

Establish -
Review
Performance
Measures

Evaluate
Performance

Develop
Performance
Strategies

Communicate
Expectations
to the
Organization

Validate
Compliance

Make
Adjustments
Repeat
Process

2011

Cunningham Fire/Rescue Strategic Plan



Approved by the Board of Directors

12/8/2011

Cunningham Fire/Rescue Strategic Plan

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Organizational Philosophies

Mission

The Cunningham Fire Protection District is dedicated to providing the community the highest level of fire protection, life safety, and emergency medical services.

Vision

To provide the highest level of service for our community through innovation, professionalism, and partnering.

Values

For the Community:

- We provide the citizens the very best that we can offer.
- We are a community-oriented fire department.
- We provide prompt action to resolve problems or issues.
- We interact with the citizens in a manner that reflects well upon the District and ourselves.
- We are committed to providing quality service to the Community through the innovative use and development of resources.
- We are dedicated to meeting the increasing service demands with minimal financial impact to the citizens.

For the Department:

- We support the Mission Statement by being the very best.
- We recognize that fire suppression, fire prevention, public education, hazardous materials, and emergency medical services are of equal importance.
- We maintain a positive and professional attitude.
- We respect individuals and their unique contributions.

We dedicate ourselves to the training, safety, and wellness of all personnel.

Master Strategic Goals

Develop Planning and Staffing Models to Provide High Levels of Service at Build-out

Provide Cost Effective Emergency Services

District Sustainability

Meeting Standards

Maximize Customer Satisfaction with District Services

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Organizational Goals

This document provides the foundation and guidance of the organizational philosophies over the next 3-5 years. Goals are contained within the most appropriate accreditation category and criterion as found in the CFPD **Self Assessment Manual (SAM)**. The following categories contain an introduction to provide an overview and background for the goals provided. Additional details may be found within the specific division, bureau, or project area. Please also see the organizations **Standards of Response Coverage** which defines the written policies and procedures regarding service levels and objectives to be used for planning, resource development, and operation of the District's fixed and mobile resources, including their distribution and concentration.

I. Governance and Administration

The Cunningham Fire Protection District (CFPD) is legally established to provide general policies to guide the organization, approve programs and services, and appropriate financial resources. The administrative structure reflects the CFPD's mission, goals, objectives, size, and complexity.

GOAL

- The CFPD will continue to ensure compliance with legal requirements of local, state and federal governments. This will be accomplished by budgeting for and utilizing; legal counsels, continuing education, memberships in professional organizations and subscriptions to professional publications, will provide the CFPD with current and accurate information, suggested practices and recommendations, to ensure compliance with legal requirements.

II. Assessment and Planning

Assessment and planning are defined as the processes used to identify the community's fire protection and other emergency service needs in order to identify potential goals and objectives. Assessment and planning is critical to the establishment of service level objectives, standards of cover, and ultimately, the quality of program outcomes.

The overall purpose of using these processes is to establish a long-range general strategy for the operation of the system.

GOAL

- Annually CFPD will review its Standards of Response coverage and development within all Districts. The CFPD utilizes ArcGis software that allows for graphic display of response data, this capability significantly enhances the ability to analyze and evaluate emergency response capabilities. ArcGis is used extensively to evaluate geographic response zones to either confirm or modify response criteria such as apparatus and station locations. A future station site has been identified based on this criteria and will be considered when the area develops.
- Significant changes in responses, growth, and risk assessment will be evaluated annually and compared with the CFPD Standards of Response Coverage document. Deficiencies identified

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would be address first through changes in Standard Operating Procedures and incorporated into the SOC every five years beginning in 2015.

- In the first quarter of each year, travel time objectives, turnout time objectives, alarm processing time, and Effective Response Force (ERF) objectives will be evaluated to the previous year's data. The 2011 SOC (pg. 60) identified several opportunities to improve performance within the current delivery system. Those will also be evaluated based on implementation. Areas that show a decrease in performance will be identified and a plan of action for correction will be developed and implemented by the second quarter of each year.
- The CFPD will continue to evaluate fire suppression service demands on an annual basis. Significant changes identified will be communicated to the organization and used in the updating of the SOC beginning in 2015.
- By the first quarter of 2013 there will be an evaluation of the incident response, HARP data, and SOC to determine if any imbalance exists. Any imbalances identified will be discussed to determine if immediate action is warranted. Any items changed will be added to the SOC in the form of an addendum detailing the change.
- The Strategic plan will be evaluated on an annual basis to evaluate the proposed goals and objectives. The organization as well as Board of Directors will be updated as to its yearly status and any changes or additions added.

III. Goals and Objectives

The CFPD has established general organizational goals designed to implement the assigned mission and short-range plans. Additionally, the CFPD has established goals and objectives for and to direct the priorities of operational programs and support services. All goals and objectives were developed consistent with the elements of the published Strategic and Capital Improvement Plans.

The Standards of Response Coverage defines the written policies and procedures regarding service levels and objectives used for planning, resource development, and operation of the District's fixed and mobile resources, including their distribution and concentration.

GOAL

- The Strategic Plan Priorities will be reviewed during the last quarter of each year. Goals that have been completed or adjusted will be documented and published for the following year. During the first quarter of each year, the plan priorities will be reviewed with staff to set specific objectives for obtaining the stated goals. Any deficiencies or obstacle identified during the year will be discussed with staff to determine a course of action.
- The CFPD will continue to update and add documents electronically for all personnel to have access. Any deficiencies identified with the method of access will be addressed with Human Resources for recommendations, solutions and implementation.
- Continue to utilize the strategic plan, Gantt chart, and budget process model for future years, refining the process as needed. The CFPD will continue to utilize the current tracking mechanisms to ensure measurable progress and consistency.

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IV. Financial Resources

This category evaluates the financial condition of the CFPD to determine its ability to fund operational priorities, its effectiveness in serving the community needs, and its prognosis for long-range quality of service given what can be a dynamic and adverse fiscal environment.

Resources must be adequate to maintain the various programs to which the CFPD has made a commitment. The stability of revenues (demonstrated by a consistent history through at least the past three years) is fundamental.

The chief fire officer, the finance director, professional staff and governing board share responsibility for planning, management, and stability of financial resources. Budget preparation is the ultimate responsibility of the governing board, which must designate a budget officer, appropriate funds, certify mill levies and meet other statutory requirements. The budget officer coordinates the budget preparation with the board of directors, chief fire officer, senior officers and administrative staff. Since the budget document is a financial expression of agency programs and priorities, it should communicate the plans and factors that influence the budget process.

In approving the budget, the governing board approves the acquisition and allocation of resources consistent with the CFPD goals, objectives, and stated priorities.

GOAL

- The budget processes will continue with the goal of producing a timely product that serves the goals of the Long Range Plan (Strategic Plan).
- The Strategic Plan will be used as the guide for preparing budgets and financial plans. To address the constitutional limitations, revenues will be forecasted conservatively. Based on those conservative assumptions, the CFPD can then focus on the most urgent needs as identified in the Strategic Plan. If the revenues are better than forecasted then the Strategic Plan will provide direction on the next level of needs to address.
- The CFPD will continue to follow state statutes and present financial reports and budgets in manner that is generally accepted and understood by the users. The CFPD will continue to support the use of accurate information in the budget and planning processes. The current procures for processing transactions will continue as it results in a high accuracy rate with sufficient supporting documentation. Contingency expenditures will continue to be noted as exceptional events to prevent overuse of this mechanism. Annually, the CFPD will continue to review the economic indicators and use the best information available to guide the planning and budget processes.
- The CFPD will continue its current practices and will be audited annually. Any future recommendation made by the auditors will be implemented. The CFPD will continue product support for the accounting software.
- The CFPD will continue to monitor the operating deficits and the impact on reserves. The Board will continue to receive the monthly reports showing actual-to-budget comparisons so they can

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evaluate the CFPD'S financial strength. The current economy is expected to affect revenues through 2014. If the deficits continue at a level that cannot be sustained then the CFPD will look at alternatives. Alternatives can include delaying major purchases, workforce reduction, benefit reductions or making purchases contingent on grant awards, and finally asking the voters for mill levy increases. For example, for 2011 the General Fund reduced the projected deficit by holding wages and benefits to the prior year levels. Further General Fund cost savings would come from workforce reduction through attrition, although all existing 2010 positions were budgeted. The Transport Fund rescheduled the purchase of an ambulance to 2012 to reduce the projected 2011 deficit.

- The plan for cash deposits is to continue to bank with eligible public depositories. The CFPD'S credit risk will continue to be low because it investments follow state statutes. Although the earnings are low, the statutory restrictions limit any benefit that an investment manager might offer; therefore the CFPD will continue to hold reserves in Colotrust and in FDIC insured instruments.
- The CFPD will continue to require that proposals for new programs will have to be budgeted for two years and forecasted for five years. This requires a long term analysis before implementing any new level of service. Given the current economic conditions, it is unlikely that new proposals will be adopted in the next 3 to 4 years. The exception to this would be any proposal that is related to a compliance issue or firefighter health and safety.
- CFPD will continue to use the Capital Improvement Fund to account for debt related to capital assets and for major capital projects. Compensated absences will continue to be funded by the General Fund because it is an estimated liability with some offsetting compensation and benefit savings.
- The CFPD will continue to maintain contingency funds in accordance with GAAP and in accordance with the State Constitution.
- The CFPD will continue to apply for grants to provide funding to meet agency priorities. New programs may be considered based upon grant availability.

V. Programs

This category is defined as the services, activities and responses provided by the CFPD for the community that are designed, organized, and operated in compliance with the CFPD's mission, goals and objectives. The key elements used to evaluate these services are: adequacy, deficiency, effectiveness, methods, and results of programs. The CFPD'S mission, goals, and objectives determine the applicability of all the listed programs.

SUPPRESSION GOAL

- A more thorough analysis is needed to evaluate responding fire flow versus needed fire flow and actions required to adjust response plans to better match needed fire flow requirements. The analysis of fire flow requirements for representative structures is anticipated to take place during 2012.

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- The Operations Group will evaluate deployment objectives annually to ensure compliance with established benchmarks and if deficiencies are noted construct a work plan to address deficiencies.
- The Operations Group will conduct a quarterly review of responses times and identify opportunities for improving the current baseline of 6:16, 90% of the time.
- Although the current SOP process is functional, development and implementation of a cyclical review system would further enhance the SOP process and add to the level of operational consistency. Development of the review process is anticipated in 2012.
- Formalizing and documenting program area activities and expectations and establishing a central repository for inspection and testing records will assist in ensuring a higher level of consistency and limit the loss of information when program areas are transferred between program managers. The HOH (House on the Hill) system should also be expanded so it can be utilized for all OOS reporting throughout the CFPD. This process should be accomplished by the fourth quarter of 2012.

FIRE PREVENTION/LIFE SAFETY GOAL

- Adopt the most current edition of the International Fire Code within 18 months of its publication for the unincorporated service area of the District. Support adoption of the latest edition of the fire code for the City of Centennial on a timeline identified by the city representative that manages the building and fire code adoptions and representatives of the fire districts serving the City.
- Implement inspection assignments that allow for assignment of higher-risk occupancies and businesses to the fire prevention bureau to the extent possible with current fire prevention staffing level.
- Improve fire inspection quality effectiveness by providing fire inspection and fire code enforcement training to company-level inspectors on a quarterly basis and pursuing a requirement that company officers achieve fire code certification.
- Improve plan review quality and efficiency by developing consistent plan review documentation and develop of plan review policies procedures. Implementation will be targeted for the 3rd quarter of 2012.
- Create an inventory system for expendable supplies and asset equipment assigned to fire prevention.
- Create an effective and useful *builder/developers guidebook* with publication occurring by the end of the 3rd quarter of 2012.
- Improve quality and completeness of the data entry and population of information in the life safety module of the FireManager™ program to fully take advantage of the software's capabilities and use.
- Evaluate data acquisition and identify new methods of analysis and reporting to measure the effectiveness of the fire prevention program and document the activities of the fire prevention bureau.

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PUBLIC EDUCATION GOAL

- Provide public fire safety and injury prevention education to individuals and the community to the extent possible with the current fire prevention bureau staffing levels.
- Continue implementation of goals and objectives identified in the 2008 program evaluation to the extent that staffing and financial support will allow.
- Fill a vacant position in the fire prevention bureau with an individual that possesses knowledge skills and abilities specifically in fire safety and injury prevention programs at the earliest opportunity.
- Evaluate data acquisition and identify new methods of analysis and reporting to measure the effectiveness of the public education program.

FIRE INVESTIGATION GOAL

- Produce a standard operating procedure that outlines the elements, components and expectations of a CFPD origin and cause investigation.
- Produce a standard operation procedure that outlines the elements, components and expectations of the origin and cause documentation and reports.
- Create an inventory system for expendable supplies and asset equipment used for fire investigation.
- Evaluate data acquisition and identify new methods of analysis and reporting to measure the effectiveness of the fire investigation program and identify fire origin and cause trends.

TECHNICAL RESCUE GOAL

- The CFPD will continue to review technical rescue incidents and response time standards on an annual basis. To address the shortfall in CAD response plans for technical rescue incidents, the Operations Group will develop applicable response plans for specific technical rescue incidents. Anticipated completion for development and implementation of the response plans in December 2012.

HAZARDOUS MATERIALS GOAL

- The Hazardous Materials Program Manager shall continue to monitor the effectiveness of SOP's using formal feedback through the Post Incident Analysis Process and informal feedback from response personnel. The Hazardous Materials Program Manager will revise existing or develop new SOP's as required. Additional SOP's shall be developed by the first quarter of 2012 to cover outside natural gas leaks and overall responses to hazardous materials incidents of a general nature.

EMERGENCY MEDICAL SERVICES GOAL

- The CFPD EMS Bureau will continue to monitor any new standards that would change the requirements for equipment and vehicles.

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- The CFPD EMS Bureau will continue to meet current state and local requirements per The Colorado Health Department Rule 6 CCR 1015-3, Rules Pertaining to Emergency Medical Services.
- The CFPD EMS Bureau will continue to replace equipment based on current needs and the EMS Bureau's replacement schedule. An update to the current replacement schedule will be completed by July 30, 2012, because of purchases of new equipment in the last quarter of 2011 and first quarter of 2012.
- The CFPD EMS Bureau will continue comparative pricing on supplies and equipment to achieve the best price per the Mission, Vision and Values.
- Develop an ordering manual by July 16, 2012. The CFPD EMS Bureau will continue to monitor supply ordering and refine when needed. Work with vendors to achieve the best pricing and continue to apply for alternative funding when available.
- The current Medical Direction contract with Swedish Medical Center is due to be renewed in 2012. A process to determine medical direction will be developed by June 30, 2012.
- Since radios are used primarily as a backup for communications, a more regular testing schedule is to be developed by August 2012 to ensure radio operability between the CFPD ambulances and the emergency departments.
- Annual review of the Performance Improvement program and EMS SOP-05 needs to be conducted and changes made depending on current medical direction and scope of practice. A quarterly review of data will be used to determine the CFPD's EMS programs functionality. The new direction will provide the CFPD Medical Director with educational topics. The annual review and documentation of the review will begin on completion of the Performance Improvement program in the first half of 2012.
- The CFPD has identified the EMS Bureau Chief as the HIPAA privacy officer. In conjunction with Human Resources, the EMS Bureau Chief in 2012 will develop and implement formal processes for recording training, tracking requested reports. All processes will be accompanied by training of the appropriate personnel.
- HealthOne EMS and the CFPD EMS Bureau will provide the employee and Operations Division detailed information to the performance of the CFPD employee and the CFPD organization as a whole. The information will be available third quarter 2012.
- The CFPD EMS Bureau will ensure the organization will remain HIPAA compliant. The CFPD EMS Bureau will conduct a risk assessment by December 1, 2012

DOMESTIC PREPAREDNESS PLANNING AND RESPONSE GOAL

- The existing local and regional response plans and procedures will continue to be the guiding documents for the CFPD in the areas of domestic preparedness and response. A CFPD standard operating procedure that formally references these documents and provides for a seamless transition from agency procedures to local and regional procedures will be drafted in 2012 with an anticipated completion date of December 2012

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VI. Physical Resources

Physical resources are defined as the fire stations, training facilities, fire apparatus and other capital expenditures and outlays that make up the property assets of the CFPD. Special attention is required to obtain and maintain appropriate quality physical resources.

FACILITIES RESOURCES GOAL

- Through our guidance documents (The Strategic Plan, Mission, Vision and Values, and the 2008 Capital Expenditure Analysis Final) the CFPD has committed to the long term planning, care and maintenance of its facilities. During the process of creating this criterion, it was discovered that a written process for how the physical resource planning documents are used does not exist. The CFPD plans to create a simple process plan for physical resources that will be reviewed prior to each budget process beginning in 2012.
- The CFPD plans to complete a basic remodel of Fire Station #3. Completion is anticipated by December 2012. In preparation for the Station #3 remodel project, the CFPD has updated and prepared the Quarter Master Station, to allow Engine 63 to relocate to that station during active construction in fall of 2012. CFPD Medic 63 will relocate to Station #2 during active construction at Station #3.

APPARATUS AND VEHICLE GOAL

- The CFPD will continue to annually evaluate the vehicle maintenance program during budget preparation for the following year. Any deficiency identified will be dealt with through the budget process and contract agreement. For the 2012 IGA, the reporting documentation will be discussed with SMFRAFS to provide the documents as outline in the agreement.

SAFETY EQUIPMENT GOAL

- Develop a standard list of safety equipment to be issued to new hires with a document that addresses the issuance, maintenance, inspection and replacement of any issued equipment, to be completed by the fourth quarter of 2012. The District will seek ways to improve, standardize, and streamline the inventory process. This will be completed by the fourth quarter of 2012.

VII. Human Resources

Human resources are defined as all aspects of personnel administration except those of training and competency. The heart of any organization is its people and this category is designed to address the importance and results of the human resources program.

HUMAN RESOURCES GOAL

- The District will continue to focus on hiring qualified candidates. Human Resources will also continue to work toward increasing the diversity of the applicant pool which may include attending local job fairs and expanding advertising.

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- The District will implement an “Employee Portal” that will provide employees with payroll, benefits, policy and other information via a website to which the employees have access 24/7 access from anywhere.
- The District is currently in the process of researching new performance evaluation software and plans implementation of the new program in 2012.
- The District will research conduct to choose a vendor to provide harassment training in an on-line format beginning in 2012.
- In 2012, the District will review job descriptions for certain administrative positions and ranks above Lieutenant and revise as necessary.
- The CFPD will evaluate the role of Safety Officer in accordance with NFPA 1521, Standard for Fire Department Safety Officer, 2010 Edition.
- The District and the Labor and Management Committee will establish a sub-committee (no later than at its February 2012 meeting) for the sole purpose of providing input to the District regarding the feasibility of changing to the 48/96 shift schedule. The sub-committees’ responsibilities shall be to:
 - a. Assess the impacts of the 48/96 shift schedule (both positive and negative) to the District, its employees and the citizens they serve
 - b. Provide the results of the research to all employees
 - c. Survey all employees regarding the proposed change
 - d. Submit the research and results of the employee survey to the District no later than June 30, 2012

The District will render a decision regarding the proposed change to the 48/96 schedule no later than August 15, 2012, along with any requirements or stipulations.

OCCUPATIONAL HEALTH AND SAFETY AND RISK MANAGEMENT GOAL

- The CFPD will continue to monitor the effectiveness of the current Occupational Medical and Health-Related Fitness Program. The Safety Committee’s role in employee health and wellness will continue to be developed.

WELLNESS/FITNESS PROGRAM GOAL

- The CFPD will continue to conduct initial, regular, and rehabilitative medical and fitness evaluations/assessments based upon NFPA 1582. The components of the evaluations will be reviewed and updated whenever changes to NFPA 1582 occur.

VIII. Training and Competency

Training and educational resource programs express the philosophy of the CFPD and are central to its mission. Learning resources include a library, other collections of materials that support teaching and learning, instructional methodologies and technologies, support services, distribution and maintenance systems for equipment and materials, instructional information systems, such as computers and

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software, telecommunications, other audio visual media, and the facilities to utilize such equipment and services.

Central to success of the training and educational process is a learning resources organizational structure and a technically proficient support staff. The training bureau provides services that encourage and stimulate competency, innovation, and increased effectiveness. The CFPD provides those learning resources necessary to support quality training.

TRAINING GOAL

- By January 1, 2013, a comprehensive training needs analysis will be completed. Training will confirm through members that they are receiving the training needed to be safe and efficient at performing their jobs. Emergency Medical Services (EMS) training topics will be verified and confirmed with HealthOne one month prior to the training actually taking place. This information will be entered into the department's records management system (FireManager™) for proper tracking of required continuing education hours. The records in FireManager™ can then be cross referenced with HealthOne training records.
- The Training Bureau will begin to provide quarterly reports to the Operations Chief and Finance Director to ensure fiscal accountability in 2012.
- The CFPD Training Bureau will continue to update the mentorship programs as position descriptions change or are updated. Finalize the Battalion Chief Internship program in 2012.
- The Training Bureau will continue to utilize the current record management system, FireManager™. In an effort to keep individual employee records as current and up to date as possible for their review, the Training Bureau will inquire about the purchase of a bar-code scanner by 1-1-2013. The purchase of a bar-code scanner will reduce the amount of time spent on entering training records.
- The Training Bureau will develop a process to ensure all outside trainings attended by members of the CFPD are captured and entered into the records management system by 2013.
- In efforts to keep resources in the district for trainings, training will be looking into purchasing specific training props; forcible entry simulator, small trailer for SCBA maze for confidence and a ventilation simulator. To become more self sufficient and less reliant on outside agencies for some of our training needs, training will look into alternative funding such as applying for grants and reallocating funds in the 2012 budgetary process. Additionally, the CFPD will give consideration to regional training center concepts with area police and fire departments to enhance training capabilities and reduce costs.

IX. Essential Resources

Essential resources are defined as those mandatory services or systems required for the CFPD's operational programs to function. They are given the same value of importance as a primary program.

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ESSENTIAL RESOURCES GOAL

- The CFPD will continue to have automatic and mutual aid agreements in place with surrounding agencies that will allow for additional resources in the event of major disruption of water supply. The CFPD will develop a formal process that will be used in the event of a major disruption or failure of the water distribution system to ensure plans for alternative water supply are in place. This formal plan is anticipated to be completed by the first quarter of 2012
- Provide an adequate fixed water supply by establishing minimum fire flow and effective fire hydrant installation requirements for new structures and developments within the service area.
- Evaluate fire-flow capabilities and fire hydrant installation for existing areas in District 61 that are developed or built-out and pursue enhancement and water system infrastructure and fire hydrant installation improvements in areas where fire-flow or fire hydrant installation is not adequate.
- Pursue effective communication with the respective water purveyors that provide service to the fire district.
- Coordinate with the respective water purveyors to ensure that fire hydrant inspection, testing and maintenance of fire hydrants is completed on a regularly scheduled basis.
- Develop a formal process that will be used in the event of a major disruption or failure of the water distribution system to ensure plans for alternative water supply are in place.

COMMUNICATION SYSTEMS GOAL

- The four layered approach to communications for CFPD's primary and back up radio systems works well and is financially feasible for CFPD to maintain. The CFPD will maintain these systems and annually review system status and any needed adjustments. Changes to these systems are primarily addressed through the CFPD budget process.
- The CFPD will work with the Littleton Fire Rescue Communication Center to see if there is any way to identify in the CAD process the difference between wireline and wireless calls for service.
- The CFPD will at the next contract renewal for 2012, modify time requests to fractal times instead of average times to have a more accurate understanding of time trends.

ADMINISTRATIVE SUPPORT GOAL

- The CFPD administrative support services will be reviewed annually and modified as necessary based upon changing demands and available financial resources, in order to ensure appropriateness for the CFPD's size, function, complexity and mission.
- The CFPD plans to review and replace the existing phone system in 2015.

X. External Systems Relationships

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External systems relationships are defined as the relationships with agencies that act together as an integrated system. The growth of multi-unit systems and the increase of interagency agreements between various types of government necessitate increasing attention to these relationships and the agreements between legally autonomous operating units.

EXTERNAL SYSTEMS RELATIONSHIPS GOAL

- Existing relationships will be evaluated and monitored for effectiveness prior to expiration or review of the Standards of Response Coverage. Should deficiencies be discovered, existing agreements will be modified or new agreements created as deemed necessary to support the District's Mission Vision and Values, Standards of Coverage, Strategic Plan, and operations.

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Appendix

Cunningham Fire Protection District Overview Map

