on updated workflow
 - Provide training for dispatchers, uniform members, and hazmat teams on the new process and tools

Timeline:

Year	Quarter	Comment	Status
2027	First	Work with Tablet Command vendor to update checklist for hazmat incidents	
2027	Third	Motorola CAD integration	

8D- Division 4 Administration/Safety & Training

Objective 8D.1- Strengthen DFD’s public communication and media presence by civilianizing and expanding the Public Information Office (PIO)

Key Actions:

- Transition to a civilian-led PIO model for continuity and professional-level communications strategy, supplemented by a sworn liaison for operational context
- Increase PIO staffing to support real-time event coverage, media coordination, and internal communications
- Hire a dedicated social media person to manage platforms, develop content calendars, and implement a proactive engagement strategy

Timeline:

Year	Quarter	Comment	Status
2026	All four	Evaluate status of PIO needs and provide recommendation for FTE	
2027	Second	Request funding	
2028	First	Hire PIO.	
2028	Third	Launch updated communications strategy	

Objective 8D.2- Promote fair and defensible investigative outcomes by aligning practices with present-day operational contexts, rather than relying solely on NFPA 921

Key Actions:

- Audit investigative SOGs with Legal, IA, and FIU to ensure alignment with practical field conditions and standards of defensibility
- Review and revise standard operating procedures to reflect DFD-specific practices and legal defensibility
- Provide training for officers and investigators on how to reference standard operating procedures during internal reviews or external investigations
- Collaborate with legal and risk management to ensure standard operating guidelines (SOGs) are legally sound and operationally relevant

Timeline:

Year	Quarter	Comment	Status
2026	First-fourth	SOG audit and revision drafting, with legal review	
2027	First	Final approval	
2027	Second	Training rollout	

Appendix A: Review and Reporting Schedule

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

Date	Milestone
2025	Create 2026-2030 strategic plan with input from Denver Fire members, external stakeholders, and Command Staff .
January 2026	Publish 2026-2030 strategic plan and post on www.denvergov.org/fire
Monthly	Division Chiefs provide updates to Deputy Chief
April 2026	1 st quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
July 2026	2 nd quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
October 2026	3 rd quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
January 2027	4 th quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
Annually beginning in 2026	After DFD achieves accreditation from the Commission on Fire Accreditation International (CFAI), DFD will complete annual CFAI compliance reports
March 2027	Publish 2026 annual report
April 2027	1 st quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
July 2027	2 nd quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
October 2027	3 rd quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
January 2028	4 th quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
March 2028	Publish 2027 annual report
April 2028	1 st quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
July 2028	2 nd quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
October 2028	3 rd quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives

STRATEGIC PLAN 2026-2031

January 2029	4 th quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
March 2029	Publish 2028 annual report
April 2029	1 st quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
July 2029	2 nd quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
July 2029	Revise and update 2026-2030 Strategic Plan
October 2029	3 rd quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
January 2030	4 th quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
March 2030	Publish 2029 annual report
April 2030	1 st quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
May 2030	Begin Internal Stakeholder Focus groups for 2031 -2036 Strategic Plan
June 2030	Begin External Stakeholder Focus groups for 2031 -2036 Strategic Plan.
July 2030	2 nd quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
October 2030	3 rd quarter update to members, Executive Director of Safety, and Mayor, that includes strategic plan goals and objectives
November 2030	Create 2031-2036 strategic plan with input from Denver Fire members, external stakeholders, and Command Staff

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.

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.

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 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.