



Tri-Lakes Monument Fire Protection District 2022 – 2026 Strategic Plan



Excellence | Integrity | Loyalty | Respect | Service

Adopted by the Board of Directors
October 27, 2021

Table of Contents

Acknowledgments.....	5
Our Mission, Vision, and Values	6
District Map.....	7
Executive Summary.....	8
2022-2026 Strategic Initiatives	10
2022-2026 Organizational Goals.....	11
Governance and Administration – 1.0	13
Assessment and Planning – 2.0.....	15
Financial Resources – 3.0	17
Programs – 4.0	17
Community Risk Reduction/Public Education	17
All-Hazards Emergency Response.....	18
Emergency Medical Services.....	19
Physical Resources – 5.0	22
Human Resources – 6.0	25
Training and Competency – 7.0	26
External Systems Relationships – 9.0.....	27
Appendix A: Internal Stakeholder Feedback.....	28
Appendix B: Community Stakeholder Workshop	39
Appendix C: Organizational Chart.....	44
Appendix D: External Stakeholders.....	45
Appendix E – Acronyms & Glossary	46

This Page Intentionally Left Blank.

Acknowledgments

Tri-Lakes Monument Fire Protection District would like to acknowledge that this project could not have been completed without the assistance and support of the Board of Directors, administrative staff, line personnel, and our community stakeholders.

Board of Directors

John Hildebrant, President

Roger Lance, Vice President

Jason Buckingham, Treasurer

Mike Smaldino, Secretary

Terri Hayes, Director

Tom Tharnish, Director

Tom Kelly, Director

Agency Staff

Andy Kovacs, Fire Chief

Randy Trost, Deputy Chief/Logistics

Jonathan Bradley, Division Chief of Operations/Training

Jamey Bumgarner, Division Chief of Community Risk Reduction/Fire Marshal

Jennifer Martin, Director of Administration

Stephanie Soll, Emergency Medical Services Coordinator

Mike Keough, A-Shift Battalion Chief

Kris Mola, B-Shift Battalion Chief

Mike Dooley, C-Shift Battalion Chief

Our Mission, Vision, and Values

Mission

The mission of the Tri-Lakes Monument Fire Protection District is to minimize the loss of life and property resulting from fires, medical emergencies, environment, and other disasters.

Vision

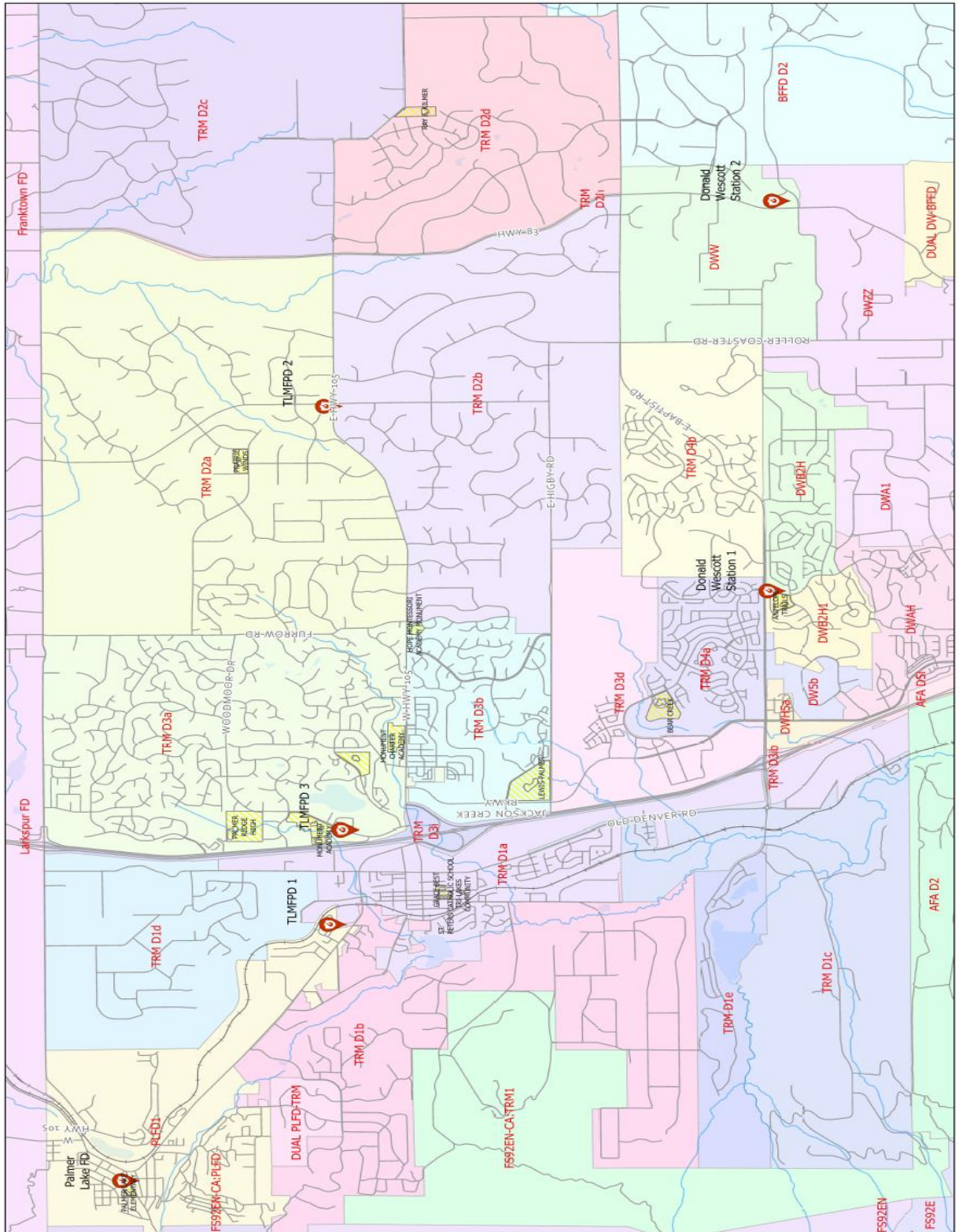
We will accomplish our mission through a progressive and professional system of personnel development, public education, fire suppression, code enforcement, medical services, and rescue skills. We will actively participate in our community, serve as role models, and strive to effectively and efficiently utilize all of the necessary resources at our command to provide a service deemed excellent by our citizens.

Values Statement

Excellence | Integrity | Loyalty | Respect | Service



District Map



Executive Summary

The Monument Volunteer Fire Department (MVFD) was founded in the late 1930s. In the mid-1970s, the developers of the Woodmoor Subdivision convinced the Town of Monument to create a full-time, paid fire department, which became the Woodmoor-Monument Fire Protection District (WMFPD). The new District boundaries were the same as the Woodmoor Water and Sanitation District and the Monument Water Department. Thus, the area was protected with fire hydrants.

The MVFD was renamed the Tri-Lakes Fire Protection District (TLFPD) and served from Pike National Forest east to Highway 83 and County Line Road south to the Air Force Academy and Baptist Road.

For many years, the TLFPD operated out of an old donated metal building at 18650 Highway 105. In the late 1990s, the Board decided to build a new station on the same property.

The district offered a full range of emergency services, including ambulance service to the WMFPD. Population growth of the late 1990s and the early 2000s enabled the TLFD to become a combination paid and volunteer department. As the district grew, another fire station became necessary to serve the district's eastern part when the residents agreed to increase their taxes. The station was built at 18460 Roller Coaster Road in 2004.

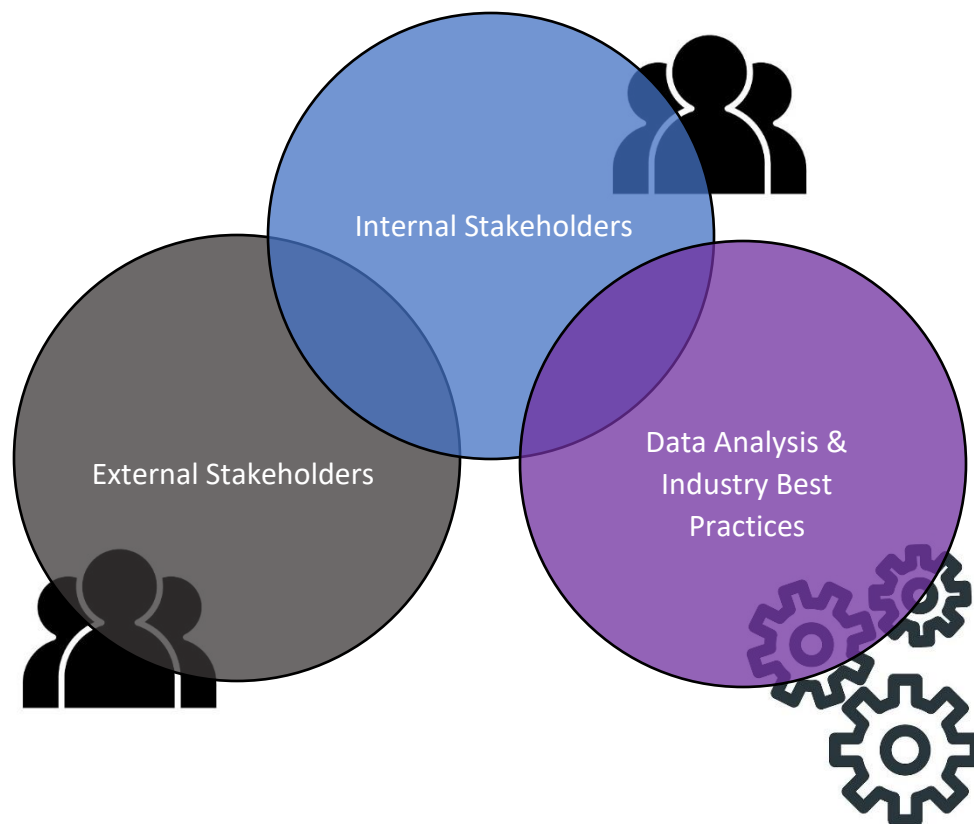
A merger between the WMFPD and the TLFPD had been discussed for years, as separation of the two Districts now made little sense. Thus, in 2004, the two boards signed an agreement forming a Regional Fire Authority on Jan. 1, 2005. The most significant advantage of the authority was the improved emergency response level to serve the more considerable territory. Operationally, the three stations became one department but had three different Boards of Directors. Finally, the Tri-Lakes Monument Fire Protection District (TLMFPD) was born on Jan. 1, 2008, with all paid career firefighters.

Today, the Tri-Lakes Monument Fire Protection District stands proud in protecting the greater Tri-Lakes region's citizens.

This strategic plan has been developed through a collaborative effort of both internal and external stakeholders. A SWOT (strengths, weaknesses, opportunities, threats) analysis was conducted with internal stakeholders in February 2021. An external community and business stakeholders' workshop was hosted in May 2021. The workshop gathered information and input on service levels, community expectations, and evolving function areas, focusing on current and future expectations. Community focus groups are utilized continually for public feedback.

This plan reflects a stable and optimistic financial forecast, including such goals as facility improvements, operational efficiencies, and fleet replacement. Additionally, the Board of Directors supports efforts in seeking collaborative efforts with other agencies. The district will continually examine all programs, processes, and practices for improvement. The strategic plan is designed to be flexible and revised annually in conjunction with program appraisals and as other conditions dictate.

The growth and continued improvement of the fire district will rely on the foundation established by the strategic plan. Through internal and external stakeholder conversations, the district will always strive to make decisions in the best interest of the organization and the community.



2022-2026 Strategic Initiatives

- 1) Continually evaluate and prepare for community threats and impacts from all-hazards incidents, including wildfires, structure fires, medical emergencies, and technical rescues.
- 2) Provide for the most efficient all-hazards preparedness and response programs. The district will identify the most cost-effective manner, utilizing the collaborative efforts and support of other governmental agencies, the business community, and the public.
- 3) Provide for the most cost-effective, fiscally responsible emergency response services, training, fire prevention, and administration to the district's residents and visitors while adhering to nationally recognized, industry-standard best practices.
- 4) Strive to maintain excellent internal and external customer service in all areas, including emergency response, preparedness, prevention, mitigation, and education.
- 5) Continually evaluate the capital needs and improvements of district infrastructure.
- 6) Ensure employees are well-trained, healthy, and safe. Continually evaluate opportunities for professional development for the succession planning needs of the district.



“Alone, we can do so little; together we can do so much.”

Helen Keller



2022-2026 Organizational Goals

In 2018, Tri-Lakes Monument Fire Protection District contracted with Emergency Services Consulting International (ESCI) to provide the fire district with a master plan. The master plan identified the following recommendations, validated in 2021 by internal and external stakeholder groups. Goals are stated or listed within the most appropriate accreditation category and criterion. Each category or standard contains an introduction that provides an overview of the significant efforts or challenges expected in the coming years. Listed below are the specific goals identified by this strategic plan:

Governance and Administration – 1.0

- Evaluate the Fire Chief's performance annually.
- Review every District policy every three years.
- Continue to evaluate opportunities for the unification of fire districts.
- Design a program to communicate the organization's vision and status with all employees.
- Develop a comprehensive program to espouse the mission, vision, and values of the fire district.

Assessment and Planning – 2.0

- Track, monitor, report, and enhance service delivery through industry-standard benchmarks.
- Achieve accreditation through the Commission on Fire Accreditation International (CFAI).
- Maintain or improve the fire district's ISO rating of 3/3Y.
- Develop a community risk assessment profile.
- Develop a standards of cover profile.

Financial Resources – 3.0

- Continue to educate the taxpayers on the combined effects of Gallagher, TABOR, and other financial legislation that might impact the district.

Programs – 4.0

Community Risk Reduction/Fire Prevention

- Develop an annual engine company inspection program.
- Develop a pre-incident response plan for operations personnel.

All-Hazards Emergency Response

- Provide Level B suits and additional absorbent for hazardous materials response and mitigation.
- Develop 13 wildland-urban interface (WUI) pre-plans to aid firefighters.

Emergency Medical Services

- Develop the philosophy, design, and implementation of a comprehensive EMS program.
- Develop a regional mass casualty incident (MCI) response plan.
- Develop an automated inventory control system for EMS supplies.
- Develop an EMS continuous quality improvement (CQI) program with a comprehensive EMS data collection process.

Physical Resources – 5.0

- Develop a multi-year strategy for the purchase and replacement of capital equipment.
- Develop a multi-year strategy to purchase and replace capital fleet/vehicles with special consideration for new trailers, snowcat replacement, and a water tender.
- Develop a multi-year strategy to repair, maintain, and replace existing facilities (Fire Station 2, Fire Station 3) and identify new fire station locations (Fire Station 4).
- Develop a multi-phased plan for the construction of a regional fire training center.

Human Resources – 6.0

- Create a dynamic recruitment program with consideration for a fire cadet program.
- Evaluate the organization to determine metrics and priorities for additional administrative and operational personnel.

Training and Competency – 7.0

- Implement the training component on policies through Target Solutions®.
- Develop and implement annual training requirements.
- Create a balanced all-risk annual training calendar to include emergency medical services.

External Systems Relationships – 9.0

- Foster the relationship with the Pikes Peak Regional Office of Emergency Management (PPROEM).

Governance and Administration – 1.0

Objective 1.0		Evaluate the Fire Chief's performance annually.	
Timeframe	Annually	Assigned To	Board of Directors
Critical Task Analysis		<ul style="list-style-type: none">• Fire Chief to establish a list of goals and objectives for completion each calendar year.• BOD to review accomplishments annually.	
Funding Requirements	\$0	Capital Fund Requirements	\$0
FESSAM Indicators		1A.5	
Anticipated Outcomes	Ensure the Fire Chief performs the roles and responsibilities of the position set forth by the Board of Directors.		

Objective 1.1		Review every district policy (General Order, Standard Operating Guideline, etc.) every three years.	
Timeframe	2022	Assigned To	Executive Team
Critical Task Analysis		<ul style="list-style-type: none">• Establish a policy and procedure master list.• Delegate the general headings of General Orders, Support, Operations, Administration, and Prevention to the respective divisions for review.• Add, delete, and edit policy and procedure as appropriate.• Assign to appropriate subject-matter expert.	
Funding Requirements	\$0	Capital Fund Requirements	\$0
FESSAM Indicators		1A.20, 1A.21, 1A.22	
Anticipated Outcomes	To ensure the policies and procedures established by the fire district are current and reflect best practices.		

Objective 1.2		Continue to evaluate opportunities for the unification of fire districts.	
Timeframe	2022	Assigned To	Executive Team
Critical Task Analysis		<ul style="list-style-type: none">Utilize a third party (e.g., ESCI) to conduct a feasibility study.Complete an internal study with participating agencies for the feasibility of unification.	
Funding Requirements	\$25,000	Capital Fund Requirements	\$0
FESSAM Indicators		10A.3	
Anticipated Outcomes	To determine if the unification of fire districts is in the communities and fire district's best interest and is fiscally responsible and sustainable.		

Objective 1.3		Design a program to communicate the organization's vision and status with all employees.	
Timeframe	Annually	Assigned To	Executive Team
Critical Task Analysis		<ul style="list-style-type: none">• Develop a five-year strategic plan.• Provide a Chief's Report monthly to the BODs and all personnel.• Produce an annual report.• Establish a monthly meeting schedule to meet with operations personnel.• Establish a monthly meeting schedule with the Local 4319 executive board.• Provide regular written communications with all employees.• Identify other media to communicate with all employees (e.g., video, audio – podcast).	
Funding Requirements	\$1,000	Capital Fund Requirements	\$0
FESSAM Indicators		1A.9, 1A.12, 1A.38, 1A.39, 1A.44	
Anticipated Outcomes	To ensure the accurate and timely communication of the organization's goals and objectives to internal stakeholders.		

Objective 1.4		Develop a comprehensive program to espouse the mission, vision, and values of the fire district.	
Timeframe	2022	Assigned To	Battalion Chief Mola
Critical Task Analysis		<ul style="list-style-type: none">• Analysis of outside agencies to determine best practices.• Develop an organizational survey.• Create a working group to determine the mission, vision, and values of the district.• Determine how to best message and model the mission, vision, and values to district personnel and the community at large.• Utilize a consulting company to brand & market the mission, vision, and values.	
Funding Requirements	\$5,000	Capital Fund Requirements	\$0
FESSAM Indicators		1A.11, 1A.12, 1B.1	
Anticipated Outcomes	To create an organizational document that highlights the mission, vision, and values of the fire district.		

Assessment and Planning – 2.0

Objective 2.0		Track, monitor, report, and enhance service delivery through industry-standard defined benchmarks.	
Timeframe	Annually	Assigned To	Division Chief of Operations & Fire Marshal
Critical Task Analysis		<ul style="list-style-type: none">Track, monitor, report, and enhance response times (urban/rural) through available software and other technology.Work with El Paso County Dispatch to monitor and record call processing times.Improve mutual aid/automatic aid response times through closest unit dispatching.Evaluate run card program to ensure the appropriate units are assigned to incidents.Add station alerting to fire stations.	
Funding Requirements	\$77,000	Capital Fund Requirements	\$0
FESSAM Indicators		2B.7, 2B.8, 2B.9, 2B.13	
Anticipated Outcomes	Ensure the timely response of fire and EMS resources throughout the fire district using industry-standard best practices.		

Objective 2.1		Achieve accreditation through the Commission on Fire Accreditation International (CFAI).	
Timeframe	2026	Assigned To	Fire Marshal/Accreditation Manager
Critical Task Analysis		<ul style="list-style-type: none">• Complete a strategic plan (2022).• Complete a community risk assessment (2022).• Complete a standards of cover (2022).• Complete the Fire & Emergency Service Self-Assessment Manual (FESSAM)(2023-2024).• Register to become an accredited agency (2022).• Attend CPSE conferences/workshops to understand the accreditation process better (2022).• Train and provide peer assessors (2022).	
Funding Requirements	\$100,000	Capital Fund Requirements	\$0
FESSAM Indicators		3A.1, 3A.2, 3B.1, 3B.2, 3B.3, 3B.4, 3C.1, 3C.2, 3C.3, 3C.4, 3D.1, 3D.2, 3D.3	
Anticipated Outcomes	To achieve agency accreditation through CFAI.		

Objective 2.2		Maintain or improve the district's ISO rating of 3/3Y.	
Timeframe	2022	Assigned To	Fire Marshal/Accreditation Manager
Critical Task Analysis		<ul style="list-style-type: none">• Work with partner agencies to improve ISO compatibilities (water districts, communication center, etc.)• Evaluate internal operations for ISO compatibilities.• Document & record ISO requirements.• Make appropriate changes, as financially feasible, to support ISO needs for an improved rating.	
Funding Requirements	\$0	Capital Fund Requirements	\$0
FESSAM Indicators		N/A	
Anticipated Outcomes	To provide cost-effective insurance premiums to the community.		

Objective 2.3		Develop a community risk assessment profile.	
Timeframe	2022	Assigned To	Fire Marshal/Accreditation Manager
Critical Task Analysis		<ul style="list-style-type: none">• Complete the community risk assessment/standards of cover process through CPSE.	
Funding Requirements	\$5,000 + cost share w/ Obj. 2.0	Capital Fund Requirements	\$0
FESSAM Indicators		2C.1, 2C.2	
Anticipated Outcomes	To identify the risks to the community and pair them with a standards of cover to ensure the safety of the residents.		

Objective 2.4		Develop a standards of cover profile.	
Timeframe	2023	Assigned To	Fire Marshal/Accreditation Manager
Critical Task Analysis		<ul style="list-style-type: none">Complete the community risk assessment/standards of cover process through CPSE.	
Funding Requirements	Cost share w/ Obj. 2.0	Capital Fund Requirements	\$0
FESSAM Indicators		2C.1, 2C.2	
Anticipated Outcomes	To identify the risks to the community and identify the response through a standards of cover to ensure our residents' safety.		

Financial Resources – 3.0

Objective 3.0		Continue to educate the taxpayers on the combined effects of Gallagher, TABOR, and other financial legislation that might impact the district.	
Timeframe	Annually	Assigned To	Fire Chief
Critical Task Analysis		<ul style="list-style-type: none">• Host town hall meetings with residents.• Post information on the district website.• Utilize social media to inform residents.• Survey residents to determine their understanding of the issues.• Create a mailer to help inform the residents about the issues surrounding TABOR and Gallagher.	
Funding Requirements	\$20,000	Capital Fund Requirements	\$0
FESSAM Indicators		3D.1, 3D.2, 3D.3	
Anticipated Outcomes	Educate the community on the financial impacts to the fire district from Gallegher, TABOR, and other legislation.		

Programs – 4.0

Community Risk Reduction/Public Education

Objective 4.0		Develop an annual engine company inspection program.	
Timeframe	2022	Assigned To	Fire Marshal
Critical Task Analysis		<ul style="list-style-type: none">• Explore utilizing engine company inspections where applicable.• Explore a "self-inspection" alternative for low-risk occupancies.• Identify all occupancies in the district for inspection.• Develop documentation to assist with the inspection program.• Provide training to all operations personnel.	
Funding Requirements	\$2,500	Capital Fund Requirements	\$0
FESSAM Indicators		5A.30, 5A.31, 5A.32, 5A.33, 5A.34, 5A.35, 5A.36, 5A.37, 5A.38, 5A.39, 5A.40	
Anticipated Outcomes	To ensure occupancy inspections are conducted as defined by the District, Colorado Revised Statutes, and adopted fire code requirements to keep local businesses safe from the dangers of fire.		

Objective 4.1		Develop a pre-incident response plan (e.g., special area map, target hazard identification, etc.)	
Timeframe	2023	Assigned To	Fire Marshal
Critical Task Analysis		<ul style="list-style-type: none">Identify software vendors that offer pre-incident response plan software.Evaluate software integration & compatibility.Identify the roles & responsibilities of administrative and line personnel.	
Funding Requirements	\$17,000	Capital Fund Requirements	\$0
FESSAM Indicators		5A.63	
Anticipated Outcomes	Increase the situational awareness of firefighters responding to the various buildings and facilities within the district.		

All-Hazards Emergency Response

Objective 4.2		Provide Level B suits and additional absorbent for hazardous materials response.	
Timeframe	2022	Assigned To	Division Chief of Logistics
Critical Task Analysis		<ul style="list-style-type: none">• Determine quantity and type of Level B suits and absorbent to purchase.• Identify training needs before issuing suits.• Identify location, the number of suits, and absorbent on each apparatus/vehicle.	
Funding Requirements	\$10,000	Capital Fund Requirements	\$0
FESSAM Indicators		5H.4, 5H.6	
Anticipated Outcomes	District personnel can respond and safely mitigate minor spills.		

Objective 4.3		Develop wildland-urban interface pre-plans.	
Timeframe	2022-2025	Assigned To	Contract
Critical Task Analysis		• Establish a contract with Rhode and Associates to complete 13 WUI pre-plans.	
Funding Requirements	\$120,000	Capital Fund Requirements	\$0
FESSAM Indicators		5K.1, 5K.2	
Anticipated Outcomes	Develop 13 wildland-urban interface pre-plans to aid firefighters – three per year.		

Emergency Medical Services

Objective 4.4		Develop the philosophy, design, and implementation of a comprehensive EMS program.	
Timeframe	2026	Assigned To	EMS Coordinator
Critical Task Analysis		<ul style="list-style-type: none">Assess similarly designed/size agencies and their EMS system demands/needs/processesDetermine the appearance of the EMS Division to include community paramedicine, vaccination clinics, etc.Establish annual objectives to develop a reliable, progressive EMS DivisionIdentify, implement, and improve programs to enhance EMS delivery.	
Funding Requirements	\$35,000	Capital Fund Requirements	\$0
FESSAM Indicators		5F.1, 5F.2, 5F.3, 5F.4, 5F.5, 5F.6, 5F.7, 5F.8	
Anticipated Outcomes	Establish a progressive, comprehensive EMS program that is flexible and adaptive to the needs of the community. Create a diverse program that provides the citizens of the fire district with preventative, emergency, and post-hospital care. Create a highly desirable place for paramedics to work.		

Objective 4.5		Develop a regional mass-casualty incident (MCI) response plan.	
Timeframe	2022	Assigned To	EMS Coordinator
Critical Task Analysis		<ul style="list-style-type: none">• Identify stakeholders (e.g., area hospitals, EMS transport agencies, OEM, medical director).• Develop a stakeholder working group.• Draft a standard operating guideline to include resource availability, ICP locations, and likely scenarios.• Exercise the plan annually.	
Funding Requirements	\$1000	Capital Fund Requirements	\$0
FESSAM Indicators		10A.2, 10A.3	
Anticipated Outcomes	Create a regional mass-casualty response plan that is reviewed and exercised annually—Foster relationships with stakeholders and partner agencies. Create a regional policy with an emphasis on ICS.		

Objective 4.6		Develop an automated inventory control system for EMS supplies.	
Timeframe	2022	Assigned To	EMS Coordinator
Critical Task Analysis		<ul style="list-style-type: none">• Research and identify product availability.• Demo top three options.• Purchase the scanner/printer for barcodes.• Implement the system, including back stock, front stock, and apparatus supplies.	
Funding Requirements	\$6000/annually \$1000/one time cost	Capital Fund Requirements	\$0
FESSAM Indicators			
Anticipated Outcomes	Create a faster, more efficient system to track EMS supplies, reducing expired or no longer used supplies.		

Objective 4.7		Develop an EMS continuous quality improvement (CQI) program with a comprehensive EMS data collection process.	
Timeframe	2023	Assigned To	EMS Coordinator
Critical Task Analysis		<ul style="list-style-type: none">• Meet with Centura/UC Health to determine data points tracked locally, regionally, state-wide, and federally.• Create monthly reports to mirror data points and determine unique information to capture organizationally.• Participation in EMS studies available and approved by the medical director.• Analyze the data to develop plans to improve the EMS delivery system.	
Funding Requirements	Cost share w/ Obj. 2.0	Capital Funding Requirements	\$0
FESSAM Indicators		5F.6, 5F.7	
Anticipated Outcomes	Create an industry-standard best practice EMS CQI program. Allow for personal and professional growth of EMS provides. Recognize and correct shortcomings/areas of improvement quickly and efficiently. Create a highly desirable place to work.		

Physical Resources – 5.0

Objective 5.0		Develop a multi-year plan to purchase and replace capital equipment, including self-contained breathing apparatus, portable radios, personal protective equipment, etc.	
Timeframe	2022	Assigned To	Division Chief of Logistics
Critical Task Analysis		<ul style="list-style-type: none">• Determine the capital assets of the district.• Determine the response needs/capabilities of the district.• Work with budget coordinators to establish a five-year replacement plan for capital assets.• Continue to evaluate emerging technology.• Implement new technology.	
Funding Requirements	\$285,000	Capital Fund Requirements	\$200,000
FESSAM Indicators		6E.1, 6E.2, 6E.3, 6E.4, 6E.5, 6F.1, 6F.2, 6F.3, 6F.4, 6F.5, 6F.6	
Anticipated Outcomes	Provide firefighters with state-of-the-art tools and equipment to safely and effectively perform their jobs to the best of their abilities.		

Objective 5.1		Develop a multi-year plan for the purchase and replacement of capital fleet/vehicles.	
Timeframe	2022	Assigned To	Division Chief of Logistics
Critical Task Analysis		<ul style="list-style-type: none">Assess the district's current fleet of apparatus and vehicles and institute a method for determining replacement needs.Consideration for purchasing specialty apparatus/vehicles (e.g., snowcat, side-by-side, water tender).Consideration for the purchase of light vehicles.Consideration for the purchase of a tower ladder.Use NFPA 1901: Standard for Automotive Fire Apparatus to determine best practice.Evaluate emerging technology with an emphasis on the "clean cab" concept.	
Funding Requirements	\$500,000	Capital Fund Requirements	\$2,400,000
FESSAM Indicators		6C.1, 6C.2,6C.3, 6D.1, 6D.2, 6D.3, 6D.4, 6D.5, 6D.6	
Anticipated Outcomes	Provide a robust apparatus/vehicle fleet purchase and replacement plan to ensure the district follows NFPA standards for industry-standard best practices.		

Objective 5.2		Develop a facility repair and replacement plan.	
Timeframe	2022	Assigned To	Division Chief of Logistics
Critical Task Analysis		<ul style="list-style-type: none">• Prioritize facility replacement plan – Fire Station 2 and 3 to include acquisition of land.• Determine decision points for Fire Station 4 (# of homes, call volume, district coverage, etc.).• Determine a method to evaluate fire stations annually and develop a plan for the coordination of capital improvements.• Incorporate best practices from NFPA 1500: Standard on FD Occupational Safety, Health, and Wellness Program.	
Funding Requirements	\$1,000,000	Capital Fund Requirements	\$10,000,000
FESSAM Indicators		6A.1, 6A.2, 6B.1, 6B.2, 6B.3	
Anticipated Outcomes	Devise a long-term strategy for the replacement & repair of existing fire stations. Determine decision points for the establishment of new district fire stations.		

Objective 5.3		Develop a multi-phased plan for the construction of a regional fire training center.	
Timeframe	2022	Assigned To	Division Chief of Logistics
Critical Task Analysis			
Funding Requirements	\$1,000,000	Capital Funding Requirements	\$7,500,000
FESSAM Indicators		6A.1, 6A.2, 6B.1, 6B.2, 6B.3, 8C.1, 8C.5	
Anticipated Outcomes	Establish a regional fire training in El Paso County to allow in-house and outside agency training to include a regional fire academy.		

Human Resources – 6.0

Objective 6.0		Create a dynamic recruitment program.	
Timeframe	Annually	Assigned To	Division Chief of Operations
Critical Task Analysis		<ul style="list-style-type: none">• Consider developing a cadet/explorer program for teens.• Establish a social media campaign to encourage the recruitment of new firefighters.• Partner with District 38, YMCA, and other organizations to establish a career day to entice young adults in a career in the fire service.	
Funding Requirements	\$10,000	Capital Fund Requirements	\$0
FESSAM Indicators		7B.1, 7B.2, 7B.3, 7B.4, 7B.5, 7B.8	
Anticipated Outcomes	To create a dynamic recruitment program that hires the best employees for the fire district.		

Objective 6.1		Evaluate the organization to determine benchmarks for additional administrative and line staff.	
Timeframe	Annually	Assigned To	Executive Team
Critical Task Analysis		• NFPA Standard 1500 & 1550	
Funding Requirements	S&B for new position (varies)	Capital Fund Requirements	\$0
FESSAM Indicators		9C.1, 9C.6	
Anticipated Outcomes	Determine the decision points required to establish additional administrative and line personnel to the organization.		

Training and Competency – 7.0

Objective 7.0		Implement the training component on policies through Target Solutions.	
Timeframe	2022	Assigned To	Training Battalion Chief
Critical Task Analysis		<ul style="list-style-type: none">Identify the policies/procedures to add to Target Solutions.Create a structure for the cataloging of policies in the Target Solutions file center.Ensure all staff can find policies in the file center.Create a standard activity assignment for policy review through Target Solutions.	
Funding Requirements	\$4500/annually	Capital Fund Requirements	\$0
FESSAM Indicators		8B.3, 8B.4, 8B.5	
Anticipated Outcomes	Utilize Target Solutions software to implement the training of organizational policies and procedures. To ensure the policies and procedures established by the district are accessible and content review by all staff can be verified.		

Objective 7.1		Develop and implement annual training requirements.	
Timeframe	Annually	Assigned To	Training Battalion Chief
Critical Task Analysis		<ul style="list-style-type: none">Identify the training needs of the district on an annual basis.Identify mandatory training requirements (local/state/federal).Define the subjects and hours dedicated to each program to remain proficient.	
Funding Requirements	\$25,000	Capital Fund Requirements	\$0
FESSAM Indicators		8A.1, 8A.2, 8A.3, 8A.4, 8B.1, 8B.2, 8B.3, 8B.4, 8B.5, 8C.1, 8C.2, 8C.3, 8C.4, 8C.5, 8C.6, 8C.7, 8C.8	
Anticipated Outcomes	Create an annual training calendar that accounts for an all-risk agency, including EMS. To ensure all employees are certified/qualified to operate in their respective positions.		

Objective 7.2		Create a balanced all-risk training calendar to include EMS.	
Timeframe	Annually	Assigned To	Training Battalion Chief & EMS Coordinator
Critical Task Analysis		<ul style="list-style-type: none">• Identify the training needs of the district on an annual basis.• Identify mandatory training requirements (local/state/federal).• Use subject-matter experts assigned to the various functional groups to assist with developing and delivering all-hazards content.• Identify and utilize incident and community risk data to determine topics.	
Funding Requirements	\$50,000	Capital Funding Requirements	\$0
FESSAM Indicators		8A.1, 8A.2, 8A.3, 8A.4, 8B.1, 8B.2, 8B.3, 8B.4, 8B.5, 8C.1, 8C.2, 8C.3, 8C.4, 8C.5, 8C.6, 8C.7, 8C.8	
Anticipated Outcomes	Develop a calendar that incorporates training for an all-risk agency to include EMS.		

External Systems Relationships – 9.0

Objective 9.0		Foster the relationship with the Pikes Peak Office of Emergency Management.	
Timeframe	Annually	Assigned To	Executive Team
Critical Task Analysis		<ul style="list-style-type: none">• Continue to develop/foster relationships with OEM staff.• Ensure regular attendance of OEM-hosted meetings by district personnel.• Ensure participation in after-action reviews (AAR).• Participate in regional training opportunities when available.• Participate at the OEM during an incident when requested/needed.• Resolve conflicts when they occur.	
Funding Requirements	\$0	Capital Fund Requirements	\$0
FESSAM Indicators		10A.1, 10A.2, 10A.3, 10A.4	
Anticipated Outcomes	Develop a strong working relationship with the Pikes Peak Office of Emergency Management to enhance the district's response to human-made and natural disasters that impact the fire district.		

Appendix A: Internal Stakeholder Feedback

In February 2021, an internal stakeholder survey was conducted. Some of the comments have been revised and put into context for better readability. Other responses were similar. Therefore, only one was listed with the number of similar responses indicated. The original survey is available if desired. We had numerous favorable comments, and I am proud of the level of thought and sincerity in the responses. The format used is based on the SWOT analysis model, which includes both internal and external perspectives for each category:

- Strengths
- Weaknesses
- Opportunities
- Threats

Strengths and Opportunities

- Our people are the organization's greatest asset. Employees appreciate the family atmosphere. The organization is the right size, not too big or too small.
- The positive relationship between the district and the community
- Future opportunities:
 - Promotion
 - Physical growth of the District (additional fire stations and a regional training center)
 - Consolidation of fire districts

Weaknesses and Threats

- Desire to see an increase in training opportunities
- Desire to understand the long-term plan/vision for the organization
- The desire for standardization – standard operating guidelines (SOG)
- Finding ways to improve internal communications
- Evaluating our Mission, Vision, and Values to make sure the words accurately reflect our organization
- Improving coaching/mentoring opportunities for succession planning
- Concern for the way consolidation with other fire districts might occur
- Internal concerns – micromanagement, lack of accountability, inability to compromise
- Viability of the economy

Employee Survey

Q1: What do you like best about being a member of the Tri-Lakes Monument Fire Protection District?

Q1 What do you like best about being a member of the Tri-Lakes Monument Fire Protection District?

growth know everyone feel exciting things growing agency people staff
department service part potential family agency
organization believe work people work
member growing great lot ability smaller department
know provide community also small provide best service better

Common Themes:

The people (24)

Growing agency (8)

Opportunities (6)

Community relations (5)

Workplace attitude – excellence (5)

- I pride myself on the community relationships I have developed throughout my career. I take a sense of pride when community members trust me and ask about our agency and/or the community.
- I like being a member of a smaller department and having the ability to know everyone I work with or encounter on a call or while working overtime.
- I get this question asked by friends, family, and other firefighters quite often. I respond with an answer that usually goes along the lines of I love the people I work alongside. The people I work with are not just friends now. They are considered family at this point. Another reason I like being a member of TLMFPD is the overall sense of ownership within the department. Even at a young age and a limited number of years on the job, I can make appropriate changes to better the department.
- Working with people who I know well and highly respect. Being in a small department provides a 'family feel,' which I value.

- The workplace attitudes. We foster excellence in a way that is relaxed and forgiving. It encourages members to do their best and leaves room for errors and learning without the fear of punishment or negative repercussions.
- Seal Team 6 style of crews. We have opportunities to do more with fewer resources. It is a challenge but exciting. The quality of the line staff is excellent.
- I enjoy being a part of an organization where I know every person's name and know many of their family member's names. I believe there is much value in getting to know the men and women next to you. When I begin to understand what makes them tick, what they value, what they live for, I believe it gives me a greater ability to be a better crew member. I think people do better work when they feel known and valued, and cared for. There is a unique ability to do that at a smaller organization. I also like that we are continually becoming better. This place has had some challenging times, but I believe we are on the upswing for many positive things. While the 2017 Mil Levy was an enormous win for this organization, I think we will continue to become a better agency. While going through growth pains has been challenging, it has been fun to see the growth. I am glad I stuck it out.

Q2: If you could make any improvement at Tri-Lakes Monument Fire Protection District, what would it be and why?

Q2 If you could make any improvement at Tri-Lakes Monument Fire Protection District, what would it be and why?

see training center district Admin leadership based make outside
better staff agency development need help training
position station Organization create lack department
communication improve training opportunities know opportunities

Common themes:

Increased training (7)

Policies and procedures – standardization (5)

Training and regional training center (4)

Additional fire station/station remodels (4)

Long-term plan (3)

Increased communication organizationally (2)

- Develop a robust succession and development schedule for all positions with additional support staff to undertake the project.
- Improve sick and vacation time off. Have a holiday party. Evaluate the need to open another station.
- Establish a solid foundation of policy and SOG/SOP that all members can use as a baseline that standardizes practices throughout the agency.
- More training opportunities for specialized categories. Educational leave to cover the time off.
- Corporate get-togethers. Morale and welfare events that include families.
- OPERATIONS. The line staff has been starving for a Tri-Lakes way of doing things. We have gone from A shift/B shift/C shift to 1A 1B 1C 2A 2B 2C 3A 3B 3C.
- I would create a position to lead a department (or facet of the agency) that oversees community safety, education, and public relations in general. This position would also restore, develop, and foster positive relations within the community and outside organizations. This position would be a positive face and voice for our organization.
- Build a training center. A training center would give the department a much-needed, dedicated facility so crews would not have to train at random buildings or other departments, helping establish more frequent, easy-to-schedule training opportunities.
- Staffing and station renovations.
- Training and fleet facilities.
- Station alerting. Have a training ground where we could train in-district.
- Pay increase, I know our pay is excellent. Still, I would like to see us compete better with the most professional level agencies in our area to lose our valuable members to those larger departments in the future.
- Communication. We focus most of our attention on communicating information up the chain of command, and we have improved over the years that I have been with the department. I think we can still improve on sharing information down the chain of command. It was confusing when an admin BC shared information when an operational BC was not informed.
- More leadership, which so far with Chief Kovacs, I believe, has arrived.
- Less micromanaging and let individuals make decisions in their area of expertise.

Q3: Do you feel our mission statement accurately represents Tri-Lakes Monument Fire Protection District? If not, how do you feel it should be improved?

Yes (16)

No, improvement is needed (19)

Not 100% supported (4)

Not unique, boilerplate (2)

Q4: Do you feel our vision statement accurately represents Tri-Lakes Monument Fire Protection District? If not, how do you feel it should be improved?

Yes (18)

No, improvement is needed or unaware we have a vision statement (18)

Not 100% supported (3)

Q5: Do you feel our values – Excellence, Integrity, Loyalty, Respect, and Service accurately represents Tri-Lakes Monument Fire Protection District? If not, how do you feel it should be improved?

Yes (24)

No, improvement needed (8)

Input not allowed or the way we arrived at the values was manipulated (12)

Q6: What do you view as the strengths of the Tri-Lakes Monument Fire Protection District?

Q6 What do you view as the strengths of the Tri-Lakes Monument Fire Protection District?

agency^{high} department training staff young people care
employees think better^{us} community
believe work service EMS community support great

Common Themes:

The people (23)

Community support/engagement (9)

Professionalism (7)

- The location, staff, and community support.
- The employees, the best kind of people work here, many of them I consider family.
- We have such a connection with our community that they trust and support us more than any other public agency in our area.
- We have a lot of individuals who want to learn and better themselves for their careers. Financially stable. Newer equipment. Blue card. EMS care.
- Employee retention, employee knowledge and training, customer service, and excellent patient care.
- The progress made in the past few years from the budget and increases to pay and benefits. Retaining employees.
- The small agency allows for members to know each other, including the admin, better. Results in a good workplace environment and high morale increase our performance and always strive for better.
- We are young. While that creates challenges because of a lack of experience, many young, gifted firefighters want to see this place become awesome and are willing to work hard for it.
- Budget, capital improvement plan, adequate Line staffing, well-developed administrative division, high caliber EMS providers.

Q7: Describe any weaknesses of Tri-Lakes Monument Fire Protection District?

Common Themes:

Lack of standard operating guidelines (10)

Lack of leadership/mentorship (5)

Special teams (4)

Micromanagement (3)

The disconnect between the three shifts (2)

- An overall lack of leadership and mentorship. We cannot fall back on an established foundation, rather a set of loose criteria to measure our success.
- I am starting to notice a disconnect between a few officers and their crews. Although leadership is an essential trait of a Lieutenant, some officers display the totalitarian approach, creating an environment where crew members feel they are not trusted and hesitate to speak up.
- We are continually revisiting the same few topics. Things never get finished. Communication seems to be compartmentalized. The admin chiefs seem to share things with crews at the stations that the BCs are unaware of. Accountability also seems to be an issue still. There are very different environments on the three battalions.
- We lack standards on how simple tasks should be performed (e.g., structural firefighting). We have an undeveloped officer core. Inconsistent expectations when moving from officer to officer or fire station to fire station. We have a lack of promotional positions for EMS-only personnel.
- Our greatest weakness is a technical rescue, including high angle, ice/dive, confined space, and hazmat. These are high acuity and low frequency, and unfortunately, we do not have subject matter experts to conduct operations. I also believe we do not have a strategic plan for a significant wildland fire in our district.
- Micromanagement. The time it takes for some things to get done.
- Need more defined roles and responsibilities, more so at the upper levels.
- People can be stuck in the past/old school fire department methodology. Some people do not think about the future and growth of our department and how we do things. People do not dress professionally enough for this job.

Q8: What internal opportunities do you see for Tri-Lakes Monument Fire Protection District?

Q8 What internal opportunities do you see for Tri-Lakes Monument Fire Protection District?

better tech rescue service willing years etc fire move positions
see opportunity department Wildland training grow staff
develop growth wanting opportunities young
programs new employees promotion agency development within
Building see internal

Common Themes:

Growth of the District (19)

Promotional opportunities (9)

Enhancing specialty programs (6)

Create a "new" fire department (1)

- The ability to create the "new" fire department with ideas and contributions from staff. The staff has skills and talents that have not been utilized.
- The district's potential for growth is added staff, fire stations, equipment, and specialty disciplines. Creating a training center that the employees can use while offering it to neighboring agencies.
- I believe we have an excellent opportunity to evolve our agency into a progressive leader in our area. We have the opportunity to develop young employees into successful, knowledgeable, healthy, and happy professionals.
- With the rapid growth of the area and our department, I think there will be multiple internal opportunities for career advancement in the next ten years—positions that we currently have positions that we have not implemented yet.
- I see room for physical growth within the department. Adding more staff, more station(s), internal promotions.
- Lots of educational opportunities and now potentially career advancement opportunities!
- I see an opportunity to improve our services to the public and opportunities for our employees through internal growth (development) and external (merger) growth.

Q9: What, if any, internal threats do you see now or in the future for Tri-Lakes Monument Fire Protection District?

Q9 What internal threats do you see for Tri-Lakes Monument Fire Protection District?

need None agency within department qualifications
training ways lack opportunities staff Individuals members
continue best promotional threats

Common Themes:

Inability to compromise (4)

Personal agendas (3)

Lack of accountability (2)

Lack of decision-making (1)

- The inability to compromise and accept other ideas. Are we treating our neighbors as equal partners, or do some of our staff and supervisors have too big an ego that gets in our way?
- Personal agendas. One example is individuals wanting to change or lower the qualifications because they do not qualify for their desired position. We must continue to strive to hold a high standard concerning qualifications in promoted positions. There appear to be personal agendas with regards to training and allowing BFFD to run training. It appears that this is to facilitate and expedite merger possibilities. We even have a North Group Training Consortium now with its logo. That was a surprise to many.
- Our lack of positions for older members before retirement. We need more depth, especially for EMS medics.
- A loss of experience leaving the fire service because there is little opportunity for off-line positions and our attitudes towards others within and neighboring our department. Hiring from outside the agency for administrative positions and no training for them has threatened advancement. I believe there is a lack of accountability that threatens our professional growth. The same rules do not apply to everyone and keep us guessing at what is expected or wrong.
- Employees who are here for the wrong reasons. Micromanagement/red tape. Employees who go around the chain of command.
- Negative attitudes or people being "stuck in the old ways." Unwillingness to change or adjust things to make the department better, safer, and more efficient.

- The continued culture battle over the department's direction between (generally) long-time employees who lived through tough times and newer employees with different experiences.
- Morale and support for and from the administration. Lack of staff to support the overall organization. One team is the goal!

Q10: What external opportunities do you see for Tri-Lakes Monument Fire Protection District?

Q10 What external opportunities do you see for Tri-Lakes Monument Fire Protection District?

take Possible mergers programs growth within TLM possible provide ability
community neighboring district see growth believe
training Wescott opportunities think better
need merger surrounding agencies agencies grow service want
expanding outside agencies US regional

Common Themes:

Consolidation/merger opportunities (19)

Regional/organizational growth (8)

Being a regional leader (3)

Participation in Urban Search & Rescue Colorado Task Force 1 (3)

- Regional leader in response, merging, reestablishing strong community involvement, growth, public education, improving the networking with our external partners, and directing a consistent building code during the building boom.
- The opportunities that are being presented currently with consolidation and expanded growth within the district and neighboring districts. Becoming part of COTF-1 and expanding our internal capabilities because of it.
- I see TLM being a pinnacle of fire department professionalism along the front range. A department that would be well-regarded and impactful to some degree, like Chief Brunacini's Phoenix Fire Department. That would be pretty doggone cool!!
- We have the opportunity to be the best in El Paso County, a place people want to work.

Q11: What, if any, external threats do you see now or in the future for Tri-Lakes Monument Fire Protection District?

Q11 What external threats do you see for Tri-Lakes Monument Fire Protection District?

need surrounding agencies standards see outside service merger well
department made training Merging better
opportunity agency Black Forest level merging departments us

Common Themes:

Inter-agency conflict/mergers (20)

The economy (4)

Dispatch center (1)

- The economy, rapid inflation from the dollar's continued devaluation leading to a depression or a recession.
- Merging with outside departments that do not retain the same high levels of care and training.
- A possible merger with surrounding agencies may jeopardize the long-term stability and financial security of our future. I am not opposed to any merger if all avenues are explored and determined based on our agency security. We have worked unbelievably hard over the years to be in the position that we currently enjoy.
- Forced mergers. We need to get our foundation set in stone.

Appendix B: Community Participant Workshop

The Tri-Lakes Monument Fire Protection District values the community in which we serve. The interactions, satisfaction, and involvement of the community directly translate into the district's long-term success. In May 2021, the district hosted a community participant workshop with representatives from homeowner's associations, public safety, local business owners, and philanthropy groups. Through SWOT analysis, participants provided expectations for services and program delivery for the future.

Strengths of TLMFPD

- **Funding (4)**
- **Community engagement (3)**
- **Professionalism (3)**
- **Employee retention (3)**
- Responding to emergencies
- Partnerships
- Community trust and transparency
- Labor-management relationship
- Focused administrative span of control
- Competitive compensation (2)
- Solid reputation
- Increasing social media presence
- An attractive place to work
- Special District
- Culture
- Mutual aid
- Apparatus and equipment
- Advanced Life Support (ALS) transport
- Peer support program
- Drone program
- Specialized equipment (e.g., snowcat)



Weaknesses of TLMFPD



- Dispatch center/station alerting (3)
- Wildfire risk (2)
- Water supply (rural versus town) (2)
- Response times (urban/rural) (2)
- Aging facilities (2)
- Area growth (2)
- Station locations (2)
- Multiple water districts
- Geography (access/distance)
- Aging demographic
- County coordination for emergencies
- Lack of a training center
- Lack of standards of cover (SOC)
- Aging snowcat
- Staffing for programs (e.g., chipping)
- Lack of progress for mergers & consolidation
- Tax base
- Competing interests of government entities



TEAMWORK

“Coming together is a beginning.
Keeping together is progress.
Working together is success.”

Henry Ford



Opportunities for TLMFPD

- **Large-scale evacuation planning (2)**
- **Fire explorer program (2)**
- **Mergers & consolidation (2)**
- **Community outreach/partnerships (2)**
- **Increasing support/administrative staff (2)**
- Area growth
- Planning Commission relations
- Community Emergency Response Team (CERT)
- Accreditation
- Mutual aid
- County coordination
- Regional training center
- Risk reduction
- Electronic signboard at fire stations
- Enhancing social media presence
- Firefighter health and safety
- Standards of Cover (SOC)
- Community paramedicine

Threats to TLMFPD

- **Wildfire risk (3)**
- **Aging demographics (2)**
- **Taxing resources (Mill Levy) (2)**
- Area growth (increased response times, increased call volume, motor vehicle traffic)
- Aging infrastructure
- Retention of employees
- Public opinion/perception
- Ability to attract the best employees
- Firefighter health and safety (cancer, PTSD, suicide)
- Apathy of residents
- Financial liability from mergers & consolidation
- Availability of robust emergency management from the county

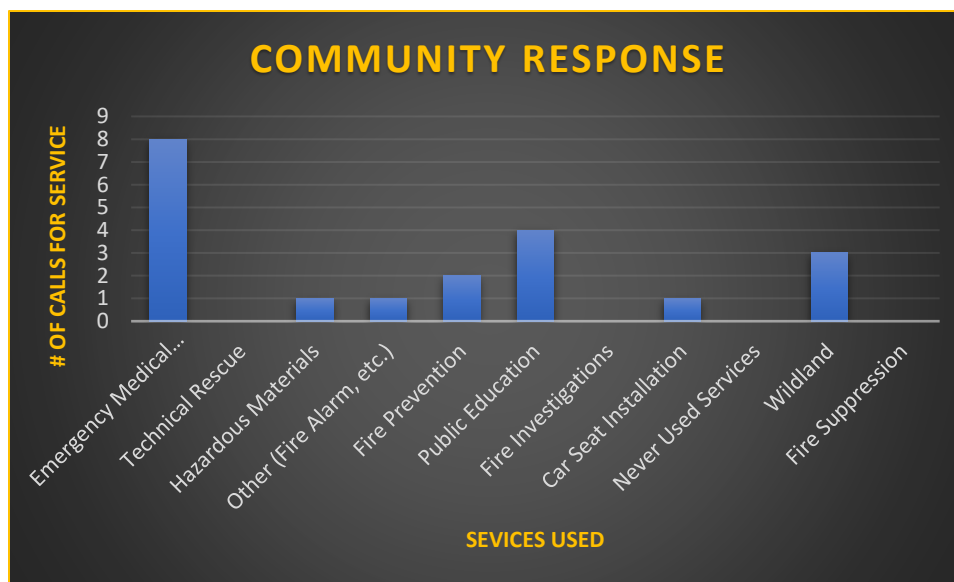
Question 1: Please rank the response programs in order of highest importance.

- 1) **Emergency Medical Services (EMS)**
- 2) Fire suppression
- 3) Wildland
- 4) Technical rescue
- 5) Domestic preparedness (e.g., terrorism)
- 6) Hazardous materials

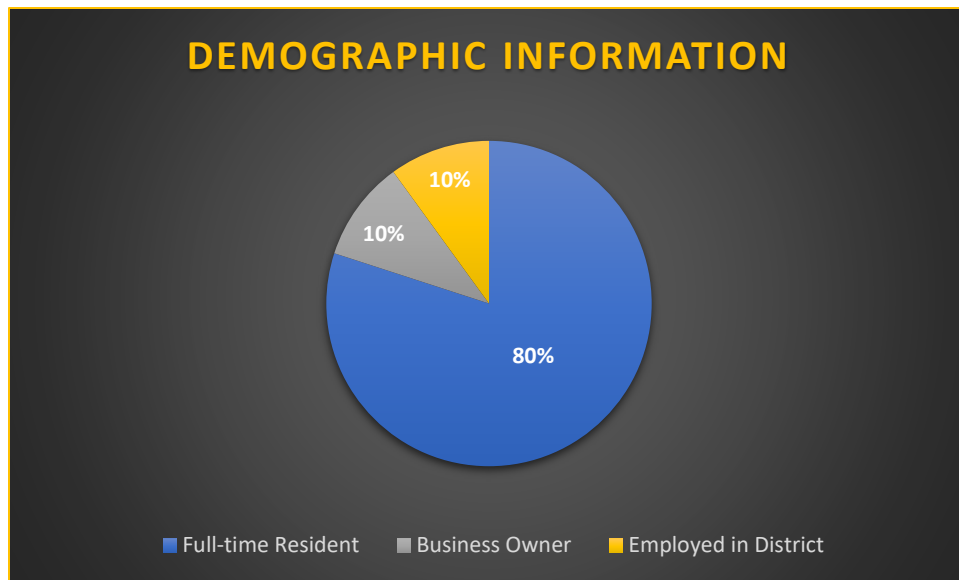
Question 2: Please rank the community risk management programs in order of highest importance.

- 1) **Fire prevention**
- 2) Public education
- 3) Fire investigation (cause and origin determination)
- 4) Special programs

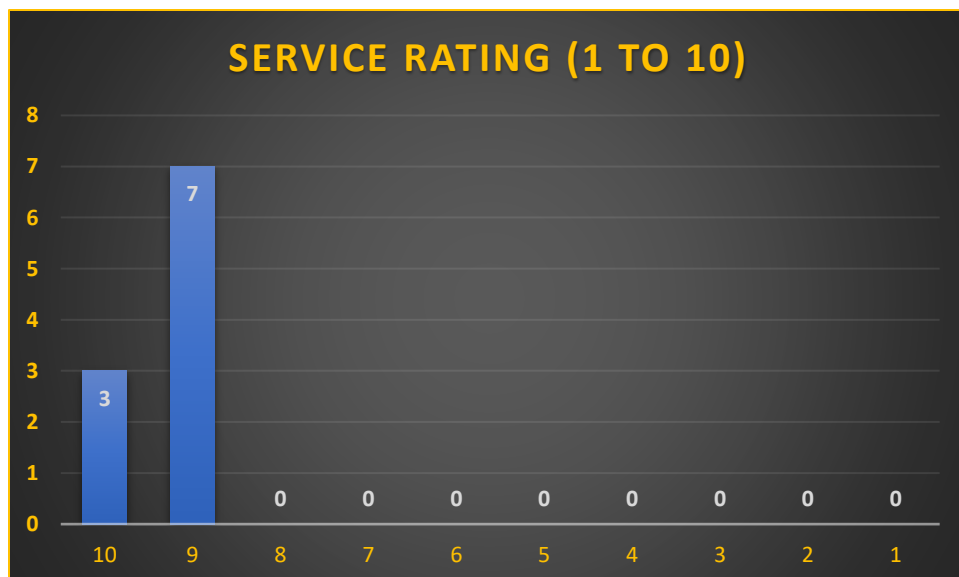
Question 3: Have you ever utilized the services of TLMFPD? If so, which services?



Question 4: Demographic information:



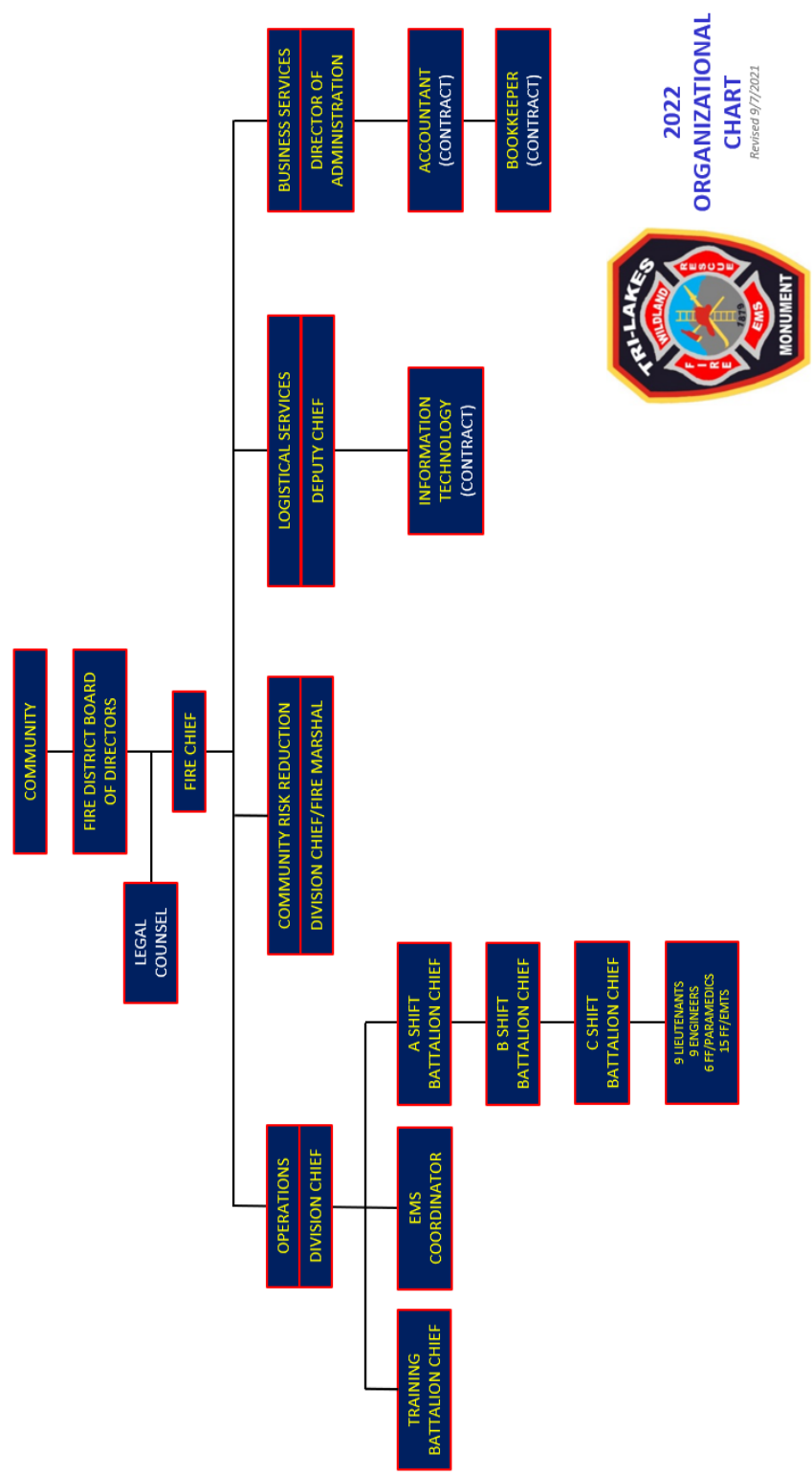
Question 5: Overall, how would you rate the services provided by TLMFPD on a scale of 1 to 10 (10 being best)?



Are there additional services you would like to have offered within the district?

- 1) Fire explorer program
- 2) Community paramedicine/support vehicle
- 3) Other volunteer programs

Appendix C: Organizational Chart



Appendix D: Community Participants

• Dave Pheteplace	• Andre Mouton
• Lisa Hatfield	• Ryan Graham
• Brad Gleason	• Holly Brandon
• Robert Ginnett	• Gordon Reichel
• Kevin Nielsen	• Carl Nolt
• Randy Estes	



Appendix E – Acronyms & Glossary

A

AAR	Acronym for After-Action Review. AARs are conducted after an incident to review the strengths and areas of improvement to ensure best practices are employed.
ALS	Acronym for Advanced Life Support. Advanced field medical procedures performed by an EMT-I or EMT-P firefighter/paramedics.
Ambulance	Vehicle used to transport the sick and injured. Staffed by one paramedic and one firefighter.
Apparatus	Used to signify the difference between vehicles and other fire equipment.

B

BC	Acronym for Battalion Chief. The battalion chief is a middle management position and often the primary incident commander.
BLS	Acronym for Basic Life Support. Basic field medical procedures performed by EMT-B firefighters.
BOD	Acronym for the Board of Directors. The elected officials of the fire district.

C

CAD	Acronym for Computer-Aided Dispatch
CAFR	Acronym for Comprehensive Annual Financial Report
CFAI	Acronym for the Commission of Fire Accreditation International
Chief Officer	An officer of Battalion Chief, Division Chief, Deputy Chief, or Fire Chief
CPSE	Acronym for the Center for Public Safety Excellence

CQI Acronym for Continuous Quality Improvement. CQI is a deliberate, defined process focused on activities responsive to community needs and improving population health. It is a continuous and ongoing effort to achieve measurable improvements in efficiency, effectiveness, performance, accountability, outcomes, and other indicators of quality.

CRR Acronym for Community Risk Reduction. CRR is charged with fire prevention activities, public education, fire code inspections, fire and life safety building plan reviews, and fire investigations.

Customer The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the district.

D

Deputy Chief The next level of responsibility and authority in the organization, subordinate to the Fire Chief. The Deputy Chief oversees the daily operations of the district.

D/O Acronym for Driver/Operator. The position that is responsible for the driving and operation of fire apparatus.

E

EMS Acronym for Emergency Medical Services

EMT Acronym for Emergency Medical Technician

ESCI Acronym for Emergency Services Consulting International

F

FESSAM Acronym for Fire and Emergency Service Self-Assessment Manual

Firefighter The person who delivers essential emergency and non-emergency services at the primary level

Fire Chief The executive officer of the district and appointed by the BODs and reports directly to them

Fire Marshal The chief fire code official for the district

G

GO Acronym for General Order. General Orders are a published directive issued by the fire district to enforce policy or procedure and has the force of law.

H

HOA Acronym for Homeowner's Association

I

ISO Acronym for Insurance Service Organization

IT Acronym for Information Technology

L

Lieutenant Also known as a company officer. The first-line supervisor responsible for directing the actions of a fire company – engine or truck crew.

M

MCI Acronym for Mass Casualty Incident. Any human-made or natural disaster that overwhelms the local healthcare system.

MDC Acronym for Mobile Data Computer. The computers are found in vehicles and apparatus that communicate with the CAD system at the dispatch center.

Mission An enduring statement of purpose; the organization's reason for existence. It describes what the organization does, for whom it does it, and how it does it.

Mutual Aid Agreements through which fire departments assist neighboring agencies

MVFD Acronym for Monument Volunteer Fire Department

O

Organizational Chart A matrix which depicts the hierarchy of an organization

Organizational Goal Objectives established because of the strategic planning process toward which the organization is striving to achieve

P

PPROEM Acronym for the Pikes Pike Regional Office of Emergency Management

S

Stakeholder Any person, group, or organization that can place a claim on or influences the organization's resources or outputs, is affected by those outputs or has an interest in or expectation of the organization. At TLMFPD, stakeholders are either internal or external.

Standards of Cover (SOC) Defines the number of units and methodology for how those units are deployed to emergencies.

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

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

Strategic Initiative A group of broad targets that define what the agency will do to carry out its mission.

SOG (SOP) Acronym for Standard Operating Guideline/Procedure. Provide general concepts or principles to be followed. Guidelines allow for flexibility when appropriate. Deviation from the written procedure will be based on the dynamic situations firefighters routinely encounter.

SWOT Acronym for Strengths, Weaknesses, Opportunities, Threats

T

TABOR Acronym for the Taxpayer Bill of Rights

TLMFPD Acronym for Tri-Lakes Monument Fire Protection District

U

US&R

Acronym for Urban Search and Rescue

V

Vision

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

W

WMFPD

Acronym for Woodmoor Monument Fire Protection District

WUI

Acronym for Wildland Urban Interface. The area where natural vegetation fuels (forests and grasslands) and human-made fuels (structures) meet.