



Foothills Fire & Rescue

Long Range Plan: Our 2020 Vision and Strategy

December 2014

Foothills Fire and Rescue: 2020 Vision

Operational Excellence

Maintain highly responsive fire, rescue, and emergency services for our community members

- Wildland, structure, and motor vehicle fire suppression
- Emergency medical services
- Vehicle and mountain/low-angle rescue
- Hazardous materials responses
- **Provide a safe and timely response**
- **Maximize responder coverage**
- **Increase preparation for catastrophic events**

Community Partnerships

Strengthen relationships within our community

Strengthen relationships with other emergency response stakeholders via intergovernmental agreements

- Highland Rescue Team Ambulance District
- Alpine Rescue Team
- Evergreen Dispatch
- Other neighboring fire and rescue organizations, both inside and outside Jefferson County
- Continue to strengthen our partnership with the Colorado State Patrol and Jefferson County Sheriff's Department

Financial Stewardship

Continue our financially conservative, cash-based, debt-free approach to managing the department through ongoing overall economic uncertainty

- Deliver services and operate within existing budgets, without raising taxes
- Carefully monitor fleet useful life, balanced with agile decision-making to retire and replace equipment
- Leverage Federal and State grants and alternative funding sources, such as in-state deployments, to supplement revenue streams
- Sensibly manage our property portfolio, including fire stations and equipment; maintain adequate cash reserves

Our People

Foster a community-based, volunteer-staffed, professional department that is trained and prepared to deliver our core services

- Encourage a stable volunteer membership with low turnover
- Build from within and invest in volunteer preparedness, including a focus on responder safety and health
- Develop our officers and volunteers; promote advanced certifications commensurate with their organizational position
- Leverage in-state deployments to improve wildland fire preparedness
- Provide oversight via an actively engaged Board of Directors that supports strategic decision-making, financial stewardship, community engagement, and overall health of the organization
- Enable the FFR Auxiliary to continue to supporting fire fighters, both on and off of emergency scenes
- Provide adequate funding and oversight of the volunteer firefighter pension to ensure long-term viability

One Year Horizon: Key Strategic Initiatives

Operational Excellence

- Migrate communications network to conventional VHF system co-operated and maintained with other local fire departments
- Complete regular review and update of governance documents and operational policies
- Maintain, and where possible, improve response times, based on type of call
- Minimize worker's compensation claims through an ongoing culture of safety
- Meet statutory requirements for fire investigation
- Set scope and standards for all operational services in our portfolio (both emergency and non-emergency services)

Community Partnerships

- Rewrite intergovernmental agreements with Evergreen department for dual response areas
- Engage Clear Creek and Central City departments in new intergovernmental agreements
- Conduct ongoing community outreach via individualized mitigation assessments
- Assist community based organizations with fire-related grant development and implementation
- Ensure uniform application of adopted fire codes
- Meet with home owners/neighborhood associations regularly
- Host an annual wildfire preparation forum

Financial Stewardship

- Maximize the useful life of every district asset through regular and thorough maintenance
- Enable truck committee to continuously evaluate fleet status and plan replacements
- Seek grants for communications infrastructure build-out, upgrades and ongoing maintenance
- Continue ongoing facilities rehabilitation and upgrade (completion of Rainbow Hills mezzanine in 2015; Idledale rehabilitation in 2016; Grapevine rehabilitation in 2018; Lookout Mountain Rehabilitation in 2020)
- Ensure proper financial safeguards are in place in all areas of district business

Our People – Professional Volunteers

- Continue delivery of joint fire fighter training academy with Genesee and Golden Gate; provide new interagency training opportunities with our other neighbors (Evergreen, Indian Hills, Clear Creek, State Patrol, Jeffco Sheriff)
- Maintain basic minimum standards of training in all core mission areas (Firefighter 1, Hazmat, Wildland, EMS, Rope, Highway Safety.)
- Focus on increasing firefighter certification levels (Fire Fighter II, Fire Officer, Squad Boss, Engine Boss)
- Invest in rewards and recognition programs for volunteer fire fighters who exceed expectations
- Identify and implement opportunities for officer core leadership training
- Continue to develop our community outreach recruiting program
- Encourage the overall health and wellness of our members through safety and voluntary fitness initiatives
- Assess our strengths, weaknesses, opportunities and challenges; use these to help guide the evolution of the organization

Appendix

LRP development approach and
stakeholder engagement

Iterative approach to develop a shared Long Range Plan

