



LEADERSHIP INTENT & VISION

2023



All Personnel,

As we continue to move forward and progress as an organization, I am more than pleased with the current development of this leadership intent and vision document. It is important that every current member and future member of our organization understand the Board of Directors', Fire Chief's and Executive Staff's vision and culture of our one-of-a-kind organization. I appreciate all the involvement, time, and effort many of you dedicate on a daily basis to move our organization forward. We have a lot more to accomplish in the years to come, and we will accomplish those goals by working alongside each other. We will always be stronger, together.



When I arrived six years ago to Frederick-Firestone Fire District, I wanted to take time to learn the organization from the ground up with the overarching goal of developing future leaders, guide our decisions and direction, build a team to take us into the future, and most of all, to leave it better than I found it. We can always improve and add value to any organization or person we come in contact with. I value each and every member of our organization and the relationships we have fostered at every level, especially between management and labor, and I am excited to continue our collaboration as we move our district forward into the future.

We are all LEADERS, as such; we all have a responsibility to each other while demonstrating our core values of Service, Family, Professionalism, Compassion, and Integrity. As your Fire Chief, I expect all of us to lead with moral courage and humility. Our diverse staff and their responsibilities are of value, we will serve them all. Own your place on the ship. This is not my ship; this is our ship. We each have a role to play and designated duties that make us successful as a whole. Each member's duty is important and contributes to the outcome of our success. Take ownership of your place on this ship, have pride in it, and be as strong as you can.

We shall remain passionate to serve as members of an involved and innovative organization that provides exceptional community centered emergency, preventive, and life safety services to our community to enhance their quality of life.

We will demonstrate social awareness by being less concerned about whose responsibility a specific issue falls to and remain more centered on providing exceptional internal and external customer service to our community and each other, local governments and the visitors who work and travel in our district.

Succession planning shall be our legacy and is vital to maintaining a community focused model of excellence in emergency services.

This introduction letter of the leader's intent and vision for our organization shall be reviewed periodically to ensure the district is living our adopted values and they are current and relevant to our mission. This leader's intent is to serve as an accountability tool to challenge, inspire and drive all of us toward the mindset of self-awareness and improvement. The result is an outstanding accountability document created for our district to use to translate where we are going, what do we want to achieve, and what kind of future organization we envision.

Vision + Strategy + Execution = Success



Frederick-Firestone Fire District's Mission Statement

To enhance your quality of life by always earning trust, reducing loss of life, preventing harm, and protecting property with compassion and integrity.

Frederick-Firestone Fire District's Vision Statement

The Frederick-Firestone Fire District and its members will be a model of excellence in emergency services, risk reduction, and life safety programs. We will strategically engage the needs of our community; while remaining committed to continuous organizational development through trust, involvement, innovation, creativity, and accountability, while consistently remaining rooted in service.



First, let's break down our vision statement for a moment and then provide supporting goals that we have as a district in order to provide the "why".

Members will be a model of excellence in emergency services, risk reduction, and life safety programs.

- We will continue to provide 5min. 30sec. emergency response times greater than 80% of the time for our community beating the national standard.
- We will continually improve ourselves through higher education, advanced training, personnel accreditation, and discipline enhancement.
- We will become an accredited emergency services agency through the Center of Public Safety Excellence.
- We will provide our citizens and business owners with an Insurance Services Office (ISO) rating of a "1" out of a 1 to 10 scale, 10 being the lowest score you could receive.
- We will continue to implement processes to ensure continuous improvement of our members and emergency services we provide.
- We will continue to revise and develop standard operating procedures, policies, and guidelines to meet national standards and provide clear expectations for our members and the community.
- We will continue to provide transparency at every level of service and continue to earn our members' and citizens' trust in everything we do.
- We will ensure our members are cared for appropriately through salary, benefits, and programs provided by the district.



We will strategically engage the needs of our community, while remaining committed to continuous organizational development.

- We will continue to engage all internal and external stakeholders within all demographics to ensure their needs are recognized and met.
- We will utilize quantitative and qualitative data to ensure service delivery is being met and gaps in service are identified.
- We will continue to plan strategically for the short-term and long-term to maintain and enhance the service levels to all our stakeholders.
- We will utilize data modeling and forecasting to establish financial success to ensure financial stability is provided today and for the future of the emergency services delivered.
- We will implement programs, systems, and plans to ensure future leaders of our organization know how we got here and how to continue the legacy of our organization.
- We will leverage all communication channels available within the community to create reach and awareness for our citizens.
- We will ensure authenticity at every level of service by offering significant value to our community members who utilize or participate in our services.



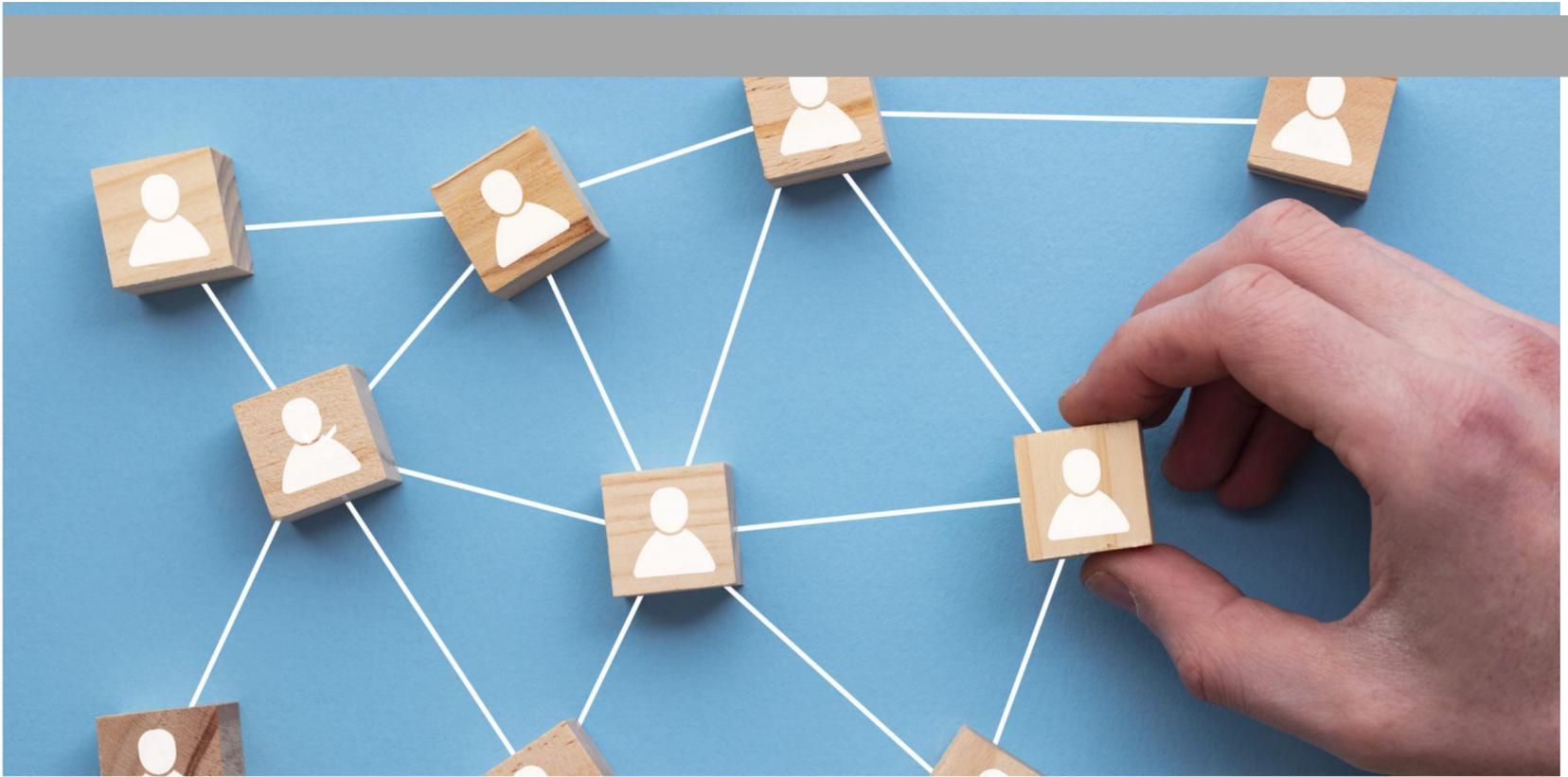
Second, let's review the objectives currently providing us with the "what and how" to produce success for the "why."

These components are planned and divided up into three categories which include staffing, capital facilities, and capital fleet and equipment. As many of you know, it is difficult to predict and plan for any organization greater than five years. The district's current leadership has developed a 15-year plan for the district within the three categories mentioned above. These plans were utilized by reviewing data, creating forecasting models, sensitivity studies, and comparing them to the district's objectives against national standards utilizing the National Fire Protection Agency and the Center of Public Safety Excellence.

"Once you know your why, you can survive almost any how."

~ Nietzsche





Staffing Plan

With the projected community growth both in population and area over the next 15 years, the district will need to increase to this level of staffing in order to meet service demands and maintain the highest level of services and the quick response times we currently provide. The addition of Barefoot Lakes, Dunmore, Silverstone, and Shores on Plum Creek along with many other planned or current sub-divisions expanding or adding additional homes. These projects will add nearly 10,000 residential units and will increase the district's population base to over 65,000 residents.

- We will increase firefighter staffing by hiring a minimum of three new positions per year for the next 10 plus years to increase daily minimum staffing and the build out of district services. For 2023, the total cost per new firefighter is \$165K equaling \$495K per year. The goal is to have a build out of 87-line staff individuals including the three Battalion Chiefs.
- We will maintain current administrative staffing levels with the addition of three more positions over the next six years in order to maintain and create efficiency.
- We will continually monitor and conduct salary and benefit studies to ensure the district is staying within the ninety percentile of the Denver metro area competition as agreed upon by Labor and Management.
- We will at minimum have six fire stations with the outlined apparatus below:
 - * Four ALS engines with a daily minimum staffing of 12 personnel
 - * Two aerial ladders with a daily minimum staffing of six personnel
 - * Three ambulances with a daily staffing of six personnel
 - * One Training/Safety Captain
 - * One Battalion Chief
 - > Total of 29 personnel per day (Full Staffing).
 - > Total of 26 personnel per day (Minimum Staffing).



Capital Facilities

- We will build an additional fire station in the Town of Frederick (Wyndham Hill) with the future staffing of a ladder and ambulance.
- We will remodel the current administration office to add office space and a technology advanced Emergency Operations Center and community training room.
- We will build an additional fire station in the Town of Firestone (Barefoot Lakes) with the future staffing of an engine.
- We will build a training ground for our personnel to train and hone their skills on a daily basis.
- We will build a maintenance facility to allow for preventive and scheduled maintenance to all fleet and required equipment.
- We will build an additional fire station in Weld County at 9551 WCR 11 which will then be included into the Town of Firestone.
- We will plan for and build a new Fire Station 1 in Frederick as required and needed.

Leaders will remain diligent and forward thinking in facility planning to meet the future service needs and staffing needs for our firefighters. The district is strategically planning fire stations based on the comprehensive build-out plans of the entire Carbon Valley area.

Station 5 will begin construction in the area of the Wyndham Hill development area. This will provide service to those within the southwest quadrant of the district and to the Interstate 25 and Colo. Highway 52 industrial and commercial areas known as Glacier Industrial Park. Station 6 is currently in the land acquisition and design phase for Ronald Reagan Blvd. and Barefoot Lakes Parkway in order to serve the final phases of development of the Barefoot Lakes community and future growth along Colo. Highway 66 and WCR 13/Colorado Blvd. The District will also have to relocate the current Station 2 due to its proximity of concurrent growth and planning within the Towns. This will have to be done in order to maintain current emergency service agreements and insurance service ratings to provide adequate response times and service needs for our community.

The district has planned for an administrative remodel in the winter of 2023-2024. This remodel will add an additional seven offices, a conference room, expanded restrooms, and an updated community training room and emergency operations center. The district will also update all the roof top heating and cooling units which have met their lifecycle, update all interior lighting to LED, and interior design to match throughout.

With the purchase of a 10-acre parcel of land at 9551 WCR 11 in 2022, the district is planning to build an area for training to include a burn tower and associated props for fire companies to work on their knowledge, skills, and abilities. Upon the property the district will also be designing and constructing a maintenance facility for the Fleet Maintenance Division of the district. Both the training grounds and the maintenance facility will be toward the western half of the property, leaving room for the relocation of Station 2 at the front of the property facing WCR 11.



We as leaders are also looking ahead at the replacement of Station 1. By the time this building is replaced, it will have served the community and its firefighters for over 65 years. Given the growth of the Town of Frederick and the continued growth over the next 10 plus years, the district will analyze the best geographical area for the new Station 1. It may be rebuilt in its current location or be relocated depending on the analysis of data.

Station 1

31 Walnut Drive
Frederick, CO 80530

Station 2

3991 Rowe Street
Frederick, CO 80504

9551 WCR 11
Longmont, CO (Future)

Station 3

6800 Tilbury Avenue
Firestone, CO 80504

Station 4

10706 WCR 7
Frederick, CO 80504

Station 5 (Future)

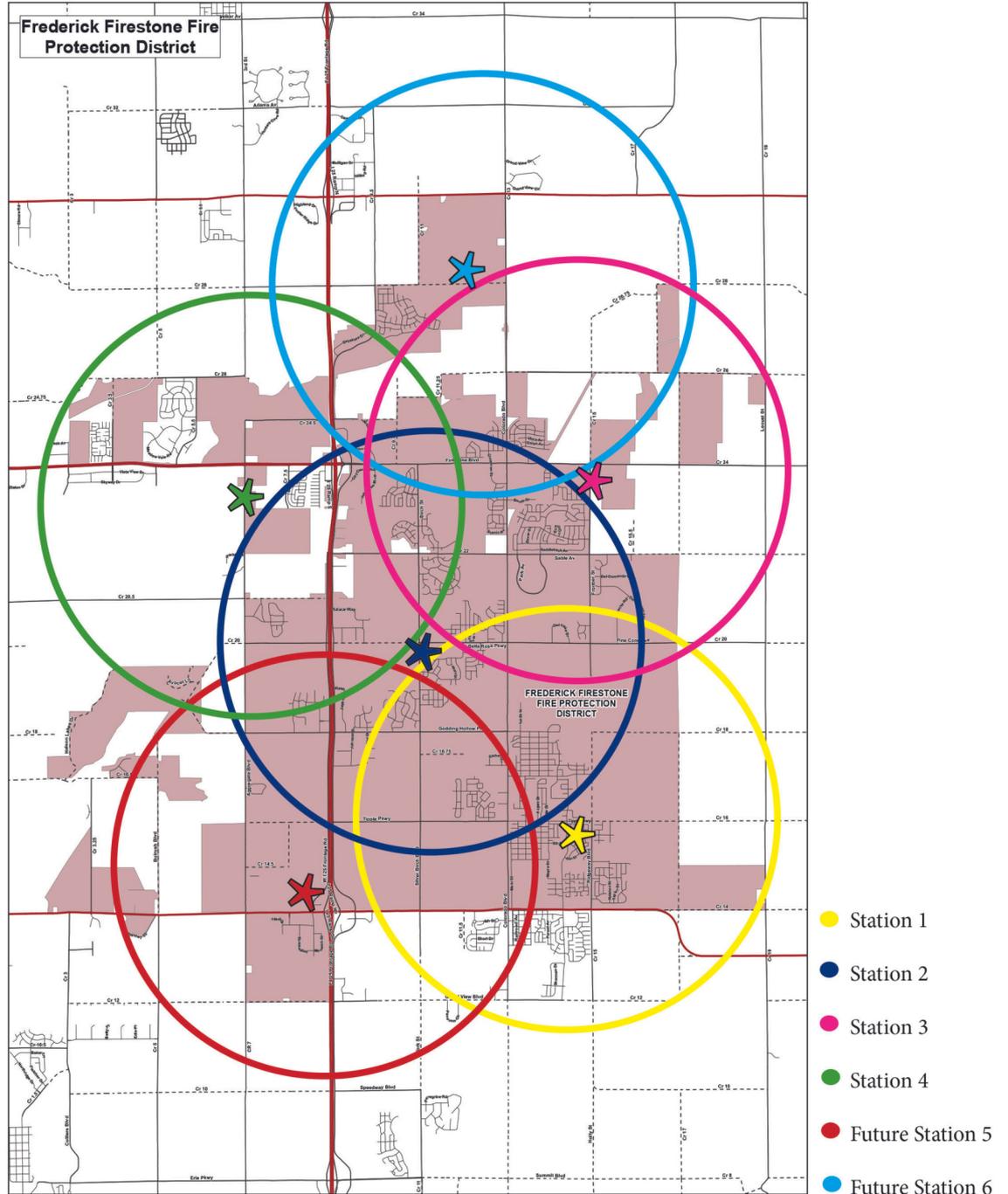
Wyndham Hill Area
Frederick, CO 80504

Station 6 (Future)

Barefoot Lakes Area
Firestone, CO 80504

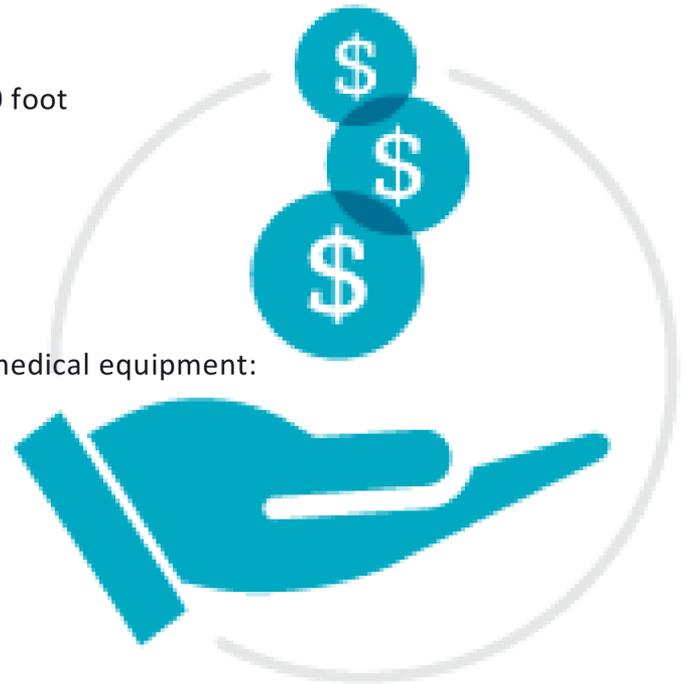
Administration Building

8426 Kosmerl Place
Frederick, CO 80504



Capital Fleet and Equipment

- We will follow our current and updated capital fleet plan taking into consideration safety, call volume, hours utilization, years of front-line service, reserve status to replace or refurbish the district's current fleet.
- We will specify, design, and purchase apparatus for new fire stations and new service areas.
- We will replace fire, rescue, and emergency medical equipment by working with subject matter experts and specify within current industry standards our equipment replacement plan.
- We will have at minimum the following apparatus within our fleet at complete build out:
 - * Three Type 1 Engines
 - * Four Ambulances
 - * One Type 1 Rescue Engine
 - * Two aerial ladder devices – one >100 foot and one <100 foot
 - * One Type 3 or quick attack style engine
 - * Two Type 6 Engines
 - * One Tender
 - * One medic fast response vehicle
 - * Multiple Operational and Administrative Staff Vehicles
- We will monitor and plan for the following fire, rescue, and medical equipment:
 - * Firefighter personal protective clothing and equipment
 - * Radio communications - portable and mobile
 - * Self-Contained Breathing Apparatus (SCBA)
 - * Medical heart monitors and diagnostic devices
 - * Thermal imaging cameras
 - * Rescue equipment – all special operations disciplines



Funding

In order to fund our vision over a 15-year period the district will need to continually explore all forms of revenue generation. With the aforementioned demands placed on the general fund and the capital fund to meet the current exponential growth of our communities, our leaders will remain vigilant and resilient to ensure the financial means are available to obtain the objectives set forth.

- Mill Levy Increase – (Obtained in November 2019 – Operational Mill Levy)
- General Obligation Bonds (Capital Only) – (Obtained in May of 2022)
- Impact Fees (Capital Only) – (Tentative June of 2023)
- Grant Funding – State and Federal – (Continual process of applying at every opportunity)
- Public Safety Sales Tax – (legislatively being worked on and discussion with towns)
- Lease Purchasing Equipment or Fleet – (Board and Fire Chief not in favor of lease/debt)

District leadership continues to work with legislators, local governments, and the community to find ways to ensure the financial stability of the organization and its vision is solvent throughout.



The End State = Vision Obtained

You now should have the entire picture of how we, as leaders, are going to strategically drive the organizational vision forward. This will be no easy task. It will take thousands of hours and years of hard work along with everyone's dedication. It will take all leaders to remain focused on the mission and the vision to move us forward. It will take every member working together and reminding one another of what the end goal looks like. It will take everyone on the ship to do their part to move us forward. The future is bright, and I hope it excites you as much as it does me. We have a lot of work to do. The leaders of the organization cannot do it all, but with everyone doing their part, we will have success at every level. The model of excellence we will learn and build upon along the way, will truly be looked upon by others as excellence. The opportunities are unlimited, the only thing that limits us, is ourselves.

As a unified team, it is important to commit ourselves each day to operating within this leader's intent. This document is much more than a set of words placed on paper, it is the vision, it is the way of life within our organization moving forward, and it is portrayed in the ways we serve each other, the ways we serve our customers, and legacy we build as an organization.

Frederick-Firestone Fire District's Values

These values are embraced by all our members of the organization and are extremely important, as they recognize the features that make up the personality and culture of the organization.

Service

Our members believe in selflessly standing ready with duty, honor, and loyalty to help others during any time of need. This core value inspires our culture and is the cornerstone of our mission and vision.

Family

Our members believe in developing relationships of emotional support with love and respect to serve one another, teach one another, and share life's joys and sorrows with one another for personal growth.

Professionalism

Our members believe in ownership, accountability, and mastery of their knowledge, skills, and abilities within our profession of emergency services, even as expectations and demands continue in the everchanging world around us.

Compassion

Our members believe in empathy and kindness, which empowers us to do our best at relieving the suffering of physical, mental, and emotional misfortunes of others.

Integrity

Our members believe in maintaining strong moral and ethical principles of honesty, fairness, and respect in all aspects of life.



The Leader's Intent Values

The following values were identified within the Leader's Intent to be of high importance and understood by all personnel. In no way do these values trump the district's values. These five values are intertwined within this leader's intent and shall be defined by the Fire Chief below.

Humility

Humility empowers servant leadership and without it, one cannot hope to turn a collection of individuals into a unified team. Humility puts others above and before self and therefore breeds faithfulness to the mission and loyalty to one another. No member, or leader, can ultimately be concerned for themselves and for the mission of the team at the same time. Humility seeks to listen and understand without demanding to be heard and understood. Humble leaders recognize their limitations and highlight the capabilities of the team. Humility is glad to fade into the background for the mission and the team; it promotes the success of the organization over personal success or accomplishment.

Social Awareness

Social awareness is the ability to comprehend and appropriately react to both broad problems of society and interpersonal struggles. This means that being socially aware relates to being aware of your environment, what is going on around you, as well as being able to accurately interpret the emotions of people with whom we interact with. Social awareness requires competency in areas such as emotional intelligence and empathy, encompassing the interworking of insight and communication. Don't ever forget how powerful our non-verbal communication can be and impacts it can have. When wearing our uniform, we are always expected to adhere to the higher standard, and we shall.

Passion

Passion is an internal catalyst to succeed originating from a deep moral drive and work ethic to always do your best while supporting others around you, to include your organization. Passion is supporting others who have a common vision and objective, while being supportive to alternative ideas and methods. We are a team-oriented profession focused on exceptional service delivery, and we will focus on delivering nothing less to our residents and businesses. We all have individual reasons for choosing this career, however, the one commonality amongst all of us should be an unending desire to serve fueled by dedication and enthusiasm at every level.

“ *The true meaning of life is to plant trees, under whose shade you do not expect to sit.*

-Nelson Henderson”

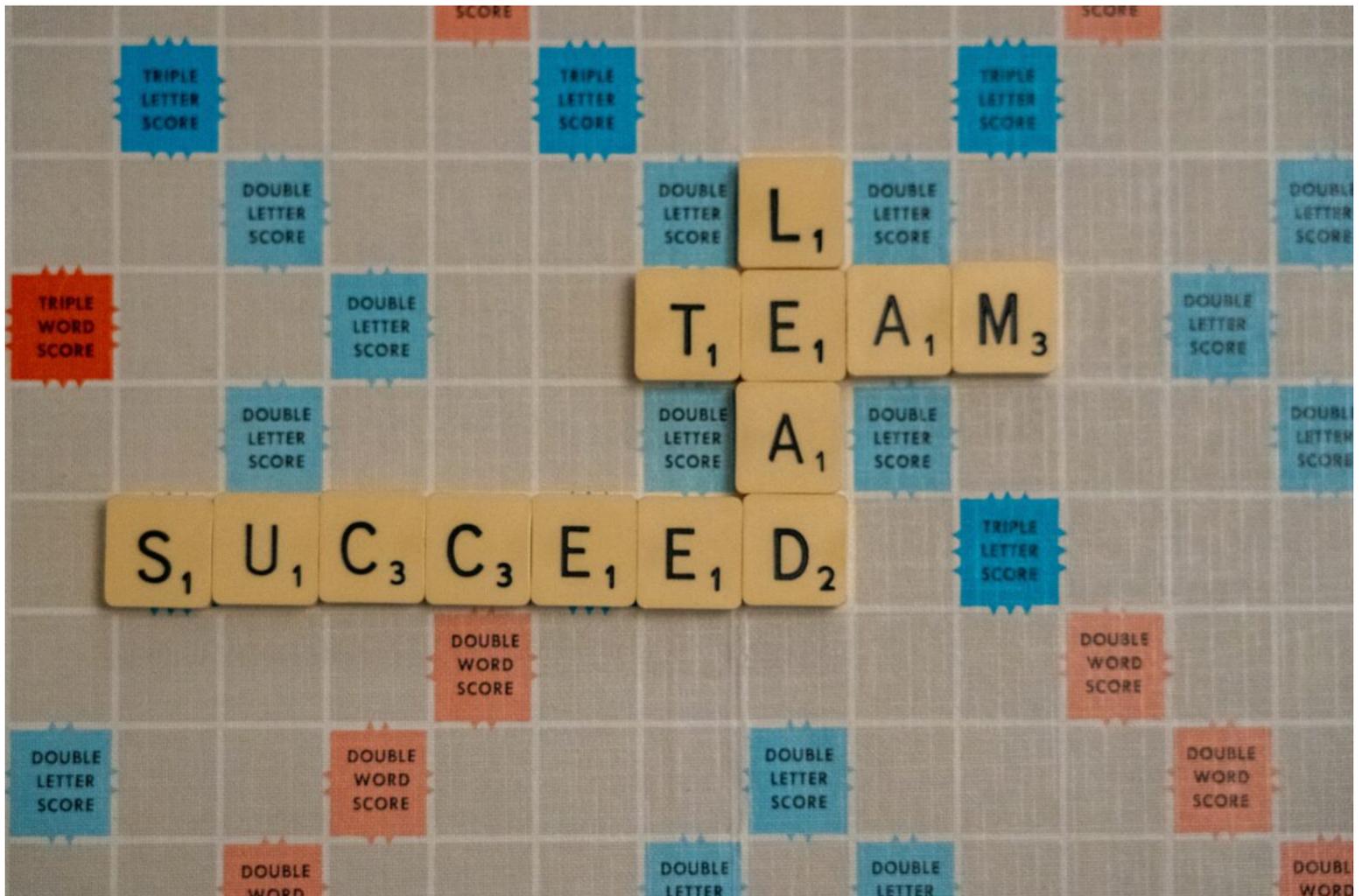


Exceptionality

Exceptionality is recognized as behavior and actions that exceed standard expectations to deliver outstanding results to the community we serve. It involves going above and beyond to deliver what is possible not just what would be acceptable. As a model of excellence, we can never rest on our past achievements, we can never be completely satisfied with where we are at, and we shall always be striving to improve. Exceptional leaders recognize we must take the initiative of our team and facilitate a spirit of collaboration in order to develop exceptional people and deliver exceptional service.

Legacy

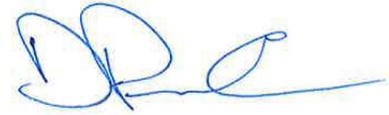
Legacy is not a word that encompasses who you were and what you did, but instead, who you inspired and how you did it. The bonds that are created, the trust that is built, and the skill that is acquired when and organization is dedicated to systemic improvements at every level is unbeatable. Legacy is selfless. The ability that each one of us has to leave our organization and our community better than we found it is an incredible responsibility. We will demonstrate our legacy through our performance, our attitudes, and the service we provide to our community and its visitors.



As a symbol of our dedication to you and the values we instill daily, we are committing to this leadership intent and vision of the Frederick-Firestone Fire District.



Jeremy A. Young
Fire Chief



Doug Prunk
Assistant Chief of Operations



Steven R. Iacino
Assistant Chief of Planning



Mike Cummins
Finance Director

The American fire service has been revered and honored since its inception in Philadelphia, PA. Ben Franklin established the first volunteer fire service to help protect the many buildings and investments that he owned. Fast forward to today, the fire service still enjoys a high approval rating from citizens, businesses, and elected officials alike. This is in large part due to us Firefighters having “ a servant’s heart” and anytime that we respond to an incident, we are always there to help without hesitation.

The Maltese Cross is the international symbol of the fire service’s willingness to make great sacrifices in order to protect life and property. There are eight points on the Maltese Cross, and each has a different meaning. These eight points are identified as Gallantry, Perseverance, Loyalty, Dexterity, Explicitness, Observation, Tact, and Sympathy. As with any honorable profession, our core values have a critical role in meeting objectives and maximizing organizational effectiveness at every level. Please never take our responsibility lightly.

“Leading Together, by Serving Together.”
~ FFFD Organizational Motto

