



Brighton Fire Rescue District Strategic Plan 2014-2018

“Desire to serve, courage to act, and the ability to perform since 1888”

March 2015

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Introduction

History

Fire protection in the Brighton area had its beginning with the growth of a new community. The area that is now Brighton had its start in 1870 with the construction of the Denver Pacific Railway (now the Union Pacific) from Cheyenne to Denver along with the construction of a train depot. By the late 1880's a large number of homes and businesses had sprung up in a central area around the depot and the need for fire protection and other public services was evident.

On July 26, 1887, Brighton became an incorporated town. The Town Council acknowledged the need for a fire department due to the rapidly growing population of the town. As records show, the following year after the town incorporated, a committee from "The Fire Company" asked the Town Board for assistance in getting apparatus. In 1890, bylaws were drafted for Hook and Ladder Company #1. In 1892, a Hose Company was formed and the "Fire Company" was now a Fire Department, consisting of the Hook and Ladder Company and the Hose Company. During that year, the first by-laws for the "Brighton Fire Department" were drafted.

On July 5, 1938, the department was legally incorporated as the Brighton Volunteer Fire Department, Inc. In 1961, The City of Brighton determined it could no longer support fire protection outside its boundaries. Rural residents later formed a Rural Fire District to provide protection. The Rural District entered into a contract with the City of Brighton to purchase fire protection on a cost-sharing basis.

In 1980, the City Council of Brighton and the Rural District Board entered into a joint process evaluating the working agreement between the two entities. In a joint agreement, the two entities established the present Fire Protection District, a special district under Statutory Law within the state. In 1999, the legal name of the District organization was changed to the Greater Brighton Fire Protection District. In 2011, it was decided that the brand name of the district was to be the Brighton Fire Rescue District.

Present

Today, the Fire District serves an area of 150 square miles with five fire stations. The service area includes urban, suburban, and rural characteristics. The population is estimated at 50,000. The Fire District is a combination department, with 64 full-time employees and 10 reserves. Through a contract with Platte Valley Medical Center, the District provides ambulance service.

Fire District members serve on wild land, technical rescue, hazardous materials, and water rescue teams. The District maintains 6 engines, 1 quint, 1 tower ladder, 1 rescue squad, 3 attacks, 5 water tenders, a zodiac rescue boat, an air/light trailer, a mass casualty trailer, a regional mobile command/communications unit, a regional hazardous materials unit, and a number of staff vehicles. In 2014, the District handled 4,800 incidents.

Planning for the Future

The Fire District began a planning process in January 2011 with the goal of completing a Strategic Plan. The primary purpose of a Strategic Plan is to identify where the Fire District wants to be at some point in the future and how it is going to get there. The planning process is never done. To be successful, there must be continual attention to changes in the organization and its external environment, and how this affects the future of the Fire District.

The District has identified 10 Strategic Goals. Each Strategic Goal is supported by performance objectives. Finally, an Action Plan has been developed to lead the District in meeting each objective.

By following the Action Plan, we will meet our future vision of the Fire District.

Plan Updates

In the Fall of 2012 the status of the Strategic Plan was reviewed with the Board of Directors. In February 2013 the plan document was updated to reflect the current status of the objectives. Beginning in late 2014 the status of the Strategic Plan was reviewed and the document updated and extended in March 2015.



Our Mission

The Mission of the Brighton Fire Rescue District is to provide effective and efficient emergency services, life safety education, code enforcement, and to be actively involved in our community.

Our Vision

To be recognized as a leader in the delivery of emergency services and life safety activities.

To be supported by our community who will have pride, respect, and confidence in our service.

To be adequately staffed by well-trained and physically fit personnel.

To have dependable equipment, embrace leading technology, and emphasize firefighter safety.

To be recognized as a leader and caring partner in improving the quality of life in our community.

To be accountable to those we serve, each other, and the organizations we interact with.

To be a department of choice for our employees and volunteers to work and achieve professional development.



Our Values

- Honor
 - To demonstrate integrity and professionalism
 - To take personal responsibility and be accountable
 - To be fair and sincere
- Courage
 - To be brave in the face of adversity
 - To do the right thing
 - To persevere and be firm in mind and will
- Commitment
 - To protect life, property, and the environment
 - To our personal growth and excellence
 - To our fire service oath
- Respect
 - To demonstrate compassion and courtesy
 - To recognize each individual's worth
 - To show regard to others through our conduct
- Unity
 - To be one in spirit, purpose, and action
 - To be part of a team
 - To recognize and live the fire service tradition

Strategic Goals

- Provide for an administration system that plans, staffs, directs, assists, coordinates, and evaluates the activities of the Fire District.
- Financially sustain future district operations while maintaining an efficient approach to service delivery.
- Provide effective fire suppression and rescue services in a manner that is recognized as a leader in our field
- Provide effective emergency medical services in a manner that is recognized as a leader in our field
- Provide effective code enforcement, fire investigation, and life safety education program which improves the quality of life in our community
- Provide the physical resources necessary to provide the community with efficient and effective emergency and life safety services.
- Provide the human resource administration necessary to be a department of choice for people to work and to achieve professional development
- Maintain a comprehensive training program that enhances our level of service and increases firefighter safety.
- Maintain effective relationships with external agencies
- Be active in and supported by our community

Strategic Plan Objectives

- Provide for an administration system that plans, staffs, directs, assists, coordinates, and evaluates the activities of the Fire District.
 - Provide and maintain a staffing plan that fulfills the emergency and non-emergency needs of the District
 - Develop a Standards of Cover (SOC) Document
 - Maintain a future station location plan that meets the needs of the community and the SOC
 - Attain CFAI Accreditation
 - Maintain or improve on current ISO Class 4 rating
 - Have Fuller Estates area annexed into Fire District
 - Maintain involvement in the proposed Dry Creek RUA Development process
 - Provide administrative support for District operations

- Financially sustain future district operations while maintaining an efficient approach to service delivery.
 - Maintain minimum fund balances according to policy
 - Apply for local, state, and federal grants
 - Review alternative revenue source fees
 - Track revenue sources from the Brighton Urban Renewal Authority (BURA)
 - Determine need for mill levy increase or bond issue
 - Develop, maintain, and revise financial policies.

- Provide effective fire suppression and rescue services in a manner that is recognized as a leader in our field
 - Develop and revise SOG's to direct suppression and rescue activities
 - Review and revise response plans
 - Maintain specialized response team capabilities for technical rescue, swift water, ice, and hazardous materials
 - Maintain a minimum staffing of three personnel for each front line apparatus

- Provide effective emergency medical services in a manner that is recognized as a leader in our field
 - Work with Platte Valley Medical Center to improve and enhance the delivery of basic and advanced life support services throughout the District
 - Provide ALS capabilities on fire apparatus
 - Develop new and revised SOG's to direct EMS response activities

- Provide effective code enforcement, fire investigation, and life safety education program which improves the quality of life in our community
 - Inspect occupancies a minimum of one time each year
 - Develop new and revised SOG's to direct code enforcement and life safety activities
 - Maintain a multi-family smoke detector compliance program
 - Maintain an adopted Fire Prevention Code consistent with governmental units served
 - Provide life safety education to reduce risks in the community
 - Provide an effective fire cause and origin investigation program

- Provide the physical resources necessary to provide the community with efficient and effective emergency and life safety services.
 - Build a fire station near Tower Road and Bridge Street to replace Station 52
 - Build a fire station near WCR 4 and WCR 27
 - Remodel a portion of the existing Station 52 for a vehicle maintenance facility
 - Remodel a portion of the existing Station 52 for a training facility
 - Build a fire station near 136th and Sable Avenue
 - Provide and maintain apparatus and other vehicles
 - Provide and maintain the proper equipment for emergency operations
 - Research and provide technology solutions to improve efficiency and effectiveness

- Provide the human resource administration necessary to be a department of choice for people to work and to achieve professional development
 - Maintain a market based pay system
 - Maintain and/or improve benefits based on available budget levels
 - Provide for the recruitment of qualified reserve and career members
 - Provide for fair and consistent promotional examinations
 - Develop and maintain a member mentoring program
 - Encourage outside training and higher education
 - Review and revise position descriptions and evaluation documents
 - Provide annual medical and fitness examinations
 - Establish an occupational risk management program

- Maintain a comprehensive training program that enhances our level of service and increases firefighter safety.
 - Meet minimum required training needs established by outside agencies and the District
 - Establish an annual training calendar utilizing a Training Committee
 - Establish training performance benchmarks
 - Provide for regular training with automatic and mutual aid agencies.
 - Establish an occupational health and safety training program

- Maintain effective relationships with external agencies
 - Share Emergency Management (EM) responsibilities with the City of Brighton
 - Participate in established mutual aid agreements
 - Maintain cooperative relationships with the cities, town, and counties served
 - Maintain cooperative relationships with area police departments
 - Be active in activities of Adams County Communications (ADCOM)
 - Be active in local, state, and national organizations

- Be active in and supported by our community
 - Participate in community events
 - Provide a dedicated marketing strategy
 - Be involved in community projects
 - Provide a means for community feedback
 - Interact as a caring partner in the community

Action Plan

Goal 1 – Provide for an administration system that plans, staffs, directs, assists, coordinates, and evaluates the activities of the Fire District.

<i>Objective 1a: Provide and maintain a staffing plan that fulfills the emergency and non-emergency needs of the District</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Update 5 year staffing plan on an annual basis 	Ongoing
<ul style="list-style-type: none"> • Add Captain rank and promote 3 	2015
<ul style="list-style-type: none"> • Add Lieutenant to Training Division 	2016
<ul style="list-style-type: none"> • Promote 2 to Captain and institute Station Captains 	2016

<i>Objective 1b: Develop a Standards of Cover (SOC) Document</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Conduct and finalize a community risk assessment 	2015
<ul style="list-style-type: none"> • Complete SOC document 	2016

<i>Objective 1c: Maintain a future station location plan that meets the needs of the community and the SOC</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Update the station location study every five years or as needs dictate 	>2018

<i>Objective 1d: Attain CFAI Accreditation</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Complete written self-assessment 	2015
<ul style="list-style-type: none"> • Submit application for peer review 	2017

<i>Objective 1e: Maintain or improve on current ISO Class 4 rating</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Finalize grading process to improve rating 	2015
<ul style="list-style-type: none"> • Promote rating change to the public 	2015

<i>Objective 1f: Determine brand name of District</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Complete transition to brand name 	2015
<ul style="list-style-type: none"> • Consider steps to change legal name or DBA name 	2015

<i>Objective 1g: Have Fuller Estates/Southgate area annexed into Fire District</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Work with COB on possible city action to annex Fuller Estates 	2016
<ul style="list-style-type: none"> • Work with COB on developers annexing 	Ongoing
<ul style="list-style-type: none"> • Propose annexation on ballot question if necessary 	2016

<i>Objective 1h: Maintain involvement in the proposed Dry Creek RUA Development process</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Maintain contact with Dry Creek representatives 	Ongoing
<ul style="list-style-type: none"> • Attend county meetings on project 	Ongoing
<ul style="list-style-type: none"> • Obtain fire station site from developer 	Ongoing
<ul style="list-style-type: none"> • Pursue funding source for fire station from developer 	Ongoing

<i>Objective 1i: Provide administrative support for District operations</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Determine need for dedicated computer technician 	2016
<ul style="list-style-type: none"> • Add a receptionist position 	>2017
<ul style="list-style-type: none"> • Review need for an additional position in finance 	>2018

Goal 2 - Financially sustain future district operations while maintaining an efficient approach to service delivery.

<i>Objective 2a: Determine minimum amount to maintain adequate fund balances</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Maintain required fund balance as part of budget process 	Ongoing
<ul style="list-style-type: none"> • Revise Fund Balance Policy 	2015

<i>Objective 2b: Apply for local, state, and federal grants</i>	<i>Timeline</i>
• Research and apply for federal grants (FEMA) when indicated	Ongoing
• Research and apply for state grants (DOLA, CFS, CDPH)	Ongoing
• Research and apply for private grants (i.e. Walmart, FM, 9-1-1)	Ongoing
• Pursue other grant opportunities not listed	Ongoing

<i>Objective 2c: Review alternative revenue source fees</i>	<i>Timeline</i>
• Review annually the district’s fee schedule	Ongoing
• Submit and follow-up on hazardous materials response fee billing	Ongoing

<i>Objective 2d: Track revenue sources from the Brighton Urban Renewal Authority (BURA)</i>	<i>Timeline</i>
• Verify amount held by BURA for North Employment Area on an annual basis and submit reimbursement requests	Ongoing
• Track development of south BURA and possible revenue sharing	Ongoing
• Work with COB to reach agreement on revenue sharing	2015

<i>Objective 2e: Determine need for mill levy increase or bond issue</i>	<i>Timeline</i>
• Annually review financial needs and forecasting	Ongoing

<i>Objective 2f: Develop, maintain, and revise financial policies.</i>	<i>Timeline</i>
• Conduct annual review of the Investment Policy	Ongoing
• Develop annual budgets and multiyear financial planning	Ongoing

Goal 3 – Provide effective fire suppression and rescue services in a manner that is recognized as a leader in our field

<i>Objective 3a: Develop and revise SOG’s to direct suppression and rescue activities</i>	<i>Timeline</i>
• Create SOG’s to address operational guidelines	Ongoing
• Review and revise existing SOG’s on an bi-annual basis	Ongoing

<i>Objective 3b: Review and revise response plans</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Review and revise response plans on annual basis 	Ongoing

<i>Objective 3c: Maintain specialized response team capabilities for technical rescue, swift water, ice, and hazardous materials</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Conduct required training evolutions on an annual basis 	Ongoing
<ul style="list-style-type: none"> • Actively participate with regional teams 	Ongoing

<i>Objective 3d: Provide for a minimum staffing of three personnel for each front line apparatus</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Develop plan to add personnel for additional stations 	>2017
<ul style="list-style-type: none"> • Add assigned staffing for aerial platform 	>2018
<ul style="list-style-type: none"> • Meet NFPA 1710 for 4 person staffing at Stations 51 and 53 as available with career and reserve staffing 	Ongoing

Goal 4 - Provide effective emergency medical services in a manner that is recognized as a leader in our field

<i>Objective 4a: Work with Platte Valley Medical Center to improve and enhance the delivery of basic and advanced life support services throughout the District</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Conduct a semi-annual review of the Platte Valley Medical Center (PVMC) Ambulance service response time compliance 	Ongoing
<ul style="list-style-type: none"> • Be actively involved in monthly meetings with the Medical Director 	Ongoing
<ul style="list-style-type: none"> • Hold monthly EMS Committee meetings with FD and PVMC ambulance staff 	Ongoing

<i>Objective 4b: Provide ALS capabilities on fire apparatus</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Institute ALS capability on T53 and E54 	2015
<ul style="list-style-type: none"> • Institute ALS capability on E55 	2016
<ul style="list-style-type: none"> • Institute ALS capability on additional engines as response time needs indicate based on PVMC agreement 	Ongoing

<i>Objective 4c: Develop new and revised SOG's to direct EMS response activities</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Create SOG's to address operational guidelines 	Ongoing
<ul style="list-style-type: none"> • Review and revise existing SOG's on an bi-annual basis 	Ongoing

Goal 5 – Provide effective code enforcement, fire investigation, and life safety education programs which improve the quality of life in our community

<i>Objective 5a: Inspect occupancies a minimum of one time each year</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Add off-duty firefighters part-time to assist with fire inspections 	2015
<ul style="list-style-type: none"> • Review adding one additional fulltime fire inspector position 	2016
<ul style="list-style-type: none"> • Determine occupancies that require more than one inspection per year 	Ongoing
<ul style="list-style-type: none"> • Report annually the occupancies where no inspection was conducted 	Ongoing

<i>Objective 5b: Develop new and revised SOG's to direct code enforcement and life safety activities</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Create SOG's to address operational guidelines 	Ongoing
<ul style="list-style-type: none"> • Review and revise existing SOG's on an bi-annual basis 	Ongoing

<i>Objective 5c: Maintain a multi-family smoke detector compliance program</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Provide annual reporting on compliance 	Ongoing

<i>Objective 5d: Maintain an adopted Fire Prevention Code consistent with governmental units served</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Work with local code officials to determine code versions to be adopted 	Ongoing

<i>Objective 5e: Provide life safety education to reduce risks in the community</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Add PIO/public educator position (part-time) 	2015
<ul style="list-style-type: none"> • Add a full-time public educator/PIO position (replacing part-time PIO) in addition to maintaining part-time public educator position 	2016
<ul style="list-style-type: none"> • Continue free smoke and carbon monoxide detectors and installation program 	Ongoing
<ul style="list-style-type: none"> • Enhance our current efforts in reaching various groups 	Ongoing

<i>Objective 5f: Provide an effective fire cause and origin investigation program</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Work with area departments on joint investigations 	Ongoing
<ul style="list-style-type: none"> • Develop SOG's to direct operational assignments 	Ongoing

Goal 6 - Provide the physical resources necessary to provide the community with efficient and effective emergency and life safety services.

<i>Objective 6a: Build a fire station near Tower Road and Bridge Street to replace Station 52</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Obtain land for fire station 	2015
<ul style="list-style-type: none"> • Determine financing for station construction 	2015
<ul style="list-style-type: none"> • Build and occupy fire station 	2017

<i>Objective 6b: Build a fire station near WCR 4 and WCR 27</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Obtain land for fire station 	2015
<ul style="list-style-type: none"> • Determine financing for station construction 	>2018
<ul style="list-style-type: none"> • Build and occupy fire station 	>2018

<i>Objective 6c: Remodel a portion of the existing Station 52 for a vehicle maintenance facility</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Develop plans for the remodel 	2016
<ul style="list-style-type: none"> • Begin construction after completion of the new Station 52 	2017

<i>Objective 6d: Remodel a portion of the existing Station 52 for a training facility</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Develop plan the remodel in conjunction with the vehicle maintenance plan 	2016
<ul style="list-style-type: none"> • Begin construction after completion of the new Station 52 	2017

<i>Objective 6e: Build a fire station near 136th and Sable Avenue</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Obtain land for fire station 	>2018
<ul style="list-style-type: none"> • Build and occupy fire station 	>2018

<i>Objective 6f: Develop and implement a facilities maintenance plan</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Follow, maintain, and update a 5 year facility maintenance plan 	Ongoing

<i>Objective 6g: Provide and maintain apparatus and other vehicles</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Review need for an additional fulltime mechanic 	2016
<ul style="list-style-type: none"> • Follow, maintain, and update 10 year fleet replacement plan 	Ongoing
<ul style="list-style-type: none"> • Verify record keeping and maintenance logs 	Ongoing

<i>Objective 6h: Provide and maintain the proper equipment for emergency operations</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Follow, maintain, and update 5 year equipment replacement plan 	Ongoing

<i>Objective 6i: Research and provide technology solutions to improve efficiency and effectiveness</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Maintain and upgrade computer systems 	Ongoing
<ul style="list-style-type: none"> • Institute PS Trax and Target Solutions software 	2015

<i>Objective 6j: Provide alerting and response systems that properly and safely alert crews and provide needed information.</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Research additional options for alerting system upgrades 	Ongoing

Goal 7 - Provide the human resource administration necessary to be a department of choice for people to work and to achieve professional development

<i>Objective 7a: Maintain a market based pay system</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Conduct an annual review of pay and benefits utilizing the state data system and/or comparable districts 	Ongoing

<i>Objective 7b: Maintain and/or improve benefits based on available budget levels</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Conduct an annual review of the insurance benefit program 	Ongoing
<ul style="list-style-type: none"> • Offer annual retirement planning training 	Ongoing
<ul style="list-style-type: none"> • Conduct a bi-annual review of all other benefits (vacation, etc) 	Ongoing

<i>Objective 7c: Provide for the recruitment of qualified reserve and career members</i>	
<ul style="list-style-type: none"> • Possibly begin a fire explorer program 	2015
<ul style="list-style-type: none"> • Attend county career fairs 	Ongoing
<ul style="list-style-type: none"> • Use CPAT as the physical ability test 	2015
<ul style="list-style-type: none"> • Review and revise testing process and create SOG 	Ongoing

<i>Objective 7d: Provide for fair and consistent promotional examinations</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Review and revise the acting programs 	Ongoing
<ul style="list-style-type: none"> • Review and revise the current promotional process and SOG 	Ongoing

<i>Objective 7e: Develop and maintain a member mentoring program</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Develop a formal field training program 	2015
<ul style="list-style-type: none"> • Review need for a mentor program 	2016

<i>Objective 7f: Encourage outside training and higher education</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Maintain funding for outside training opportunities 	Ongoing

<i>Objective 7g: Review and revise position descriptions and evaluation documents</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Review position descriptions on a bi-annual basis 	Ongoing

<i>Objective 7h: Provide annual medical and fitness examinations</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Review and revise fitness evaluation program 	2015
<ul style="list-style-type: none"> • Include wellness into exams as budget allows 	Ongoing
<ul style="list-style-type: none"> • Provide preventative screenings as budget allows 	Ongoing
<ul style="list-style-type: none"> • Maintain fitness equipment in fire stations 	Ongoing
<ul style="list-style-type: none"> • Annual review of NFPA 1581 and medical exam requirements 	Ongoing

<i>Objective 7i: Establish an occupational risk management program</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Hold bi-monthly safety committee meetings 	Ongoing
<ul style="list-style-type: none"> • Improve NFPA 1500 compliance to 90% 	2016
<ul style="list-style-type: none"> • Develop a written risk management plan 	2015
<ul style="list-style-type: none"> • Conduct injury and accident reviews 	Ongoing
<ul style="list-style-type: none"> • Maintain worker compensation cost containment certification 	Ongoing

Goal 8 – Maintain a comprehensive training program that enhances our level of service and increases firefighter safety.

<i>Objective 8a: Meet minimum required training needs established by outside agencies and the District</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Institute Target Solutions software to track, notify, and deliver training programs and classes 	2015
<ul style="list-style-type: none"> • Provide notification of renewals 3 months prior to expirations 	Ongoing
<ul style="list-style-type: none"> • Maintain updated records in RMS 	Ongoing
<ul style="list-style-type: none"> • Report training hours on a monthly basis to all personnel 	Ongoing

<i>Objective 8b: Establish an annual training calendar utilizing a Training Committee</i>	<i>Timeline</i>
<ul style="list-style-type: none"> • Develop annual priority list 	Ongoing
<ul style="list-style-type: none"> • Provide a minimum of 100 man hours of live fire training 	Ongoing

<ul style="list-style-type: none"> Require a minimum of 1.5 hours per day of company training 	Ongoing
<ul style="list-style-type: none"> Develop lesson plans for company level drills and multi-company drills 	Ongoing

<i>Objective 8c: Establish training performance benchmarks</i>	<i>Timeline</i>
<ul style="list-style-type: none"> Conduct an annual evaluation of operation standards 	2016

<i>Objective 8d: Provide for regular training with automatic and mutual aid agencies.</i>	<i>Timeline</i>
<ul style="list-style-type: none"> Establish a schedule for joint training with each agency at least once per year 	Ongoing

<i>Objective 8e: Establish an occupational health and safety training program</i>	<i>Timeline</i>
<ul style="list-style-type: none"> Develop priority list of ongoing training topics 	Ongoing
<ul style="list-style-type: none"> Utilize insurance carrier training programs on safety practices 	Ongoing

Goal 9 – Maintain effective relationships with external agencies

<i>Objective 9a: Share Emergency Management (EM) responsibilities with the City of Brighton</i>	<i>Timeline</i>
<ul style="list-style-type: none"> Maintain bi-monthly meetings with EM, police, fire, and city management 	Ongoing
<ul style="list-style-type: none"> Participate in revision to the Emergency Operations Plan (EOP) 	Ongoing
<ul style="list-style-type: none"> Participate in Adams County EM activities 	Ongoing

<i>Objective 9b: Participate in established mutual aid agreements</i>	<i>Timeline</i>
<ul style="list-style-type: none"> Continue participation in the Denver Mutual Aid Agreement 	Ongoing
<ul style="list-style-type: none"> Continue participation in the Adams/JeffCo hazardous materials team 	Ongoing
<ul style="list-style-type: none"> Continue participation in the North Area Technical Rescue Team 	Ongoing

<i>Objective 9c: Maintain cooperative relationships with the cities, town, and counties served</i>	<i>Timeline</i>
• Review 10 year COB IGA revision	2018
• Maintain COB MOU for IT services	Ongoing
• Attend city and town council meetings	Ongoing

<i>Objective 9d: Maintain cooperative relationships with area police departments</i>	<i>Timeline</i>
• Maintain joint fire investigation team with BPD	Ongoing
• Maintain joint color guard with BPD	Ongoing

<i>Objective 9e: Be active in activities of Adams County Communications (ADCOM)</i>	<i>Timeline</i>
• Attend monthly Board of Director meetings	Ongoing
• Attend Fire Task Force meetings as scheduled	Ongoing

<i>Objective 9f: Be active in local, state, and national organizations</i>	<i>Timeline</i>
• Participate in Adams County Chiefs Association	Ongoing
• Participate in Metro Denver Chiefs Association	Ongoing
• Participate in Colorado State Fire Chiefs Association	Ongoing
• Participate in International Fire Chiefs Association	Ongoing

Goal 10 – Be active in and supported by our community

<i>Objective 10a: Participate in community events</i>	<i>Timeline</i>
• Maintain presence at significant community events	Ongoing
• Seek ways to involve the color guard in events	Ongoing
• Attend community scheduled block parties	Ongoing

<i>Objective 10b: Provide a dedicated marketing strategy</i>	<i>Timeline</i>
• Create a video about the Fire District	2016
• Maintain a public relations working group	Ongoing
• Provide a community-wide newsletter when possible	Ongoing

• Consider a one page District informational mailing annually	2016
• Maintain presence on website, Facebook, twitter	Ongoing

<i>Objective 10c: Be involved in community projects</i>	<i>Timeline</i>
• Participate in COB Help for Homes	Ongoing
• Maintain senior center involvement program	Ongoing

<i>Objective 10d: Provide a means for community feedback</i>	<i>Timeline</i>
• Institute a community survey	2015

<i>Objective 10e: Interact as a caring partner in the community</i>	<i>Timeline</i>
• Maintain an “after incident” program	Ongoing
• Participate in local food drives	Ongoing