



DURANGO FIRE & RESCUE

2024-2029

STRATEGIC PLAN



The CPSE acknowledges and thanks the community and agency stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Randy Black and all who participated for their commitment to this process.

This community-driven strategic plan was developed in May 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

Matt Arias	Mark Gutt	Brandon Mencini	Chuck Stevens
Sterling Ballinger	John Harper	Vaughn Morris	Steven Stewart
Karen Barger	Linda Herz	Kris Oyler	Jerry Sutherland
Shane Benjamin	Marc Huber	Pam Petrie	Troy Thatcher
Bob Brammer	Rachel Huggins	Marsha Porter-Norton	Brandon Tisher
Brice Current	Justin Kautter	Zachary Ray	Robert Whitson
Jacob Dunlop	Lindsay Lubrant	Christina Rinderle	Bryan Yearout
Brian Ensign	Joshua Lorenzen	Meggin Roberts	Patti Zink
Bruce Evans	Ryan Lowe	Greg Rowland	Tim Zink
Jordan Fletcher			

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

Agency Stakeholders

Charlie Amos	Sage Chernin	Nick Knowlton	Katie Pounds
Jim Anderson	Kevin Dzekciorius	Michael Krupa	Stephen Rinaldi
Eric Baker	Terri Erickson	Megan Kunch	Howard Smith
Karen Barger	Kenny Hardesty	Andrew Maten	Seth Thomas
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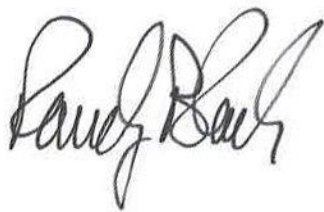
Message from the Fire Chief

I am pleased to present the Durango Fire & Rescue five-year strategic plan (2024-2029). This plan was created and developed with the assistance of our community, the staff of Durango Fire & Rescue, and CPSE staff. This document is a tangible instrument that will be used to guide, improve, and direct our services to meet the expectations of our community and implement industry best practices.

This plan underscores how we are doing well and areas of growth that we should focus on. With the commitment and involvement of our community, the Durango Fire & Rescue Board of Directors, the executive leadership team, and staff, we vow to provide the level of service that is expected from our community in accordance with our fire department values and vision.

I am extremely appreciative of the fire chiefs who served in this role prior to me. They have established the groundwork that has allowed us to reach this milestone achievement for our organization. It is my desire and commitment to ensure that this plan is carried out and its implementation is successful to the best of my ability and on behalf of the fire department.

In closing, I cannot thank you all enough for your help, support, dedication, and desire to improve our service both internally and externally. Together, we will achieve greatness in providing an effective, efficient, high-quality service to our community.

A handwritten signature in black ink, appearing to read "Randy Black". The signature is fluid and cursive, with the first name "Randy" and last name "Black" clearly distinguishable.

Randy Black
Fire Chief

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Introduction

The community serviced by Durango Fire & Rescue (DFR) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, DFR 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. DFR 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 Durango Fire & Rescue serves. This applies even if the service organization is a governmental entity. Community-driven strategic planning 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 represent the embrace of transition away from how an organization has always done things, seeking to find efficiencies and outcomes based on change. The community-driven strategic 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, Durango Fire & Rescue's community-driven 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 DFR truly benefit from the process and realize its ultimate vision.

Community Stakeholder Findings

- ✓ Identify, from the community 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.



Community Work Session

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 those which logically can be provided in the future.
- ✓ Revisit the values of the agency's membership.
- ✓ Determine 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 Work Session

Agency Background



Durango Fire & Rescue has served the residents of Durango, including the former Animas City, and La Plata and Southern San Juan Counties, Colorado, since 1881.

In January 1894 Durango Fire became a paid fire department with three full-time members, including a chief and three firefighters. They worked 24 hours a day, 7 days a week, except 4 free hours on Sunday when a minuteman would relieve them so they could spend time with their families. The minutemen, in the form of our modern Reserve Program, continue today.

On September 15, 1970, the Animas Fire Protection District was formed to protect 183 square miles of La Plata County, surrounding the City of Durango. In 1977, the Hermosa Cliff Fire Protection District was formed, splitting off the northern end of La Plata County as well as a portion of southern San Juan County.

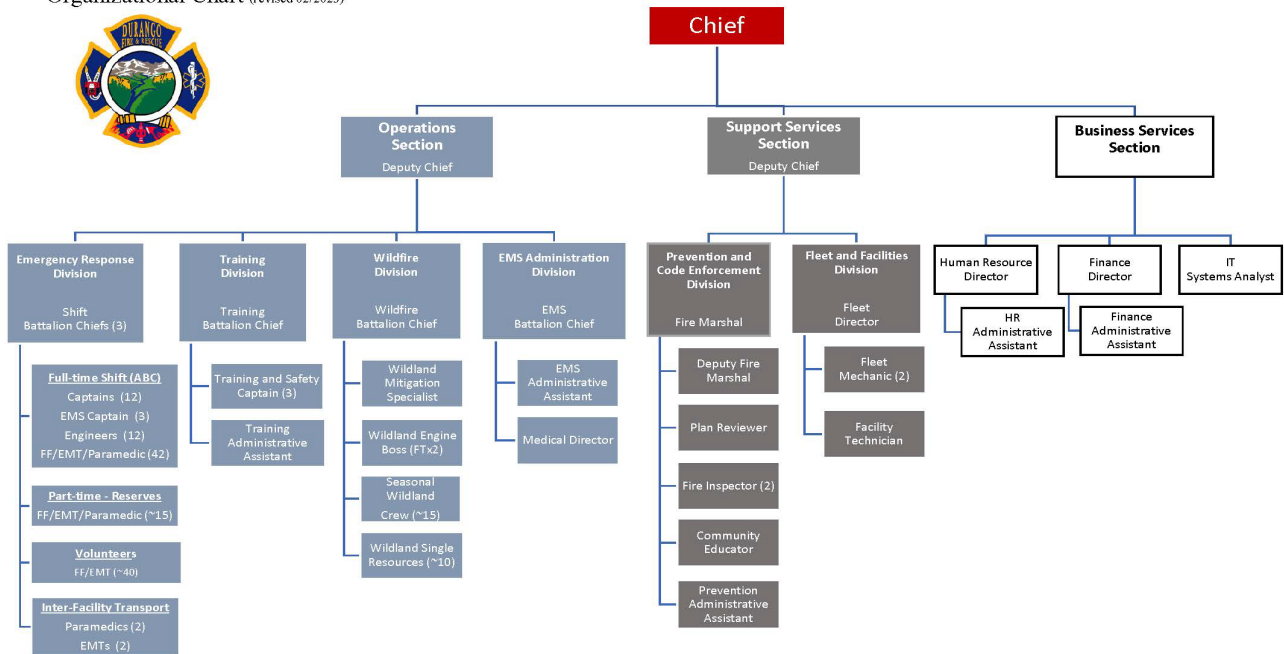
On January 1, 2002, Durango Fire, Animas Fire, and Hermosa Cliff Fire combined in a functional consolidation that formed the Durango Fire and Rescue Authority, bringing along the ALS Ambulance service formerly provided by Mercy Hospital. Out of this consolidation, the Durango Fire Protection District evolved.

Today, Durango Fire & Rescue provides all hazard response to 325 square miles of La Plata County as well as the City of Durango. DFPD operates a combination department responding out of 16 stations, 4 of which are staffed, and answered 6,612 calls for service in 2023. The Operations Section is composed of the Response Division, Training Division, Wildfire Division, and EMS Administration Division. The Support Services Section is comprised of the Division of the Fire Marshal and the Fleet and Facilities Division. The Business Services Division is comprised of Finance, Human Resources, and Information Technology.

Organizational Chart

Durango Fire & Rescue

Organizational Chart (revised 02/2023)



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 DFR 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 discussed and accepted by the entire group:

Respond, Protect, Care for All.

Serve with Honor.

We are Durango Fire & Rescue.

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.

SERVICE FOR ALL

Through:

Hard work, dedication, professionalism

With:

Respect, integrity, courage

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 Durango 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 future of Durango Fire & Rescue and to guide quality change and improvement in alignment with the community. In support of this focus, CPSE facilitated the development of DFR's vision for the future. The agency will support the reality of this vision through successful plan implementation and goal achievement.

Durango Fire & Rescue aspires to be a strong community partner by leading a high-quality, high-performing organization through innovation, diversification, and collaboration.



Agency 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. DFR 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 separate Management and Implementation Guide (MIG).



Enhance community collaboration through improved and expanded communication with external partners.



Improve and invest in the human capital of Durango Fire & Rescue to provide the best possible care and service to the community.



Improve communication at all levels within the organization to promote trust, transparency, and seamless operations.



Establish sustainable funding for Durango Fire & Rescue to serve the community.

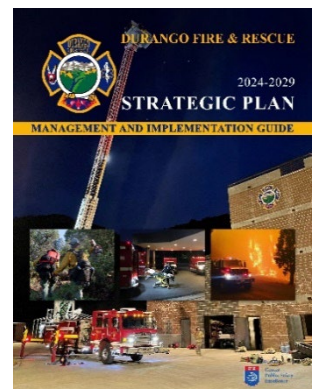


Improve calls for service to ensure reliable and efficient emergency services throughout the community.

Conclusion

Working with community and department members from all levels, this strategic plan was developed, but the work is truly just beginning. Agency stakeholders must now execute the plan to ensure the community's expectations of the department remain congruent. The accompanying MIG will assist DFR in the mechanics of implementation. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.

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

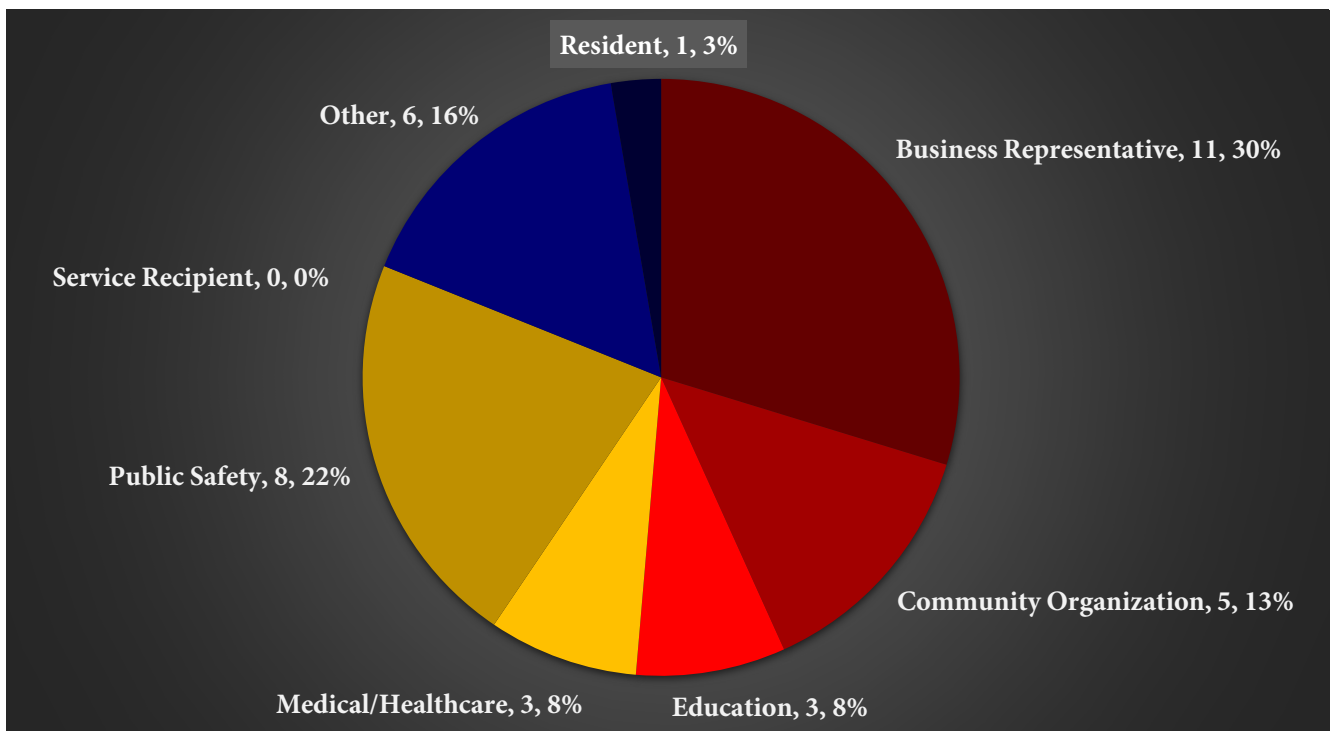


Appendices

A. Community Stakeholder Findings

Durango 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 DFR. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted values 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 Durango Fire & Rescue (in priority order)

1. Response Times. Arrive on time to fires and emergencies in the most timely manner possible. Quick response times. Quick response times. Fast, efficient transport of patients to hospital from scene. Timely and thorough response to calls for service. Prompt response. Timely response to calls - minutes save lives. Response times and assemblies of effective response firefighter force. (120)
2. Provide Services. Keep up with all levels of service in an excellent manner (people, buildings, equipment, etc.). Fire and medical preparedness. To serve and protect the community. Keep buildings and homes from burning down. Fire and medical response. Be available/prepared 24/7. Provide leadership in emergency situations. Meet the needs of emergency situations. Fire protection, suppression, rescue. (49)
3. Communication/Collaboration. Communicate with the community. Collaborative/community involvement. Community engagement and education. Educate our community on all levels to improve overall safety. Support the community with knowledge to reduce risk. Customer service assessments. Positive presence in the community. To work with sister organizations when available. Openness in communicating with the public. Good relationship with the staff at Common Spirit. (42)
4. Training. High level of training. A well-trained professional and competent staff and leadership. Trained staff on medical, structural, hazmat, and technical rescue equipment. Adequate/trained professional staff. Staff will be trained to handle the situation. Highly trained and well-equipped. Competence. (32)
5. Fiscally responsible. Good stewardship of allocated resources. Manage their resources. Remain financially viable given the nature of the healthcare business, especially in a stressful financial climate. (13)
6. Plans review for construction projects. Life safety system inspections for construction projects. If an inspection happens, it is consistent with other inspections. (7)
7. Adequately staffed with trained personnel. Strong employment opportunities and increased staffing levels. (6)
8. Professionalism. Professional standards and succession planning. Know how to handle their authority and collaborate with other stakeholders. Customer service. (6)
9. Understanding of how to interact with individuals with disabilities (cognitive, physical, etc.) (5)
10. Proper equipment/infrastructure. Equipment that is in proper working order. Equipment is functional and serviceable. (5)
11. To honor and abide by contracted services within our community, specifically related to transportation of acute patients. (5)
12. Is DFR changing its capabilities to match the growing threat posed by climate change? (5)
13. Protect city from small threats growing into significant threats. (3)
14. Clear chain of command. (1)
15. To be able to live in the community they serve. (1)
16. Absolute transparency. (1)

Areas of Community Concern about Durango Fire & Rescue (verbatim, in priority order)

1. Funding. Future funding. Future funding to maintain services with continued regional growth. Potential lack of funding to maintain and improve services. Funding for the fire district. Resources spent on non-viable locations for facilities. Appropriate levels of funding to provide services and meet the community needs. Fees charged for new economic development - review fire, impact fees, taxes, etc. Use of funds earned. Return on investment, vs. value of investment. Value of equipment = better explain spending and cost needs. Viability and budget questions or concerns. Navigating changes to property taxes at the state level. (72)
2. Hiring/Retention. Recruitment/retention, create a sustainable model for future regional growth. Sustainability of high level of service. Ability to find competent and committed staff and leadership, and retain them. Lack of capacity due to labor constraints. Ability to hire the best possible people and have them afford to live in Durango. A need to continually have the workforce to be like the community (ethnicity and gender). Increased demand = increase in staffing needs. Lack of staffing to provide much-needed transportation within the state. Need for more 24/7 staffed stations. I am concerned public service providers will not be able to afford to live here. Adequate employment base. (62)
3. Code enforcement. Overreaching expectations of community partners (city). Too focused on strict code enforcement for business permits for buildings. Need to be flexible to help encourage business. Working with business, not being punitive. Changing goalposts for fire safety requirements to building systems. Expanding code education to help insurance issues and costs. (22)
4. Wildfires. Wildfire response capacity. Are we wildfire ready? Wildfire mitigation and preparedness. Help for home and landowners with too much fuel. (16)
5. A rapidly growing community. Ability for growth and expansion to meet community growth. Has our population and visitation grown so rapidly that our resources cannot keep up? (11)
6. Electrical knowledge for staff and volunteers to keep them safe when responding to calls. Have a diverse set of skills in a relatively small department in order to respond and react to a myriad of situations. Training. (11)
7. Response times to areas outside of city limits. Timely response - use of volunteers to access patients/calls prior to paid staff arriving. (10)
8. Major decisions are made and executed in secret, or kept quiet. Changes to services or procedures include community input prior to adoption. (8)
9. Collaborating with other jurisdictions - showing the value proposition for the overall district. Operating cohesively with other major public institutions in town. Communications with city, county, police, and sheriff. Collaborative relationships with partnering first responder organizations so the community can expect the highest level of service from all of the area's first responder organizations. (7)
10. Latest technology available. Equipment up to date. (6)
11. Will they have enough reserves? (5)
12. Aged or incorrect locations of stations. (5)
13. Delivery of drugs without consent. (5)
14. The lack of concerns from the community and elected officials that made getting a new fire station a two-decade process. (5)
15. Safety - both department and community. (5)

16. Wasting resources on DEI/political agendas. Politics from those who moved in, bringing their baggage to known successes. (4)
17. Annual reporting. (3)
18. Deploying appropriate amount of people/equipment for each incident. (3)
19. A “good old boy” mentality among some members (few anymore). (3)
20. Maintain a culture of awareness of changing trends in fire services and be flexible enough to incorporate these changes into the organization. (3)
21. Safety of each office = up-to-date protective gear. (3)
22. Improve relationships between DFR and Common Spirit. (3)
23. Mental health resources for firefighters. (1)
24. Willingness to consider impacts to others in their decisions. (1)
25. Meet the diverse needs of the community. (1)

Positive Community Comments about Durango Fire & Rescue (verbatim, in no order)

- Current leadership.
- Training facilities.
- They have been there when needed.
- Reputation of being a professional organization.
- Strong partners in the community.
- Utmost faith in strong leadership is in place.
- Presence in the community.
- Relationship building.
- They are a learning organization.
- They seem properly funded.
- Strong and positive culture.
- Fire inspections have been used as a learning process as opposed to being punitive.
- Response to concerns have normally been quickly addressed.
- Consultation and availability to discuss specific approaches regarding issues relating to construction projects.
- Community relationships.
- Positive role models for the youth.
- Community involvement outside of the job.
- High-quality employees.
- Dedicated staff.
- Good financial planning the DFR did have a nest egg.
- DFR finished station three on or below budget.

- Great team/members who are partners in the community.
- Great response times.
- Community outreach.
- Open door policy/ease of access to resources.
- Solid leadership.
- Well-trained professionals.
- Strong leadership to continue providing safety.
- Enhancements to facilities/equipment adds to strengths.
- Community outreach and participation.
- Firefighters are part of our community.
- Mental health of the staff.
- The organization is becoming more open and responsive to the community.
- It's a top-notch organization.
- The department is always open and available to assist in time of need.
- Really great volunteer program.
- Highly respected and valued by the community.
- Investing in infrastructure and facilities.
- All of the firefighters I know are talented and take their job seriously.
- Openness and community involvement.
- Always extremely helpful in blocking traffic and making the area safe.
- Captains are great communicators.
- Full transparency.
- Collaboration efforts seem to be growing.
- Excellent leadership.
- Really bold vision.
- A great reputation - earned.
- Progressive, forward-thinking.
- Response resources that match community needs.
- Seem to have a good path for organizational succession.
- Partnerships with the city and other stakeholders.
- Professionalism of staff.
- Community involvement.
- Service to the community.
- Stakeholder involvement.
- Response time.

- Friendliness of staff.
- Community development.
- Leadership.
- Huge supporter of our non-profit (donating firehouse dinner to raise money).
- Going through this strategic planning process.
- In my experience, the team has been positive and responding, always a great partner to Mercy.
- Very accessible and willing to provide community training and outreach.
- This strategic planning process shows a commitment to staying relevant and responsive.
- Department is dedicated to supporting businesses.
- Well trained.
- Community engagement.
- Care for equipment.
- Training of staff.
- Well-staffed and abundant overhead.
- Great wildland division. Getting fully engaged now with wildland fire (i.e., planning, drills, mitigation).
- Positive community image.
- Quick response times with proven results.
- Positive partnerships with stakeholders.
- Strong employer in medical/rescue field.
- Communicative and professional staff.

Other Community Comments about Durango Fire & Rescue (verbatim, in no order)

- Impact of the state's adjustment to property taxes.
- Leadership seems engaged, and turnover has been healthy.
- They are well-funded and professional.
- Include event planners in training and response drills for a community disaster or emergency.
- Problem-the strengths of the department are not known by the public.
- You are so valued as a community partner.
- Fire department must be funded to the level that matches or exceeds the growth of the area served.
- We appreciate the department!
- Thank you for the opportunity to participate in the process and provide input.
- Thank you for the opportunity to participate!

Things the Community Feels Durango Fire & Rescue Should Change (verbatim, in priority order)

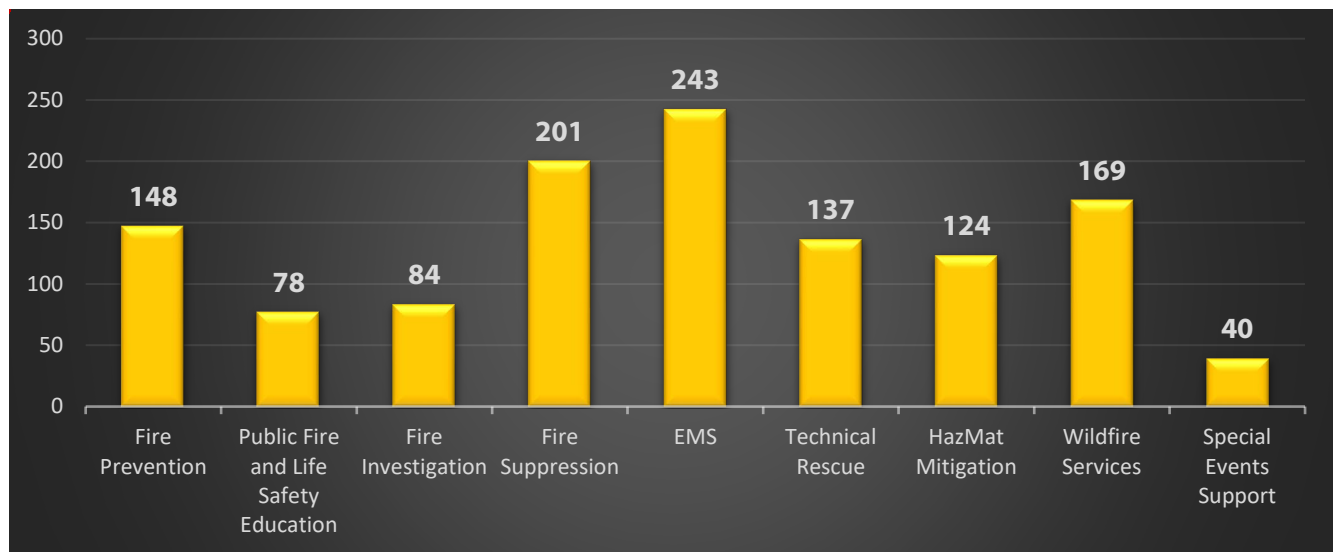
1. Better understanding of their policies on others. Some regulations should be reviewed. (2)
2. Inclusion of the City of Durango into the district. Agreement with the city. (2)
3. Their community communication, or lack thereof. Enhanced communication. (2)
4. Better communication with the community. Be out front on community issues. (2)
5. With growth in the north valley, there should be service in that area. Position itself to grow for the future. (2)
6. Coordination with local governments during the planning/permitting phases of construction and remodels. Flexibility and adaptability for business for code enforcement and building permits. (2)
7. PPE requirements for people entering structures after an incident.
8. What they respond to and why.
9. Integrity.
10. Increase diversity.

Things the Community Feels Durango Fire & Rescue Should NOT Change (verbatim, in priority order)

- Their connection to the community. Care for those in need. Growing the culture of service. Community involvement. Interest in community input. It’s exceptional customer service. Community involvement/presence at events and within the community. (7)
- Full service, timely, diligent responses to all situations. Scope of services. Service levels provided. (3)
- Commitment to training for firefighters. Training. (2)
- Leadership. (2)
- Providing secure transportation services for acute mental health patients. Acute, secure transport for mental health patients to acute psychiatric hospitals out of the area. (2)
- Quick response times. Great response times. (2)
- Number of full-service stations.
- Dedication and integrity to do an excellent job.
- The willingness to adapt.
- Costing and projecting capital needs.

Community-Prioritized Programs

Understanding how the community prioritizes the agency’s programs and services allows Durango 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 DFR. The results were as follows:



B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of DFR 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, its vision, and its 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

Capital needs are being addressed, including stations and apparatus needed for future growth.	We maintain a high level of service throughout many disciplines, including all-hazard response.
Practicing collaboration with interagency partners, both internal and external.	Commitment to development, training, and education to better serve the community and each other.
High-quality people.	Cohesiveness of the department.
Family culture-maintains a strong family environment.	Strong community outreach with public education
Dedicated and caring support staff.	Excellent morale in the organization.
Employee-driven organizational success.	Well-maintained fleet and facilities.
Community involvement by Durango Fire members living, working, and serving provides ownership, buy-in, and a better level of service.	

Opportunities

Improve internal and external communication.	Communicate long-term and short-term goals/objectives.
Establish new and improved existing partnerships.	Evaluate our messaging to determine effectiveness.
Explore new communication methods.	Become a host regional all-hazards training facility.
Continuous quality improvement.	Motivate the staff to be more involved.
Explore external grants and funding.	Explore opportunities for team building.
Promoter mental health to develop a more sustainable staff.	Explore options to provide more community engagement.
Provide the need for growth and expanded funding.	Modernize fleet and facilities.
Educate members and the public on community resources and their use.	Maintain the sustainability of special programs and institutional knowledge.

Aspirations

Provide excellent customer service and professionalism to the community.	Training division has all the resources to maintain the growth of the fire department.
Financially sustain a workforce.	Enjoyable workplace environment.
Department capabilities trend with the community’s needs.	Be a regional and state leader in emergency services.
Have more interaction with the community.	Be able to live in the community we serve.
Enhanced quality of life through improved member benefits.	Have greater access to quality health care for all community members.
Response staff, paid and volunteer, are available to respond from all areas.	Sustainable funding source to support the long-term demands for service.
Have the most updated equipment and apparatus available.	Be a regional and state leader in emergency services.
Provide excellent customer service and professionalism to the community.	Value each employee and how they fit into the organization.

Results

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> - Retention of employees. - Positive feedback from the community, other organizations, and department members. - Able to maintain our current services provided while growing with the needs of the community. - The community is more engaged and educated in department matters. - All levels of staff participate in community events. - Cohesion within the community. - Putting the correct personnel into community events. - Career staffing matches the needs of service. - Volunteer staffing for outlying response areas. - Long-term funding is secured and sustainable. 	<ul style="list-style-type: none"> - Greater understanding of the message in the future than currently received. - Stronger presence in social media and a newsletter. - New generated revenue streams. - Increased depth/strength and health of staff with stronger empathy for our customers. - Community trust and support. - Increased community support. - Recognized as an exemplary organization. - More competitive/selective in hiring. - Better investment in the community and the ability to respond to callbacks and community emergencies. - Greater retention. - Better services and adaptations to community needs. 	<ul style="list-style-type: none"> - Community buy-in and support. - Improved recruitment and retention. - More employees will result in more stations and quicker response times and services. - Seamless transitions for employee advancement and department growth. - Keep standardized training opportunities local and cost-effective. - Provide standardized training to nearby departments. - The excellent quality of our workforce environment is maintained. - Community support with the appropriate financial backing. - New equipment, stations, and competitive pay.

Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by Durango 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 Durango 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
External Communications <ul style="list-style-type: none"> ○ Social media ○ Input/output information ○ Public education ○ Collaboration with agency partners ○ Public information officer ○ Public service announcements 	Community Collaboration <ul style="list-style-type: none"> ○ Information transparency ○ Inaccurate perception 	Community Collaboration
Human Capital <ul style="list-style-type: none"> ○ Recruitment and retention ○ Cost of living ○ Onboarding ○ Training ○ Staffing needs ○ Culture ○ Employee compensation 	Human Resources <ul style="list-style-type: none"> ○ Recruitment and retention ○ Hiring/assessment process ○ Unaffordable housing ○ Limited workforce ○ Compensation 	Human Capital
Internal Communications <ul style="list-style-type: none"> ○ Rank structure/chain of command ○ Systems and processes ○ Federal law/legal/privacy ○ Accountability ○ Human factors ○ Overload, too much info ○ Division/section/shift/crew/admin ○ In/out board meetings ○ SOP-process/design, implementation 	N/A	Internal Communications

Group 1	Group 2	Initiative Link
Funding <ul style="list-style-type: none"> ○ State legislature ○ Local economy ○ Federal government ○ Community/voter support ○ Private insurance ○ Grants ○ Contracts ○ Fees-impact, permits ○ ISO 	N/A	Funding
N/A	Emergency Response <ul style="list-style-type: none"> ○ Infrastructure gaps ○ Limited resources ○ Lack of risk assessment ○ Deployment standard of resources 	Emergency Response

The following information is raw data from the deliberation of the two workgroups that are *not* linked directly to a strategic initiative but remain important. The department is best served to understand and embrace this other information as it moves forward for deliberative purposes and consideration of support of the strategic initiatives.

Group 1	Group 2	Topic
N/A	Administrative Processes <ul style="list-style-type: none"> ○ Technology inefficiencies ○ Accessibility limitations ○ Outdated policies/SOPs 	Administrative Processes

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.

Community Collaboration	Human Capital	Internal Communications
Funding		Emergency Response

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



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