



WINDSOR SEVERANCE FIRE RESCUE 2025-2030 STRATEGIC PLAN



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Windsor Severance Fire Rescue 2025-2030 Strategic Plan

The Center for Public Safety Excellence® (CPSE®) acknowledges and thanks the community and Windsor Severance Fire Rescue (WSFR) stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Chris Angermuller and all who participated for their commitment to this process.

This plan was developed in September 2024, beginning with a meeting facilitated by representatives from the CPSE for community members, as named below. The community stakeholders' feedback considered by agency stakeholders in developing this strategic plan can be found in [Appendix A](#).

Community Stakeholders

Heath Boyes	Cole Gertsner	Tim Keeton	Andrew Rosen
Perry Buck	Shane Hale	Brian Kuznik	Dan Sanders
Julie Cline	Tanner Hayes	Deborah Lutz	Jody Shaddock-McNally
Mark Daley	Lori Hodges	Santosh Prakash	Joe Shellhammer
Ron Dunworth	Dana Johnson	Tom Prenger	Ron Steinbach
Beth Gallinger	Kevin Keen	Ross Reinking	Kevin Waters

The agency stakeholder work sessions, conducted over three days, involved a group representing a broad cross-section of the WSFR, as named below.

Agency Stakeholders

Chris Angermuller	Jeff Dykstra	Taylor Murphy	Cody Seals
Hayley Carson	Sandra Friedrichsen	Alex Ohlin	Joe Seaman
Thomas Case	Jeramie Greer	Emily Pearson	Kory Tope
Travis Chapman	Michael Haynie	Brandon Ridnour	Todd Vess
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Message from the Fire Chief

I am privileged and honored to present the 2025 - 2030 Strategic Plan. Windsor Severance Fire Rescue has a deep tradition of service to our community. Our pledge is to continue providing high-quality services for all our residents and guests while remaining a highly transparent organization. This Strategic Plan will guide our management decisions, organizational structure, and efficient use of district resources and funding. Serving as a roadmap for our future, this plan outlines goals and priorities that will guide our organization in the coming years and ensure we are ready to address any challenge.



It has been said, “Failure to plan is planning to fail.” This document represents Windsor Severance Fire Rescue’s vision for the future and our commitment to success through a strong, transparent plan. It charts our course through the year 2030 by outlining strategic initiatives necessary to more effectively deploy and protect the health and wellness of our community and firefighters while increasing outreach efforts in our community.

In pursuing these initiatives, we have engaged in an inclusive process, gathering input from internal and external stakeholders within and beyond our response district. We have strived to understand the unique needs within our response district and beyond and have woven those intricacies into every aspect of our strategic planning process.

I want to thank the members of Windsor Severance Fire Rescue, community stakeholders, elected officials, and everyone else who participated in developing this plan. We genuinely appreciate everyone’s role in ensuring that our district meets or exceeds your expectations for service delivery through the development of this plan.

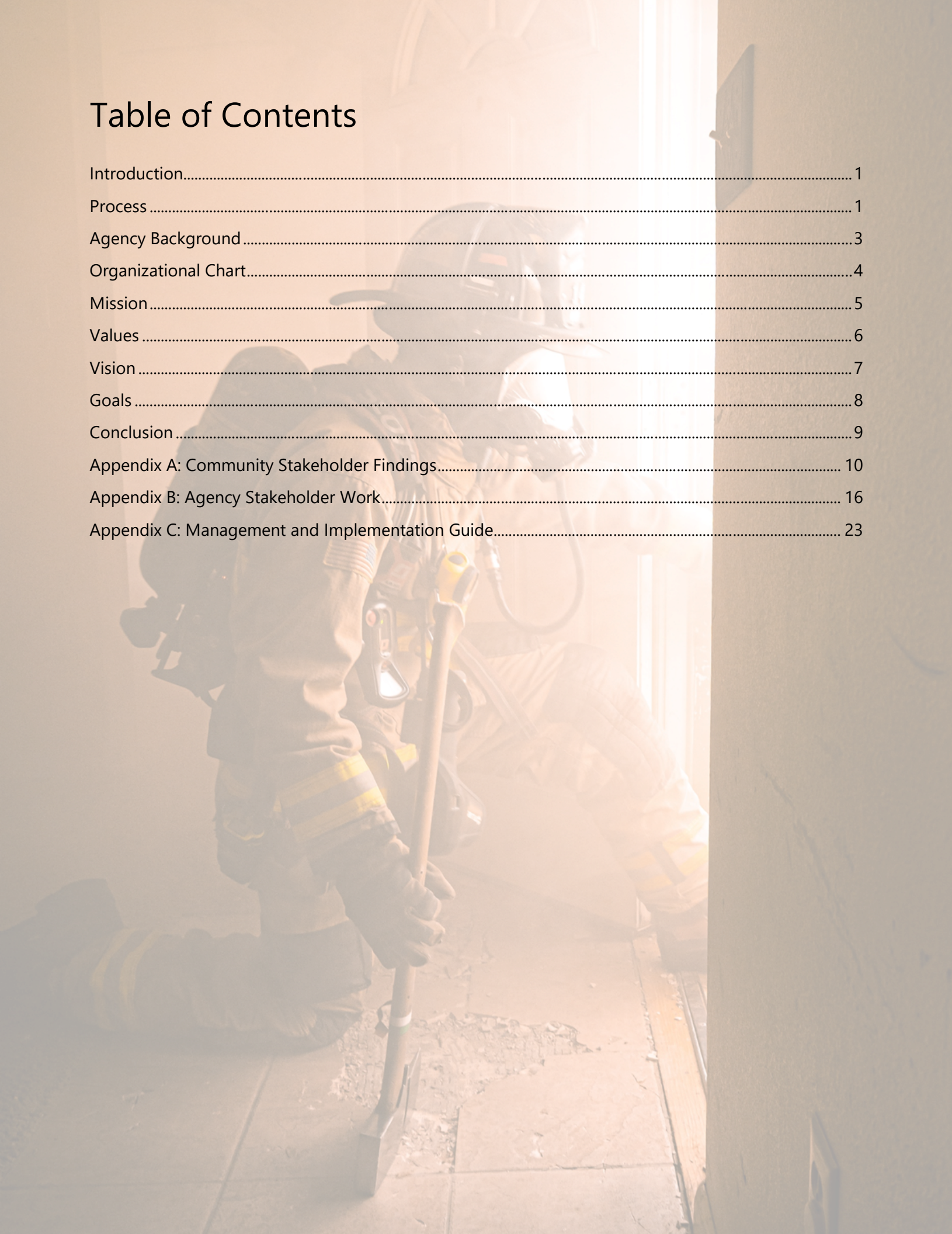
Finally, we want to thank our community stakeholders for their tremendously unwavering support of our district as we protect our community from current and future challenges.

A handwritten signature in black ink, appearing to read "Chris Angermuller". The signature is fluid and cursive, written on a white background.

Chris Angermuller
Fire Chief – Windsor Severance Fire Rescue

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Introduction

The community serviced by Windsor Severance Fire Rescue (WSFR) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, WSFR contracted with the Center for Public Safety Excellence® (CPSE®) to facilitate a community-driven strategic plan. The process utilized by CPSE aligns with the Commission on Fire Accreditation International® (CFAI®) fire and emergency services accreditation model but also considers all parameters prescribed by the authority having jurisdiction.

CPSE's approach to community-driven strategic planning gathers feedback and input from community and agency stakeholders while focusing on future change beyond the status quo. Beliefs, concepts, current processes, and values were among the many pieces considered and questioned to bring this planning document to reality. The WSFR exhibited a commitment to the implementation and execution of this plan to become more efficient and effective in alignment with its community.

Process

Understanding what the customer desires is vital to the success of any organization. In this case, the customer is the community that Windsor Severance Fire Rescue serves. This applies even if the service organization is a governmental entity. The strategic planning process ensures the community remains a focus of the organization's direction, and community feedback is at the heart of all deliberations and development of this strategic plan.

The process of community-driven strategic planning and the plan itself represents the embrace of transition away from how an organization has always done things, seeking to find efficacies and outcomes based on change. The plan provides a management roadmap built on a shared vision and structured for measurable results. With the involvement of a diverse group of agency stakeholders, Windsor Severance Fire Rescue's strategic plan encompasses various experiences, perceptions, and perspectives that can also work to build more internal organizational symbiosis. For the desired, measurable results to be realized, the process and the strategic plan must focus on substance, not form. Only then can WSFR truly benefit from the process and realize its ultimate vision.

WINDSOR SEVERANCE FIRE RESCUE

Community Stakeholder Findings

- ✓ Identify, from the community's perspective, things the agency should and should not change.
- ✓ Identify the community's expectations for the agency, concerns about or for the agency, and aspects the community views as strengths or positives.
- ✓ Define the programs provided to the community.
- ✓ Establish the community's prioritized view of the programs and services provided by the agency.

Agency Stakeholder Work

- ✓ Identify the agency's strengths, opportunities, aspirations, and results.
- ✓ Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
- ✓ Revisit the values of the agency's membership.
- ✓ Revisit the agency's current vision, considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency's challenges, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.



Agency Stakeholder Work Session

Agency Background

The Windsor Fire Department was formally founded in 1902 to protect the Town of Windsor. The Windsor Severance Fire Protection District was formed in 1950 to include service to the Town of Severance and began functioning as a fire protection district in 1951. Over the years, the department evolved in name to Windsor Severance Fire Rescue (WSFR) and from a volunteer service to a team of all paid career staff members to best serve the communities protected.



Windsor Severance Fire Rescue personnel have been highly effective in providing services and community involvement and hold an Insurance Services Office (ISO) rating of 2/10. In addition, they have been designated as an accredited agency by the Commission on Fire Accreditation International (CFAI).

WSFR currently serves a population of over 65,000 residents, along with the thousands of visitors and employees who work within the community.

Growth and population increases have and will create specific risks for which WSFR considers, prepares, and deploys its resources and personnel.

A group of WSFR members pushing a new fire truck into the bay at Fire Station 2 as part of a

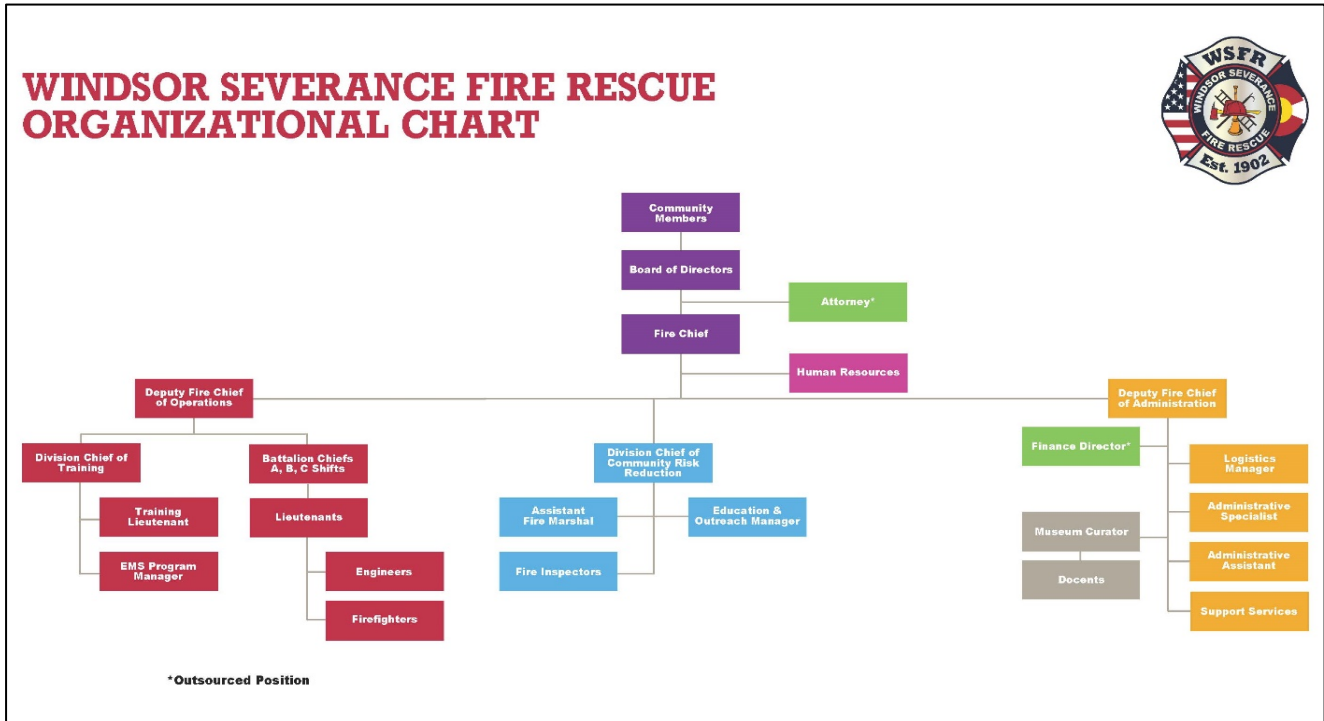
tradition for new fire trucks.



Today, WSFR reflects on its history and remains committed to providing all-hazards emergency services and education to its community, embracing excellence in all they do. Windsor Severance Fire Rescue continues to honor its community by providing quality services through its proactive focus on risks and deployment from four stations that provide service to 100 square miles of coverage area. Staffed to support the community, WSFR embraces its future vision and continued excellence in service delivery.

WINDSOR SEVERANCE FIRE RESCUE

Organizational Chart



Agency Stakeholder Work Session Participants

Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all WSFR members. The purpose of the mission is to answer the questions:

Who are we? Why do we exist? What do we do? Why do we do it? For whom?

A workgroup met to revisit the existing mission, and after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

Windsor Severance Fire Rescue provides professional service and compassionate care from our family to yours.



Agency Stakeholder Work Session

Values

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

READINESS

We will anticipate the needs of our community through preparedness, education, and continual improvement.

EXCELLENCE

We will pursue mastery of technical knowledge, skills, and abilities.

COURAGE

We will display the mental strength and moral character to do what is right, even in the presence of personal and professional adversity.

RESPECT

We will serve our community and each other with dignity, integrity, appreciation, and kindness while valuing the diversity and efforts of all.

The mission and values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful to guide the individuals who make up the Windsor Severance Fire Rescue to accomplish their goals, objectives, and day-to-day tasks.

Vision

An organizational vision exists to keep all agency members focused on the successful futurity of Windsor Severance Fire Rescue and to guide quality change and improvement in alignment with the community. In support of the futurity created within the community-driven strategic planning process, CPSE facilitated the revision of WSFR's vision for the future. The agency will support the reality of this vision through successful plan implementation and goal achievement.

Windsor Severance Fire Rescue commits to the well-being and growth of our members while striving for greatness as we evolve to community needs and foster strong and lasting relationships grounded in trust and humility.



Agency Stakeholder Work Session

Goals

Community feedback and the SOAR process led to the determination of strategic initiatives representing the high-level issues the agency stakeholders developed into goals. The WSFR must now make these goals a focus of efforts that will direct the agency to its desired future. Goals with complete objectives, tasks, timelines, and assignments are included in the **Management and Implementation Guide** ([Appendix C](#)).



Improve the training program to ensure a highly skilled and capable workforce.



Modernize and maintain our equipment, facilities, and apparatus to enhance operational efficiency and service delivery.



Strengthen and build the agency's workforce to provide the highest level of service to our expanding community.



Enhance engagement with the community, employees, and partner agencies to increase trust, transparency, and service delivery.

Conclusion

This strategic plan was developed by working with community and department members from all levels, but the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the community's expectations and Windsor Severance Fire Rescue's vision remain congruent. The accompanying **Management and Implementation Guide** ([Appendix C](#)) will assist WSFR in the mechanics of implementation. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.

"...we will chase perfection, and we will chase it relentlessly, knowing all the while we can never attain it. But along the way, we shall catch excellence."

Vince Lombardi

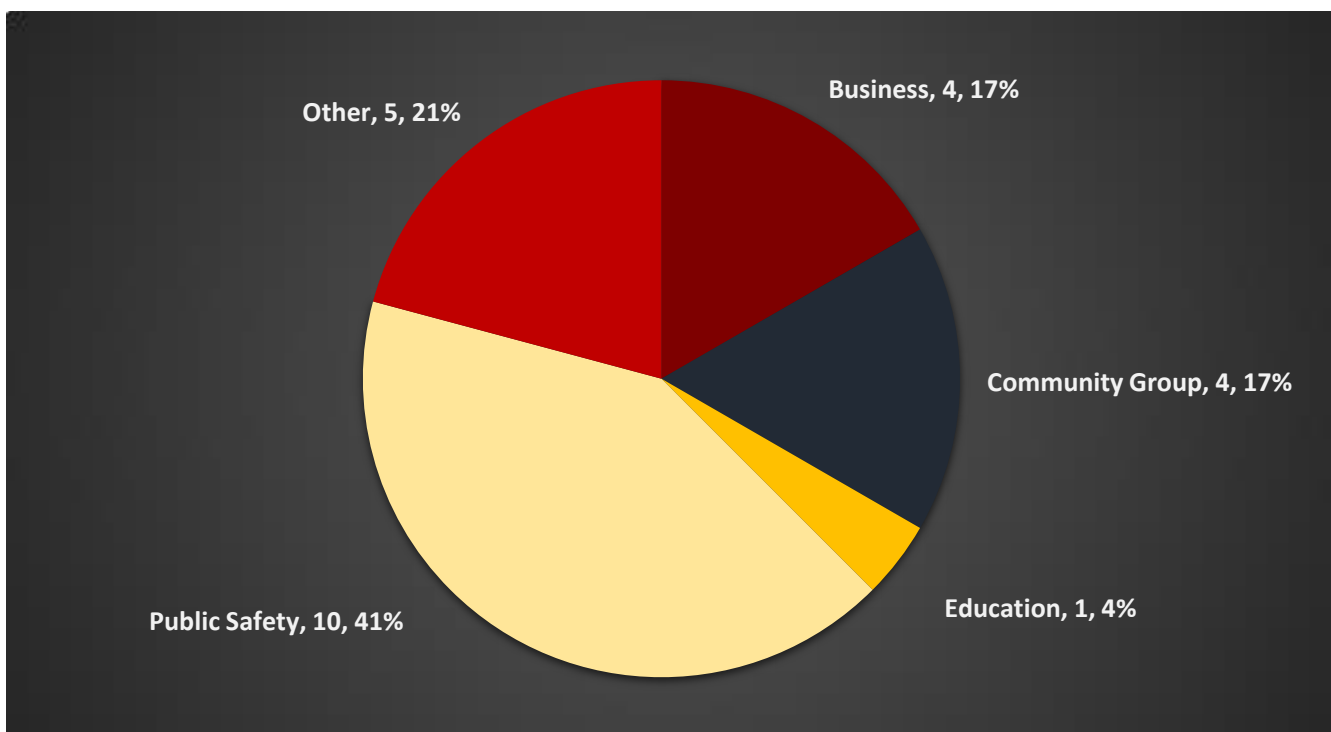
It must be remembered that during this journey of change and improvement, recalculation may need to occur to find the success desired. This strategic plan is a roadmap to help Windsor Severance Fire Rescue navigate that change and futurity. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes and efficacies will be realized as envisioned.



Appendix A: Community Stakeholder Findings

Windsor Severance Fire Rescue demonstrates a commitment to its community via a focus on community input and satisfaction. A community stakeholder session was held to gather feedback from the respondents on the agency and its various services delivered. The information gathered from the community stakeholder feedback provided understanding to the agency stakeholders of any misalignment with its organizational foundation and performance or values-based expectations or concerns from which new improvement strategies and processes may be created.

Community stakeholders were identified by the agency to ensure broad representation. The breakdown of groups represented is presented here:



Respondents were asked to list, in priority order, up to three subjects relative to expectations, concerns, and strengths or positives for WSFR. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted value that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents.

The specific data and findings from the community stakeholder respondents are provided to follow.

Community Expectations of Windsor Severance Fire Rescue (in priority order)

1. Response time as fast as reasonably possible. Timely responses to emergency calls. Quick response time to emergencies. Fast and reliable service. Respond to emergencies quickly. Timely response to emergencies in Windsor. Get to the location as quickly as possible. (53)
2. Unconditional community assistance (emergency response, assistance, helping those in need of emergency assistance) - timely/professional. To provide the best service possible to the citizens of Windsor and Severance. Available when needed. To be present if danger occurs. Show up when needed. Put out fires/respond to emergencies. (38)
3. Community education - how to make a safe environment at your home, business, school, and other facilities. To be supportive to the community during community activities. Community engagement/public education. Public awareness, education, engagement. Community involvement. (16)
4. Remain fiscally responsible to the community. Maintain budget to provide the service. Talk to the community and keep them aware of expenditures you make and why. Responsible and practical use of taxpayers' monies. Fiscal stewardship - use taxpayer money wisely - do not abuse trust. (14)
5. Training/expertise is very high - latest and greatest. Proper training to meet the growing community. Most current training for all staff. Well-trained and capable team. (10)
6. Meet/exceed expectations. Excellent customer service. (10)
7. To the best of the department's ability, keep up with rapid growth from a staffing/ response perspective. Proactive planning to keep up with growth. Regularly explore routes as traffic flows grow/change. (7)
8. Public safety - employee safety/well-being. (5)
9. Collaboration with neighboring agencies (annexation opportunities/closest unit). Partner well with other first responder agencies in the area. Coordinating with neighboring departments and with Windsor agencies - avoid duplication. (5)
10. Caring/level of service. Compassionate care. Professional (hire professionals/equipment and facilities are well maintained) - "others" mindset. Professionalism in the ranks. (4)
11. Accessible. (3)
12. Maintaining equipment and services up-to-date. (3)
13. Prioritize prevention - fires, car crashes, bicycle safety, falls, etc. (3)
14. Maintaining qualified staff. (3)
15. Utilize both fire stations as needed. (1)

Areas of Community Concern about Windsor Severance Fire Rescue (verbatim, in priority order)

1. Ability to keep up with growth. Keeping pace with the growing community. How to keep up/prepare for population growth. Building firehouses in the community as it grows. Does the fire department have enough resources to keep up with growth? Vision for growth - funding formula to keep up with that. Small town mentality - vision for immense district growth. Ability to scale department with growth - so if state legislature messes with property taxes, will department be able to keep up? (50)
2. New fire stations being overly elaborate and costing taxpayers unnecessary cost. How to maintain budget. Funding the defined mission. Funding for growth. Enough resources. Does WSFR have funding to maintain or grow with the community? (22)
3. How to foster and keep excellent staff. Recruitment and retention. Employee retention. (11)
4. Health and safety of firefighters. Employee safety/well-being. Safety of fire department members and all first responders. (9)
5. Is staffing level where it needs to be? Is WSFR fully staffed? (6)
6. Ability to respond to wildland fires (mostly grasslands). (5)
7. It appears everyone has a vehicle provided by the force. (5)
8. Not available when needed. (5)
9. Do not change the procurement process - need to keep the same. (5)
10. Response times. (5)
11. Constantly bringing out multiple apparatus for EMT runs. (5)
12. Diversity. Ranks look pretty vanilla - meaning all-male department. (4)
13. Plenty of fixed assets - are all pieces of apparatus needed? (3)
14. Not out in the community (non-emergency related). (3)
15. Communication challenges in time of emergencies. (3)
16. Preparedness. (1)

Positive Community Comments about Windsor Severance Fire Rescue (verbatim, in no order)

- Good reputation in the community.
- Very responsive to the community.
- Very collaborative leadership.
- Community engagement/listening.
- Partnerships.
- Relationships with the community.
- Education efforts in the community.
- Great people.
- Solid budget.
- Willingness to utilize a strategic planning process to create strategic initiatives.
- Pride-community support and pride.
- Response to growth and growth pressures.
- Surrounding agencies partnerships and collaboration with local and regional governments.
- Continue with a strong presence in the community.

- Continue to attend community gatherings.
- Enjoy seeing firefighters at community events.
- Great collaboration with neighboring agencies.
- Visible in the community.
- Neighbors' night out visits from representatives of WSFD.
- Regularly respond to questions and concerns.
- Very grateful to have multiple fire stations close to my home and schools.
- Training collaboration with industrial businesses.
- Good knowledge of our process and business property.
- Good public relations.
- Nice fire department museum in the town.
- Well-funded.
- Professional and positive staff.
- Genuine desire to serve the community.
- Fast and excellent response.
- Transparency.
- Proactive.
- Very good community outreach and participation.
- Kind and compassionate service.
- They honor existing relationships.
- They have a lot of trust with their client to deliver results, as they are the experts.
- Responsive.
- Locations of fire stations.
- I have heard no complaints; therefore, I believe everyone in WSFR are doing a remarkable job!
- WSFR, while seeing great community growth, still maintains a small-town feel-meaning they stay engaged with the community.
- WSFR appears to be a unified department.
- Very professional.
- Equipment looks to be very adequate.
- The department is held in high regard by the community it serves.
- Collaboration with town government and school board/district appears to be very strong.

Other Community Comments about Windsor Severance Fire Rescue (verbatim, in no particular order)

- Would like to ensure WSFR continues to work closely with the town of Windsor and Aims Community College.
- Thank you for all you do.
- Thank you for emergency support.
- Fire chief coming to community group of men and women and several times only addressing “you guys.”
- Glad they have engaged the stakeholders to receive feedback; thanks for the invite!
- Grateful for the opportunity to provide input.

Things the Community Feels Windsor Severance Fire Rescue Should Change (verbatim)

- More community outreach and training.
- Small-town attitude.
- More community and stakeholder engagement.
- More community engagement.
- Frequency of facility inspections-longer than one year.
- Making sure new stations meet the needs of the employees but are not overly elaborate.

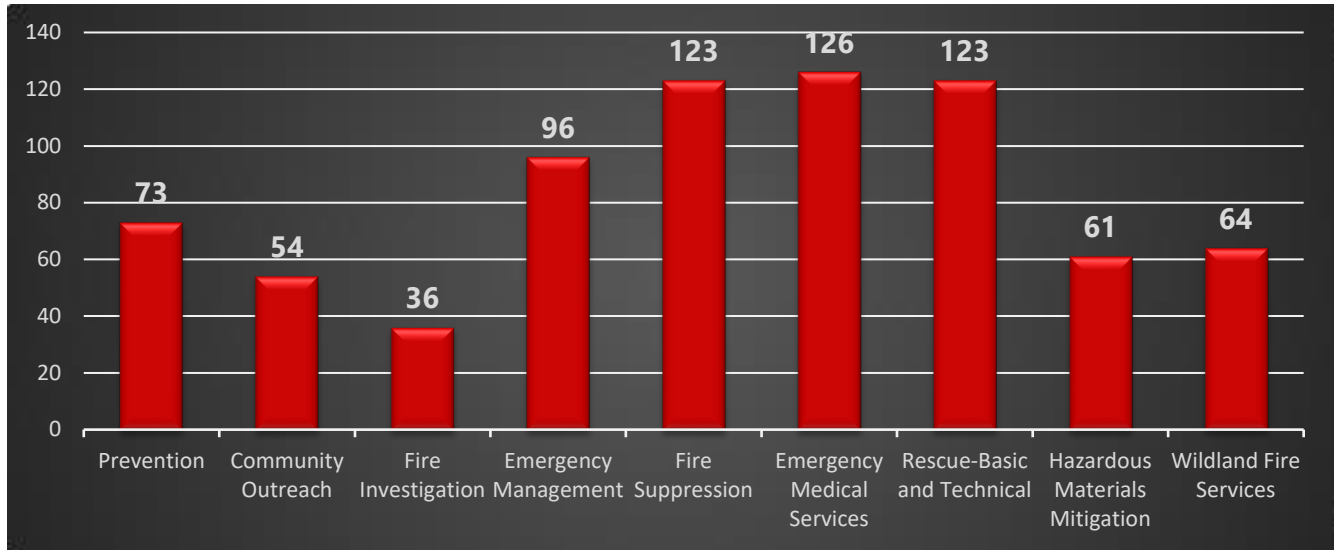
Things the Community Feels Windsor Severance Fire Rescue Should NOT Change

(verbatim)

- Business engagement and training.
- Transparency.
- Investing in its people.
- Outreach to schools.
- Community engagement efforts.
- Hiring great people.
- Community and stakeholder engagement.
- Being visible in the community.
- Collaborating with neighboring agencies.
- Current direction.
- Community engagement activities.
- Community engagement.
- Keep engaging the local businesses’ relationships with existing clients and keep it that way for the future.
- Striving to keep the community safe.
- Staffing and planning for future budget.
- Continue engaging with the community.

Community-Prioritized Programs

Understanding how the community prioritizes the agency’s programs and services allows Windsor Severance Fire Rescue to ensure its focus on resource allocation aligns. With that, prioritization feedback was garnered with an instrument that compared the prioritization of the programs and services offered by WSFR. The results were as follows:



Community Stakeholder Work Session

Appendix B: Agency Stakeholder Work

A group of agency stakeholders representing the various segments of WSFR attended a three-day work session to review the community feedback, develop or revise the agency’s mission and values, and establish a quality focus on the way forward in developing this community-driven strategic plan. Additionally, the process included an environmental scan in the form of a Strengths, Opportunities, Aspirations, and Results (SOAR) analysis to better understand the current situational aspects impacting the agency.

SOAR

The agency’s internal stakeholders utilized a strategic environmental analytic method known as SOAR, where members consider the organization’s current **Strengths**, **Opportunities**, future **Aspirations**, and strategic **Results** to formulate a path for continuous improvement. The SOAR process was conducted for reflection, focus, and alignment with the organization’s set of values, vision, and mission. This appreciative inquiry process provided environmental scanning for strategic direction, associated plans through the application of innovative ideas, and a positive strategic framework that brings clarity to the agency’s vision for leadership in day-to-day functions.

Strengths

Keep culture strong and maintain flexibility and adaptability to change regardless of department size.	Balanced effective response force to meet volume/call demand.
Strong depth of financial ability.	Relationship between divisions and ranks.
Accessibility of command staff.	Strong, proactive training culture.
Culture of continuous improvement.	We are not afraid to fail forward.
Strong reputation in the community.	Visibility in the community.
Customer service and community interaction.	State-of-the-art facilities and equipment.
Focus and support on mental and physical well-being.	Culture of inclusivity and open-mindedness.
We demand and expect a lot from each other.	Fiscally responsible.
Incorporate new tactics/information quickly.	Human relations.
Relationships with external agencies.	Response to community growth, planning, staffing, etc.
Rapid response to community needs.	Member input in strategic decision-making.
Use of current and past data to inform our decisions and planning.	Personal accountability and work ethic, positive attitude, and high standards.
Vision leadership team/labor and management relationships.	Balance of experiential knowledge (longevity of members paired with fresh mindset of new members).
Own and address deficiencies, including lack of on-the-job training.	Depth of response capabilities, both locally and across the country.
Incorporation of technology into daily operations - strategy, tactics, and admin.	Support of individual education, tuition reimbursement, credentialing, and professional development.
Support from the board of directors.	Competitive total compensation package.

Public education impact.	Foster innovation.
Flexibility - not a ton of red tape.	Significant investment in health and safety.
Lots of opportunity for member involvement/input.	Comfortable facilities.
Top-down-bottom-up openness and transparency.	Family atmosphere - we support and take care of our own.

Opportunities

Improve messaging modalities.	Intentional/targeted community engagement.
Expand training opportunities and roles - locally and nationally.	Creativity with emergency response modalities and deployment.
Further development of logistics management.	Training center development.
Right-size administrative staff and expand as needed.	Maintain family and small-town common values.
Residential fire sprinkler initiative.	Staffing needs in comparison with growth.
Expand response capabilities.	Diversity recruitment efforts and methods.
Utilize social media strategically to educate our citizens.	Expand presence and leadership within the FRFC.
Developing members for success in the promotional process.	Expand branding opportunities to capitalize on our reputation in the community.
Develop a formal performance appraisal process.	Improve employee engagement.
Consult other industries, such as construction, engineering, heavy equipment, etc., to enhance and broaden training exposure.	Partnerships to expand resource sharing or outsourcing needs (training area, information technology, wildland billing).
Expand professional development beyond required certifications and include fewer tangible concepts (HR, mentorship, leadership, coaching, etc.).	

Aspirations

Taking care of people - our own and the community.	Serving to the best of our ability as a family.
Adapt to provide the highest levels of service as the community grows.	Align with the expectations, specifically financial, of the community.
Cultivate a high level of organizational growth and culture.	Build upon and grow the trust we have with the community through active listening, transparency, and expectations.
Aspire to be a leader in regional training.	
Lead the region in public service excellence.	
Community Citizen Fire Academy	Create a strong CCR culture within WSFR.
Be an organization that demands continual process and program improvement.	Be a high-quality/active member and leader in Northern Colorado Special Operations Teams.
Adapting to change through forecasting and future vision.	Maintain our culture, identity, and humility as we grow.
Be a leader in community emergency planning and management.	Maintain an open-minded culture of thinking outside the box for operational and admin considerations.
Be a destination department.	Maintain and grow community engagement.
Better understand the needs of the community.	Diversity of community, reflected in WSFR staff.
Be open to alternative response models to meet organizational and community needs. (Squad unit).	Develop explorer program and girls camp-community engagement and recruitment pipelines.
Look at creative staffing strategies (wildland seasonal staff, Public Information Officer, internships, HR, and admin support).	Continuing and investing in our people through professional and personal development in areas of coaching and mentoring.

Results

<ul style="list-style-type: none"> - Continued positive support from the community. - Retention and positive morale of staff. - Abundance of highly qualified candidates. - Transparency. - Highly trained and efficient staff. - High level of service. - Community buy-in for department-led initiatives. - Increased membership participation/engagement in planning/agency activities. - Culture - maintain and build upon upward trajectory-excellence, training, caring for others, stewardship, openness. - Monthly video updates/Q&A on social media - measurable and increased interactions. - Faster response times and increased unit reliability. - Staffing reflects the community we serve. - Increased WSFR input in academy curriculum and instruction. Increased department respect. - Space is not a limiting factor to admin growth. - Increased community engagement and support. - Increased recruitment, retention, employee satisfaction, and community support. - Staffing that reflects community diversity in order to provide excellent customer service. - Decreased apparatus wear and tear, decreased response times, and increased unit reliability. - Create a legacy for WSFR. 	<ul style="list-style-type: none"> - Precision messaging that provides sweeping clarity and understanding of WSFR’s capabilities. - An appropriately staffed organization to meet the needs of the community and members. - Effectively and efficiently manage the physical assets of WSFR. - Produce and maintain a highly skilled and competent workforce. - Family/small-town community values are preserved over time. - A community and organizational culture that embraces fire and injury prevention and preparedness. - Functional multi-agency response team. - WSFR embraces and values CRR in totality. - Robust review process to include programs, processes, and personnel. - Future needs of WSFR and community are met through an internally ready workforce. - Regionally and nationally recognized as SMEs. - Positive morale amongst personnel. - Less burnout and increased employee retention. - Employees have an active voice that is valued by the organization. - Efficiently and effectively meeting community needs with an effective response force. - Long, happy career followed by a long, happy retirement. - Confident and well-informed membership. 	<ul style="list-style-type: none"> - Cash reserves, limited debt, capital plan funded. - Increased recruitment and retention, employee satisfaction, and engagement. - Well-educated membership. - Collaborative decision-making and no need for a more restrictive collective bargaining agreement process. - Organizational goals and objectives being accomplished. - Best decisions made to accomplish the right team growth and positive financial impact. - Open-minded conversation and information sharing for better approaches and outcomes. - Recruitment, retention, employee satisfaction, engagement, and community support. - Meeting response times, adequate staff, facilities, and equipment - long-term planning. - Trusted with little, now trusted with more - success in new funding requests if/when needed. - New and innovative ideas being replicated by others. - Higher member engagement increased buy-in on decisions made and the process itself. - Right-sized and financially balanced. - Improved knowledge base, innovative approaches to common problems, and increased tactical prowess. - Higher pass rates, full eligibility lists, and decreased member frustration. - Openness to courageous conversations and a culture more
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WINDSOR SEVERANCE FIRE RESCUE

<ul style="list-style-type: none">- More effective service to the community and support of membership.	<ul style="list-style-type: none">- A deeper pool of qualified and highly trained candidates.	in-tune with the people aspect of the job.
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Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by Windsor Severance Fire Rescue and those supporting services that help the agency provide the core programs and services. With this understanding, the agency stakeholders can further define where the issues and gaps exist within the organization and provide more basis for the environmental scan that is conducted. To bring this understanding to fruition, CPSE provided guidance and gained consensus understanding with the entire group so that the difference between the deliverables and the supporting functions were understood.



Challenges and Service Gaps

After sifting through data and feedback provided by the community stakeholders and the internal environmental scan conducted, the agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within Windsor Severance Fire Rescue. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the agency stakeholders.

Group 1	Group 2	Initiative Link
Training <ul style="list-style-type: none"> ○ Lack of training facility and land. ○ Professional development needed for members and the promotional process. ○ Possible added value through FRFC. ○ Need for additional joint training. ○ Need for department as leading training agency Northern Colorado Special Operations Teams. 	Training <ul style="list-style-type: none"> ○ Lack of land for a training facility. ○ No current training tower. ○ No classroom facilities. ○ Limited office space. ○ Need for additional training props and equipment. ○ Need to strengthen FRFC relationship. ○ Need for increased staff. 	Training
Asset Management <ul style="list-style-type: none"> ○ Training grounds. ○ Lack of adequate admin space for future hires. ○ Inventory/assessment of the fleet. ○ People and equipment for expanded response models. 	Infrastructure <ul style="list-style-type: none"> ○ Lack of adequate facilities. ○ Need to add additional stations to meet department growth. ○ Lack of land for additional stations and training ground. ○ Strengthen relationships and encourage resource sharing. 	Infrastructure
Human Resources <ul style="list-style-type: none"> ○ Lack of a formal performance appraisal process. ○ Need for more admin staff to support the daily mission of all divisions. ○ Diversity and recruitment marketing. ○ No dedicated emergency manager. ○ Too much burden for some members and positions. ○ Lack of good talent pipelines. 	Human Resources <ul style="list-style-type: none"> ○ Need for increased staffing. ○ Need for succession planning. ○ Need for enhanced recruitment and retention methods. ○ Strengthen official agreements with partner agencies. ○ Need for a dedicated PIO. 	Human Resources
Engagement <ul style="list-style-type: none"> ○ Lack of intentional/targeted community engagement/education. ○ Lack of a dedicated person as the public information officer/communications manager job functions. ○ Lack of a strategic social media plan. ○ Need to explore different avenues for messaging. ○ Improve employee engagement. ○ Better promotion/support for CRR initiatives. ○ Need for a talent pipeline. 	N/A	Engagement

Strategic Initiatives

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

Training Infrastructure Human Resources Engagement

Final goals with complete objectives, tasks, timelines, and assignments are included in the separate **Management and Implementation Guide**.



Appendix C: Management and Implementation Guide

Foreword

As part of the community-driven strategic planning process, this guide was developed to assist Windsor Severance Fire Rescue (WSFR) in managing its future success through institutionalization, implementation, monitoring of progress, and results feedback. WSFR must remember that a plan without managed implementation will never result in change and greater success. This is a living document that the agency should use throughout the life of its strategic plan. It provides for further revision, accountability, ways to measure and celebrate success, and desired outcomes. Additionally, information is provided to ensure alignment with the strategic vision of the authority having jurisdiction or other sources as determined by WSFR.

The Success of the Strategic Plan

Windsor Severance Fire Rescue approached its desire for organizational change and continuous improvement by developing a community-driven strategic plan focused on input and participation from the community and agency stakeholders. The success of this strategic plan will be rooted in a quality implementation and institutionalization plan, and support from all who hold a stake in WSFR.

Without a true focus on implementing and institutionalizing this plan, WSFR may fall short of the change it desires. The CPSE recognizes the agency's commitment to its community and supports the continuous improvement identified in this plan.

Communication

Developing communication processes to disseminate the strategic plan's goals, objectives, and tasking concepts will be key to the agency's success in institutionalizing strategic planning processes. Even the best strategic plans are undermined by the inability to effectively communicate plan goals and objectives that align member actions and is a central reason agencies lose control during the implementation. Creating a comprehensive communication plan with clear accountability, ensuring the information needs of various stakeholders are met, and allowing relevant information to go to the right person at the right time to avoid information overload and confusion will support implementation efforts.

There are various ways an agency may utilize its current communication systems to distribute the plan's elements and agency successes as implementation activities progress. Recognition of the importance of reporting progress to all levels of the agency and its stakeholders will assist in determining which of those systems should be included in disseminated information.

Institutionalization and Implementation

A contributing factor to the success of the community-driven strategic plan is its institutionalization across all levels of the organization. Without it, the plan will remain siloed, and implementation may be hindered. Institutionalization provides an excellent opportunity to communicate to all stakeholders about the intended changes, applicable outcomes, and the direction the department is heading.

Many avenues of institutionalization and implementation are used by agencies that sincerely understand the power of the strategic plan. Just as the plan's development included agency stakeholders representing a broad spectrum internally, the implementation phase must also ensure that the same representation model is utilized. All agency stakeholders who contributed to the plan's development should be empowered to ensure that members throughout the organization can be part of the implementation phase. This will further institutionalize the plan processes and add value toward implementation successes.

Whether or not they participated in the development of the community-driven strategic plan, all agency stakeholders must recognize that this plan is for the entire agency and is not just representative of WSFR's leadership. Perceived and actual ownership across Windsor Severance Fire Rescue increases the probability of success and the realization of the desired outcomes.

For further information on implementation and institutionalization, Windsor Severance Fire Rescue may distribute this article as provided by the CPSE: [Strategic Planning + Institutionalization = Implementation Success](#).

Performance Measurement

By incorporating performance measures into this strategic plan, Windsor Severance Fire Rescue has ensured greater success through implementation and institutionalization. However, the agency must continue to measure its successes and challenges during plan execution to stay on course for positive change and delivery to its community. Greater focus should remain on the plan's intended outcomes, not just agency inputs and outputs. Outcomes are those results that genuinely deliver for all stakeholders.

Tips for Institutionalization

1. Communicate to all levels, even during onboarding.
2. Get all levels involved in the implementation and tap their creativity.
3. Empower all leaders and let them go.
4. Maintain accountability.
5. Report progress regularly for all to see.

Goals, Objectives, Tasks, and Measures



GOAL 1: Improve the training program to ensure a highly skilled and capable workforce.

OBJECTIVE 1.1

Operationalize WSFR’s training facility for agency and regional training needs.

Owner – Division Chief of Training

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Research and develop a training center usage plan.	12 months	
<input type="checkbox"/> Research best practices.	6 months	
<input type="checkbox"/> Submit plan.	12 months	
<input type="checkbox"/> Seek funding and approval for the project from the District Board.	1 month	
<input type="checkbox"/> Publish the training center master plan.	1 month	
<input type="checkbox"/> Annually review the plan.	Ongoing	

MEASURED OUTCOMES

- Construct a phase 1 training facility to include infrastructure, a burn tower, and a workshop.
- Review and research industry best practices to ensure the usage plan meets current and future agency needs.
- Submit the usage plan to the Deputy Chief of Operations for review.
- Review, revise, and publish as needed.

OBJECTIVE 1.2

Provide members with the opportunities to gain the necessary education and training to reach their professional goals.

Owner – Division Chief of Training

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Establish an Acting Battalion Chief academy.	12 months	
<input type="checkbox"/> Establish an ongoing mentor program.	12 months	
<input type="checkbox"/> Develop timelines for driver operator academy, acting officer academy, and acting battalion chief academy.	3 months	
<input type="checkbox"/> Ensure existing positional task books remain relevant and current.	1 month, annually	

MEASURED OUTCOMES

- Develop, implement, and publish a WSFR mentor program.
- Develop, implement, and publish a WSFR Acting Battalion Chief academy.
- Establish and publish timelines for the Driver Operator Academy, Acting Officer Academy, and Acting Battalion Chief Academy.
- Review and revise, as necessary, the existing positional task books to ensure relevancy.



GOAL 2: Modernize and maintain our equipment, facilities, and apparatus to enhance operational efficiency and service delivery.

OBJECTIVE 2.1

Improve existing fire stations to meet current safety codes and operational needs to improve firefighter well-being and enhance response capabilities.

Owner – Fire Chief

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Conduct a comprehensive needs assessment of each station to identify areas requiring renovation or upgrades.	3 months	
<input type="checkbox"/> Develop a report of findings based on analysis.	1 month	
<input type="checkbox"/> Seek approval for the projected needs.	3 months	
<input type="checkbox"/> Prioritize projects based on urgency, safety, and operational requirements, developing a phased renovation plan.	2 months	
<input type="checkbox"/> Secure funding through budgeting, grants, or other sources to support station improvements.	12 months	
<input type="checkbox"/> Monitor project development, ensuring construction stays on budget and adheres to projected timelines for completion.	12 months	
<input type="checkbox"/> Complete an AAR for each project as they are completed.	2 months	
<input type="checkbox"/> Review needs assessments and update as needed.	1 month, annually	

MEASURED OUTCOMES

- Complete and publish a comprehensive needs assessment report of each fire station at least annually based upon applicable standards, third-party compliance, and industry best practices.
- Develop a phased renovation plan based upon a prioritization of needs assessment.
- Present findings and proposals to the Board of Directors.

OBJECTIVE 2.2

Evaluate the need for additional facilities to match community growth and agency needs.

Owner – Fire Chief

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Assess current facility limitations and identify key areas for improvement, expansion, or new construction.	3 months	
<input type="checkbox"/> Develop a report of findings based on analysis.	1 month	
<input type="checkbox"/> Develop facility designs that accommodate future department growth and integrate modern technology for efficiency.	6 months	
<input type="checkbox"/> Seek approval for the projected needs.	2 months	
<input type="checkbox"/> Secure necessary funding through budgeting, grants, or other sources.	12 months	
<input type="checkbox"/> Monitor project development, ensuring construction stays on budget and adheres to projected timelines for completion.	24 months	
<input type="checkbox"/> Complete an AAR for each project as they are completed.	2 months	
<input type="checkbox"/> Review needs assessments and update as needed.	1 month, annually	

MEASURED OUTCOMES

- Develop and publish a report outlining facility limitations, improvements, expansion, and new construction needs.
- Develop and perform an annual facility needs assessment.

OBJECTIVE 2.3

Replace and maintain existing, and purchase additional apparatus and support vehicles to meet technological advancements and operational needs to improve occupant safety, enhance response capabilities, and ensure a modern and reliable fleet.

Owner – Logistics Manager

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Perform an assessment of the current vehicle fleet, identifying aging vehicles and their replacement timelines based on mileage, maintenance costs, and reliability.	2 months	
<input type="checkbox"/> Identify if additional apparatus is needed to enhance response capabilities and support function needs.	6 months	
<input type="checkbox"/> Review the WSFR vehicle procurement process and replacement schedule, prioritizing vehicles that are critical to daily operations and emergency response.	3 months, annually-ongoing	
<input type="checkbox"/> Seek input from the appropriate stakeholders.	5 months	
<input type="checkbox"/> Seek approval for the projected needs.	3 months	
<input type="checkbox"/> Secure necessary funding through budgeting, grants, or other sources.	3 months	
<input type="checkbox"/> Review and revise (if necessary) the WSFR maintenance program to ensure vehicle reliability, minimize downtime, and maximize vehicle lifespan.	1 month, annually	

MEASURED OUTCOMES

- Publish vehicle replacement guidelines, including general timelines, purchasing processes, and specification development and review.
- Updated WSFR 10-Year Capital Plan reflecting anticipated vehicle needs.
- Publish fleet maintenance guidelines, including preventative maintenance schedules, inspection schedules, and guidelines for apparatus and vehicle repair processes.

OBJECTIVE 2.4

Evaluate and upgrade existing firefighting equipment and replace it with state-of-the-art tools that improve safety and effectiveness in the field.

Owner – Deputy Chief of Operations

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Conduct a complete inventory assessment and evaluation of current firefighting and emergency response equipment to identify critical items for replacement or enhancement.	12 months-ongoing	
<input type="checkbox"/> Prioritize the purchase of equipment based on need.	3 months	
<input type="checkbox"/> Seek input from the appropriate stakeholders.	6 months	
<input type="checkbox"/> Seek approval for the projected needs.	3 months	
<input type="checkbox"/> Secure necessary funding through budgeting, grants, or other sources.	3 months	
<input type="checkbox"/> Provide comprehensive training on the operation and maintenance of new equipment.	6 months	
<input type="checkbox"/> Establish a regular replacement schedule for equipment as appropriate.	1 month	
<input type="checkbox"/> Implement a regular inspection and maintenance program to ensure all equipment remains in optimal working condition.	3 months	
<input type="checkbox"/> Review and revise (if necessary) the maintenance program to ensure reliability.	1 month, annually	

MEASURED OUTCOMES

- All firefighting and EMS tools and equipment are entered into the department’s asset management software.
- All relevant program managers have submitted recommendations to the Logistics Manager for the replacement or enhancement of firefighting and EMS tools and equipment.
- Asset management processes are formally adopted and published and include consideration of applicable standards, third-party compliance, and industry best practices.

OBJECTIVE 2.5

Design and construct a training grounds and classroom facility in district boundaries to enhance member capabilities and expertise.

Owner – Fire Chief

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify and acquire land in district boundaries.	6 months	
<input type="checkbox"/> Research and develop a training center master site plan.	9 months	
<input type="checkbox"/> Conduct cost analysis for the project.	2 months	
<input type="checkbox"/> Seek funding and approval for the project from the District Board.	2 months	
<input type="checkbox"/> Identify an owner’s rep to manage the project if appropriate.	1 month	
<input type="checkbox"/> Identify a general contractor and architect through the appropriate process.	1 month	
<input type="checkbox"/> Construct training grounds and classroom facility.	12 months	
<input type="checkbox"/> Purchase necessary equipment for training facility operations.	12 months	

MEASURED OUTCOMES

- Develop and publish a comprehensive training center master plan.
- Develop and publish a cost projection for the Training Facility.
- Purchase land for Training Facility.
- Develop and publish an expansion plan for future needs.
- Build Training Facility.
- Build Classroom Facility.



GOAL 3: Strengthen and build the agency’s workforce to provide the highest level of service to our expanding community.

OBJECTIVE 3.1

Enhance and adjust staffing to meet the agency’s needs now and in the future.

Owner – Fire Chief

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Conduct a thorough workforce analysis to assess existing staff roles, skills, and workload.	3 months	
<input type="checkbox"/> Research best practices for staffing in like-sized organizations.	1-2 months	
<input type="checkbox"/> Identify gaps and areas for improvement to present to command staff.	1-2 months	
<input type="checkbox"/> Command staff develops and submits a ten-year comprehensive plan for administrative and operational staffing needs.	1 month	
<input type="checkbox"/> Evaluate the possibility of shared resource staffing with external agencies.	3 months	
<input type="checkbox"/> Submit final report findings and recommendations to the board of directors.	1-2 months	
<input type="checkbox"/> Publish a ten-year comprehensive report internally and externally.	1-2 months	
<input type="checkbox"/> Review the ten-year comprehensive staffing plan and revise it as needed.	1 month, annually	

MEASURED OUTCOMES

- Publish a ten-year comprehensive staffing report internally and externally.

OBJECTIVE 3.2

Become a destination department by attracting and retaining the highest-quality talent to foster a culture of excellence.

Owner – Human Resources Manager

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify the gaps and challenges in the agency’s current recruitment efforts. (Who/what is missing?)	2 months	
<input type="checkbox"/> Research external best practices and alternative recruitment/retention methods.	2 months	
<input type="checkbox"/> Analyze total compensation competitiveness compared to regional peers.	3 months	
<input type="checkbox"/> Conduct general and targeted stay interviews to gather data on retention. Why do you stay?	4 months	
<input type="checkbox"/> Develop a strategic recruitment/retention plan tailored to all agency positions.	6 months	
<input type="checkbox"/> Submit final report findings and recommendations to the fire chief and command staff.	1 month	
<input type="checkbox"/> Publish and communicate strategic recruitment/retention plan internally and externally.	1-2 months	
<input type="checkbox"/> Review the strategic recruitment/retention plan and revise it as needed.	1 month, annually	

MEASURED OUTCOMES

- Publish a WSFR Strategic Recruitment/Retention Plan.

OBJECTIVE 3.3

Develop and prepare the workforce to facilitate the future success of the organization.

Owner - Human Resources Manager

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify and target hard-to-fill positions and functions based on current and future agency needs.	2 months	Human Resources Manager
<input type="checkbox"/> Research and develop an internal talent pipeline.	3 months	
<input type="checkbox"/> Identify gaps within the talent pipeline.	2 months	
<input type="checkbox"/> Develop a strategic succession plan tailored to all hard-to-fill positions.	3 months	
<input type="checkbox"/> Submit final plan findings and recommendations to the Fire Chief and Command Staff.	1 month	
<input type="checkbox"/> Publish and communicate the succession plan internally.	1 month	
<input type="checkbox"/> Complete and publish an operations succession matrix to support career development.	1 month	
<input type="checkbox"/> Review the succession plan and revise it as needed.	12 months, annually-ongoing	

MEASURED OUTCOMES

- Publish WSFR Succession Plan.

OBJECTIVE 3.4

Develop and implement a formal method to assess and support member performance.

Owner - Human Resources Manager

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Develop content and measures for a formal annual performance appraisal program.	4 months	
<input type="checkbox"/> Develop and implement an informal performance check-in tool for leaders to use.	2 months	
<input type="checkbox"/> Implement an electronic performance management system.	2 months	
<input type="checkbox"/> Train leaders and members on the electronic performance management system.	2 months	
<input type="checkbox"/> Complete the first district-wide annual performance appraisal in the electronic performance management system.	2 months	

MEASURED OUTCOMES

- Develop content and measures for a formal annual performance appraisal program.
- Implementation of an electronic Performance Management System (PMS), including a performance check-in tool for leaders.
- Complete the first district-wide annual performance appraisal in the Performance Management System (PMS).



GOAL 4: Enhance engagement with the community, employees, and partner agencies to increase trust, transparency, and service delivery.

OBJECTIVE 4.1

Identify opportunities and develop strategies to strengthen community engagement.

Owner – Division Chief of Community Risk Reduction

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Conduct a comprehensive community survey to measure the public’s knowledge about fire safety and the services offered.	12 months	
<input type="checkbox"/> Identify the best ways to communicate with high-risk individuals and communities based on demographics, health status, or geographical location.	12 months	
<input type="checkbox"/> Identify potential community partners such as local schools, healthcare providers, neighborhood associations, and non-profits.	6 months	
<input type="checkbox"/> Conduct a comprehensive community survey to measure the public’s knowledge about fire safety and the services offered.	12 months	
<input type="checkbox"/> Conduct a comprehensive community survey to measure the public’s knowledge about fire safety and the services offered.	12 months	
<input type="checkbox"/> Evaluate strategies and adapt and revise as necessary.	1 month, annually	

MEASURED OUTCOMES

- Increase of 25% in the respondents who are aware of local fire safety services and programs offered year over year.
- Identify the best ways to communicate with high-risk individuals by success of targeted messages tailored to specific groups, measured through follow-up surveys or feedback (e.g., for seniors, is the message understood and acted upon?).
- Identify and develop collaborative partnerships measured by the percentage of identified partners that agree to collaborate on fire safety initiatives and the number of community members reached through these collaborative efforts (attendance at events, number of resources distributed).

OBJECTIVE 4.2

Increase employee engagement and trust by providing efficient and transparent avenues of communication to encourage participation and a sense of ownership.

Owner – Deputy Chief of Operations

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify gaps and evaluate current avenues of communication.	3 months	
<input type="checkbox"/> Survey stakeholders on the effectiveness of current communication methods.	3 months	
<input type="checkbox"/> Develop a plan to address identified gaps.	6 months	
<input type="checkbox"/> Implement and publish a communications plan.	3 months	
<input type="checkbox"/> Evaluate the effectiveness of the communication plan and identify future engagement opportunities.	6 months	
<input type="checkbox"/> Establish processes for ongoing feedback and evaluation to address gaps in communication.	6 months	

MEASURED OUTCOMES

- Relevant stakeholders have provided recommendations for effective communication methods.
- A communications plan has been officially adopted and published, including methods for continuous evaluation and improvement of the plan.

OBJECTIVE 4.3

Enhance engagement with partner response agencies by fostering inter-agency relationships aiming to ensure efficient service delivery.

Owner – Fire Chief

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify and create regular communication channels.	6 months	
<input type="checkbox"/> Collaboratively identify deficiencies and establish common goals and objectives.	9 months	
<input type="checkbox"/> Integrate external agency partners, including law enforcement and EMS, into the annual training plan.	1 month, annually	
<input type="checkbox"/> Create and organize joint opportunities for improvement.	3 months	
<input type="checkbox"/> Establish processes for ongoing feedback and evaluation to address gaps in service.	2 months	
<input type="checkbox"/> Recognize and communicate achievements to reinforce the partnerships.	2 months	
<input type="checkbox"/> Review and revise as needed to ensure relationships with partnering agencies are maintained.	1 month, annually	

MEASURED OUTCOMES

- Evaluate and update mutual and auto-aid agreements on an annual basis to ensure that they meet the needs of the district.
- Law enforcement and EMS providers are integrated into the annual training plan.
- Develop shared resources for SOT and establish MOUs as needed.
- Develop and publish a comprehensive cost-sharing plan for equipment needs between agencies' special teams.
- Develop and publish a cost-sharing plan for third-party services such as medical physicals, hose testing, and other needs between multiple organizations.

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2025-2030 STRATEGIC PLAN