2014 – 2019
Strategic
Plan

Grand Fire Protection
District No. 1

Headquarters Station
60500 US 40 Highway
Granby, CO 80446
970-887-3380
Introduction

Grand Fire Protection District No. 1 (GFPD) provides fire suppression, technical rescue, hazardous materials response, wildland fire mitigation planning, public fire education, fire prevention, fire service training and public fire training for the citizens of the fire district. GFPD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves. The following strategic plan was written in accordance with the guidelines set forth in the CFAI Fire & Emergency Service Self-Assessment Manual 8th Edition and is intended to guide the Department Leadership established parameters set forth by the Fire District.

This strategic plan, with its foundation based in community and membership input, revisits the agency’s pillars (Mission, Values and Vision) and sets forth a continuous improvement plan that offers a road map for a justifiable and sustainable future.
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</tr>
</tbody>
</table>
Our Strategic Planning Process

Our process of establishing a meaningful Strategic Plan for our District includes the review of plans from fire departments and districts, both inside and outside of Colorado which provides a credible sampling from which to model our plan. President Dwight D. Eisenhower has been quoted as saying; “Plans are nothing; planning is everything.” Our purpose in establishing this plan is to prepare a successful path for our Fire District to be guided into the future.

As there are differences in all fire departments, their strategic plans are greatly different. However, there are similarities in the planning process and the formatting methodology utilized to develop and implement successful fire department strategic plans. Common elements taken from the majority of plans reviewed are included in our plan. Some of these common elements are the Mission Statement, Vision Statement, statement of department values, an introduction to the plan, an explanation of the process and acknowledgements, statement of the plan’s priorities, outcome of the S.W.O.T. Analysis, the goals and objectives for the plan, and what the performance measures will be for the plan.

During the planning session held on April 19, 2014, the Board of Directors agreed they would like to see a strategic plan developed to include an Action Plan which provides a realistic standard of cover, zero-based budgeting, schedule for apparatus replacement, an evaluation of currently non-performing assets, and an evaluation of support system requirements. This Action Plan was requested to be established incrementally for year 1, years 2-5, years 6-10, years 11-20 and years beyond 20. This plan will provide a structured approach to address the requested areas of concern.

Following, we have assembled some of the initial essential components of the strategic plan. The further development of the plan will require a great deal of historic research, statistical analysis, specific objective development, timeline and goals development and task assignments to accomplish the desired outcomes included in the plan. With a staff of four full-time employees, we will be able to work more aggressively on this project. The
Board can anticipate updates on this project to be presented at the end of every quarter. The Board will be kept aware of the project’s progress and they will be able to provide any input they might have in a timely manner.

**Mission Statement**

“The purpose of Grand Fire Protection District No. 1 is to safely deliver the highest quality fire and rescue services to our community in a professional manner so our citizen stakeholders receive the maximum benefit from our programs and assistance.”

**Vision Statement**

“Our Vision is to be recognized as a department that demonstrates excellence in service delivery to our community while proactively identifying the risks and challenges we face. We will build and maintain strong relationships with our community and regional partners through communications, cooperation and collaboration as we plan for, train for and respond to all types of incidents that threaten our District.”

**Values**

- **Safety:** We provide training, equipment and leadership to our members, emphasizing safety in all aspects of operations to ensure that “Everyone Goes Home”.

- **Respect:** We expect all members to show a high level of respect to each other and the public.

- **Professionalism:** We perform our duties with proven knowledge, skill and ability in accordance with current national standards of competence.

- **Integrity:** We serve the public with honor and the highest moral and ethical standards.

- **Honesty:** We exhibit reputable and respectable behavior at all times.

- **Responsibility:** We employ progressive policies, procedures and standards in our District’s management that ensure efficient fiscal practices and effective planning for the future.

- **Accountability:** We are accountable to each other and the citizens and visitors of our District to provide effective, caring, trustworthy service when responding to all calls for assistance.
Introduction to the Strategic Plan

Grand Fire Protection District No.1 was organized on April 16, 1951. It is the successor to the original Granby Volunteer Fire Department which was formed in 1939, to provide fire protective services to the Town of Granby, Colorado. The District now provides management and oversight for the Department, as is the case with many similar organizations in Colorado and across the nation. The District now responds to fire, rescue, hazardous materials and other types of calls for a service area of approximate 150 square miles in east central Grand County. To better serve the community, agreements have been established with all four of the surrounding fire districts, the County EMS provider and all law enforcement agencies in the County. To support fire insurance rating in the southern portion of the District, Grand Fire and East Grand Fire Protection District #4 agreed to jointly finance, construct and operate a Fire Station known as the Red Dirt Station located on County Road 53, west of Highway 40. In addition to the two currently operated stations, property has been identified for a third station on Highway 34 in the northern area of the District. A decision has yet to be made to build at this location.

This strategic plan includes comprehensive vision and mission statements which provide direction to District leadership. These statements also provide clarity for the path into the future. Additionally, this plan identifies the core values which embody how our members, individually and collectively, will carry out the District’s mission. These values are supported by the District’s leadership and management through the implementation of policies, procedures, rules and regulations and Standard Operating Guidelines which are enforced by Administration and Department Staff.
2014 Awards, Appointments and Promotions

Ron Thurston, 2014 Chief’s Award Recipient

Steve Quesada, 2014 Office of the Year

Jason McKibben, 2014 Firefighter of the Year

Jason McKibben, Hopper Becker, Betty Straub, 2014 Promotions to Lieutenants

Nick Mentzer, Officially becomes a Member
**District and Department Organizational Chart**

- **Board of Directors**
- **Fire Chief/District Administrator**
  - **Administrative Assistant**
  - **Assistant Chief Operations/Training**
  - **Volunteer Battalion Chief**
    - **Volunteer Captain**
      - **Volunteer Lieutenant**
      - **Volunteer Lieutenant**
      - **Volunteer Lieutenant**
    - **Volunteer Captain**
      - **Volunteer Lieutenant**
      - **Volunteer Lieutenant**
      - **Volunteer Lieutenant**

**2014 Fire Academy Session**

**2014 Veteran’s Day at YMCA**
What is a Strategic Plan?

It is a living management tool that:

- Provides short-term direction;
- Builds a shared vision;
- Sets goals and objectives; and
- Optimizes use of resources.

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with a clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. The planning process should be flexible and dynamic, with new information from community members, like-providers, and life changes factored in appropriately.

Community-Driven Strategic Planning creates a platform for a wide range of beginnings. The approach comes to life by being shared, debated and implemented in the context of organizational realities.

Successful organizations, from government agencies to Fortune 500 companies, have recognized that attaining community buy-in is essential. Aware of this necessity, public safety agencies must strategically plan how they will deliver high-quality products and services to the public through better, faster and less expensive programs.

Once their strategic goals are established, agency leaders must establish performance measures, for which they are fully accountable, to assess and ensure that their departments and agencies are, indeed, delivering on the promises made in their strategic plans. Goodstein, Nolan, & Pfeiffer define Strategic Planning as:

\[a \text{ continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.}\]

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The U.S. Federal Consortium Benchmarking Study Team goes on to explain that to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **Continuous** refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **Systematic** recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **Process** recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **Guiding members** identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made.);
- **Procedures and operations** means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **How success is to be measured** recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.
Where Does the Community Fit into the Strategic Planning Process?

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A “community-driven organization” is defined as one that:

maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided.²


Again, it will be useful to use the U.S. Federal Consortium Benchmarking Study Team’s definitions of the specific terms used in the above definition:

- **focus** means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;

- **needs and expectations** means that customers’ preferences and requirements, as well as their standards for performance, timeliness, and cost, are all included in the planning for the products and services of the organization;

- **spoken and unspoken** means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently “about” customers and their preferences, standards, and industry will be used as input to the organizational planning; and

- **present and future** recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.

**Performance Assessment**

Implied within every stage of the planning process is the ability to determine progress made toward the goals or targets set. This assessment ability is a monitoring function that simply tracks activities. It may be as simple as a “To Do List,” or as complicated as a plan of action with milestones and performance measures. Also implied within the planning process is the ability to measure effectiveness of the actions taken in the conduct of the organization’s business. In the annual sense, a budget audit provides for examination of how well the organization’s finances are being managed. From an operational stance, the organization’s ISO Rating provides for evidence of both improvement and deficiencies in the department’s ability to meet nationally recognized standards for response time, training
and other essential elements of operations. Using “outside” resources to evaluate successes in reaching goals and determining where improvements are required to meet those goals lends credibility to the planning process and to the plan itself.

ISO has provided, under contract, a Performance Assessment of the Fire District. Information included in the Assessment will provide guidance for future station locations, improvements in Fire Prevention programs and the Fire Code enforcement program.

*The Community–Driven Strategic Planning Process Outline*

The specific steps of the process are as follows:

1. Define the programs provided to the community.
2. Establish the community’s service program priorities.
3. Establish the community’s expectations of the organization.
4. Identify any concerns the community may have about the organization.
5. Identify the aspects of the organization that the community views positively.
6. Revise the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
7. Revise the Values of the organization’s membership.
8. Identify the Strengths of the organization.
9. Identify any Weaknesses of the organization.
10. Identify areas of Opportunity for the organization.
11. Identify potential Threats to the organization.
12. Identify the organization’s critical issues.
13. Identify the organization’s service gaps.
14. Determine strategic initiatives for organizational improvement.
15. Establish realistic goals and objectives for each initiative.
16. Identify implementation tasks for the accomplishment of each objective.
17. Determine the Vision of the future.
18. Develop organizational and community commitment to accomplishing the plan.
Firefighters practice during 2014 Firefighter Academy
Customer/Stakeholder Input

This strategic planning process began on April 19, 2014 with a meeting of members of the Board of Directors, a few members of the fire department and a limited number of firefighter family members and retired volunteer firefighters. Input provided during this meeting produced ideas and essential information regarding how the community and department members view the District’s future. Additional meetings with an expanded audience will be hosted in the coming months as the District will use a variety of ways to seek input, including direct individual contact, the use of surveys, and hosting and attending meetings of citizen groups/organizations. During the meeting, a S.W.O.T. Analysis was conducted and further refined following the meeting, which identified the following:

S.W.O.T. Analysis

Strengths

- Dedicated, loyal, well-trained personnel with basic certifications
- Sound fiscal management, stable income stream
- Diverse skill sets of members
- Well-maintained apparatus and equipment
- Well-maintained facilities
- Open and transparent Administrative/Management Policies
- High level of community support

Weaknesses

- Officer and staff development
- Lack of department social events
- Tendency to be historically-oriented rather than forward/futuristic thinking
- A need for additional skill sets in staff and membership
- Volunteer demographics – living in or out of the district, age, etc.
- Public visibility/public education
- Declining number of members
- Negative social mindset of entitlement
- Lack of interest from younger generation and the community to serve as volunteers
- Lack of flexibility in recruitment
Opportunities

- Gaining volunteer buy-in
- Gaining spousal and family support
- Gaining high level of proficiency with new members
- Additional public education
- Work to improve ISO Rating
- Pursue financial opportunities – wildland deployment, insurance, public and private grant programs
- Buy-in from businesses – Knox Boxes, Code and Prevention education and Inspection Program
- Cooperation/interaction/communication with town and county Building Departments
- Use of 501(c)(3) programs to enhance the volunteer and support services activities of the Department
- Increased community and non-resident property owners advertising of available opportunities to provide volunteer, financial, physical and service support to the Department
- Implement comprehensive officer and staff development program

Izzy Beck and Darren Toro are “official members” of the Department
**Threats/Challenges**

- Possibility of economic downturn – negative fiscal effect from reduced tax base
- Politically imposed regulations and guideline requirements
- Possibility of overlooking communication with voters, politicians, subordinates and asking appropriate questions to gain critical input
- Fiscal impact of unplanned or anticipated expenses
- Lack of effective planning and/or not following established plans
- Interruption in regional transportation capabilities (access and egress to the area)
- Mass exodus of volunteers
- Negative volunteer rapport with businesses in the community
- Changes in regional demographics – reduction in population, etc.
- Terrorism, weapons of mass destruction, attack, etc.
- Mitigation of the wildland fire threat in the District
- Developing water supply resources to further the effort of improving the overall ISO Rating
- Determine the most effective location for additional fire station(s) to meet future District needs
Table 1: SWOT Analysis Table

<table>
<thead>
<tr>
<th>Strengths</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Dedicated, loyal, well trained personnel</td>
</tr>
<tr>
<td>• Sound fiscal management, Stable income stream</td>
</tr>
<tr>
<td>• Certifications (training)</td>
</tr>
<tr>
<td>• Diverse skill sets of members</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Officer development, staff position development</td>
</tr>
<tr>
<td>2. Department social events</td>
</tr>
<tr>
<td>3. Historic views rather than futuristic</td>
</tr>
<tr>
<td>4. Need more skill sets (members and staff)</td>
</tr>
<tr>
<td>5. Volunteer demographics (location (in or out), age, residents)</td>
</tr>
<tr>
<td>6. Public visibility/education</td>
</tr>
<tr>
<td>7. Declining number of members</td>
</tr>
<tr>
<td>8. Negative social mindset (entitlement)</td>
</tr>
<tr>
<td>9. H.S. volunteers/community service (lack of interest)</td>
</tr>
<tr>
<td>10. Recruitment flexibility</td>
</tr>
</tbody>
</table>
Critical Issues and Service Gaps

Following the April 19th meeting and the development of the S.W.O.T. Analysis Chart, consideration was given to the development of a list of Critical Issues and Service Gaps in our operational model. It is necessary to address the Critical Issues and close the Service Gaps in order to meet the expectations of both our internal and external customers.

Table 2: Critical Issues

<table>
<thead>
<tr>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Volunteer Buy-in</td>
</tr>
<tr>
<td>2. Gain spousal/family support</td>
</tr>
<tr>
<td>3. Proficiency with new members</td>
</tr>
<tr>
<td>4. Public Education</td>
</tr>
<tr>
<td>5. ISO</td>
</tr>
<tr>
<td>6. Financial (wildland deploy, insurance, grants)</td>
</tr>
<tr>
<td>7. Businesses (education, information, Knox box, protection issues, inspection program)</td>
</tr>
<tr>
<td>8. Building Dept. (cooperation/interaction/communication)</td>
</tr>
<tr>
<td>9. 501(c)(3) programs (volunteers, support services)</td>
</tr>
<tr>
<td>10. Advertising of available opportunities (financial/physical/service)</td>
</tr>
<tr>
<td>11. Reach out to non-residents (financial resource)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Economic downturn</td>
</tr>
<tr>
<td>• Political (regulations/guidelines)</td>
</tr>
<tr>
<td>• Forgetting to communicate (with public, voters, politicians, subordinates. Asking appropriate questions.</td>
</tr>
<tr>
<td>• Financial (tax base, unplanned expenses)</td>
</tr>
<tr>
<td>• Lack of planning or following plan</td>
</tr>
<tr>
<td>• Transportation (community access/egress)</td>
</tr>
<tr>
<td>• Exodus of volunteers</td>
</tr>
<tr>
<td>• Business rapport, volunteer response</td>
</tr>
<tr>
<td>• Demographic changes</td>
</tr>
<tr>
<td>• WMD, terrorism</td>
</tr>
</tbody>
</table>
Table 3: Service Gaps

- Training
- Physical Resource Maintenance
- Emergency Planning: Continuity of Government; Disaster Response and Recovery
- Volunteer Family Involvement/Participation – Social Events
- Information Technology

Strategic Initiatives

Having reviewed the critical issues and service gaps, the following strategic initiatives were identified to guide us in establishing our goals and objectives.

Table 4: Strategic Initiatives

- Challenges with Training
- Challenges with Physical Resource Maintenance
- Challenges with Emergency Planning
- Challenges with Volunteer Family Involvement
- Challenges with Partnerships with Supporting Agencies
- Challenges with Information Technology
- Challenges with Recruitment Flexibility

Action Plan Development

The 2014 Action Plan addressing the Strategic Initiatives identified in Table 4 was developed by staff following the April 19, 2014, Planning Meeting. The ongoing “Draft” of the Action Plan is attached to the Strategic Plan as Attachment “A”. This is a living document and is regularly added to and updated in order to remain current with District needs and tracking accomplishments.
Goals and objectives derived from the community and member input have been determined in no particular order in this section. (Additional Goals and Objectives for 2015/16 added from the original document are listed in RED. 2016/17 added in BLUE)

- Evaluate the status of and establish personnel competencies for all levels of the organization
- Establish budget goals to remain within establish annual income while effectively accomplishing the mission of the District
- Evaluate the status of and establish a plan for future District Station additions
- Evaluate the status of and establish a recruitment model to allow for non-firefighting participation in department activities, events and incident needs
- Evaluate the status of and revise all Standard Operation Guidelines (SOPs) and Personnel Policy and Procedures
- Update all preplans?
- Increase the number of volunteer firefighters to a maximum of 45 (develop waiting list)
- Increase the number of resident volunteer firefighters to a maximum of 9 (develop waiting list)
- Increase the number of community events in which the department participates
- Increase the number of department social events are made available
- Develop and implement a comprehensive Training Program for all levels of the organization including certification programs for Firefighter I and II, Wildland Firefighter Type 2, Driver/Operator, Officer I and II
- Develop effective budget worksheet annually to meet the goal for accomplishing the mission of the District
- Commission a Performance Survey to identify current and projected District service areas and needs
- Create map of strategic station locations for future expansion
- Develop and initiate the Logistics Division within the Department organization to allow for non-firefighting participation, accountability and training for those interested
- Develop and initiate commercial property Fire Inspection Program
- Revise and initiate Pre-Fire Planning Program
- Implement Annual Apparatus Testing/Certification Program
- Implement Annual Hose Testing Program
Partner with area Water Districts and Home Owners Associations to initiate an Annual Hydrant/Water Supply Testing and Evaluation Program
Revise the Statement of Purpose / Service Plan format for the Fire District
Develop an Emergency Operations Plan for the Fire District
Develop a Continuity of Government Plan for the Fire District
Establish collaborative agreements with neighboring Districts for providing shared services such as EVT Certified Mechanic, Fire Marshal/Fire Prevention Activities, Training Team, Administrative Leadership, Public Fire Education/Wildland Fire Mitigation, etc.
Implementation of County Wide Fire Code
Develop plan for County Fire Districts to work toward partial/complete authority formation
Improve the ISO PPC rating in areas where water supply has been improved, focusing on HOAs
Develop and implement a community (via HOAs) wildland fire mitigation strategy and program
Upgrade/replace antiquated apparatus and equipment
Obtain property for North Station
Create Project Development Plan for North Station
Develop/implement Resident Firefighter media advertising campaign

October 2014 - Fire Prevention Week Open House
Acknowledgment of Documents Referenced


Overland Park Fire Department 2011-2016 Strategic Plan, Overland Park, Kansas

Central Jackson County Fire Protection District 2012 Strategic Plan, Blue Springs, Missouri

Steamboat Springs Fire Rescue Strategic Plan, Steamboat Springs, Colorado

Elizabeth Fire Protection District Strategic Plan 2014-2018, Elizabeth, Colorado


Friel, Joyce, (2014). *Key Components of a Strategic Plan.*
http://ezinearticles.com/?Key-Components-of-a-Strategic–Plan&id=2025110
The purpose of this Action Plan is to establish a listing of tasks/goals, timeline/completion date estimates, and personnel assignments for tasks/goals. The Action Plan actually began with the April 19, 2014 Planning Meeting. At that meeting a basic S.W.O.T. analysis process provided a number of issues to be considered in the Strategic Plan. The tasks/goals set forth in this Plan were taken, in large part, from the S.W.O.T. analysis. The Table below is used to define tasks/goals and track progress to their completion.

<table>
<thead>
<tr>
<th>Task/Goal:</th>
<th>Assigned to:</th>
<th>Status:</th>
<th>Date Complete:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct Initial Planning Meeting</td>
<td>Thompson</td>
<td>Complete</td>
<td>4/19/14</td>
</tr>
<tr>
<td>Research of the issues provided during the Initial Planning Meeting</td>
<td>Thompson, Olson</td>
<td>Complete</td>
<td>7/1/14</td>
</tr>
<tr>
<td>Develop Strategic Plan Outline</td>
<td>Thompson</td>
<td>Complete</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Develop Mission Statement</td>
<td>Staff</td>
<td>Complete</td>
<td>5/16/14</td>
</tr>
<tr>
<td>Develop Vision Statement</td>
<td>Staff</td>
<td>Complete</td>
<td>5/23/14</td>
</tr>
<tr>
<td>Develop Values Statement</td>
<td>Thompson</td>
<td>Complete</td>
<td>5/30/14</td>
</tr>
<tr>
<td>Develop Performance Assessment Tool</td>
<td>Thompson</td>
<td>Complete</td>
<td>7/21/14</td>
</tr>
<tr>
<td>Research District Demographics (Involves County Assessor and Planning Dept. Data)</td>
<td>ISO: Performance Survey</td>
<td>Complete</td>
<td>4/2015</td>
</tr>
<tr>
<td>Develop questionnaire/survey for public and volunteer staff input</td>
<td>Thompson</td>
<td>Complete</td>
<td>10/1/14</td>
</tr>
<tr>
<td>Develop zero based 2015 Budget</td>
<td>Thompson, Olson</td>
<td>Complete</td>
<td>10/15/14</td>
</tr>
<tr>
<td>Develop Information Technology Replacement Program</td>
<td>Thompson, Olson, White</td>
<td>Draft Complete</td>
<td>8/7/14</td>
</tr>
<tr>
<td>Pension Program Review and Recommendations</td>
<td>Thompson</td>
<td>Complete</td>
<td>8/7/14</td>
</tr>
<tr>
<td>Cost Recovery Policy for response to alarms</td>
<td>Thompson, McGowan</td>
<td>Draft Complete</td>
<td>7/14/14</td>
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Looking at the S.W.O.T Process
### *Weaknesses*

<table>
<thead>
<tr>
<th>Officer/staff Development</th>
<th>Thompson, White</th>
<th>Developed</th>
<th>10/6/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of Department Social Events</td>
<td>Olson, Thurston</td>
<td>Developed</td>
<td>See Exhibit A</td>
</tr>
<tr>
<td>Tendency to be historical rather than futuristic thinking</td>
<td>All Staff</td>
<td>Completed</td>
<td>August 11, 2014</td>
</tr>
<tr>
<td>Additional skill sets needed</td>
<td>Thompson, White</td>
<td>Included in Employee Development Record</td>
<td>Completed January 2105</td>
</tr>
<tr>
<td>Volunteer demographics</td>
<td>All Staff</td>
<td>Brain Storming</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Public visibility/education</td>
<td>Olson</td>
<td>Continually being addressed</td>
<td>See Exhibit B</td>
</tr>
<tr>
<td>Declining numbers of members</td>
<td>All Staff</td>
<td>We have NO Declining numbers but see improving numbers in membership</td>
<td>January 2015 - update</td>
</tr>
<tr>
<td>Lack of flexibility in recruitment</td>
<td>Thompson, Olson, White</td>
<td>Logistics Division development</td>
<td>March/April 2015</td>
</tr>
<tr>
<td>Develop Logistic Division/Begin Recruitment</td>
<td>Thompson</td>
<td>Completed</td>
<td>March 2015</td>
</tr>
</tbody>
</table>

### *Opportunities*

<table>
<thead>
<tr>
<th>Gaining Volunteer Buy-in</th>
<th>Volunteer Officers</th>
<th>Completed</th>
<th>Currently experiencing good buy in from volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gaining spousal/family support</td>
<td>Volunteer Staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gaining high level of proficiency - new members</td>
<td>White</td>
<td>Developed</td>
<td>10/6/14</td>
</tr>
<tr>
<td>Additional Public Education</td>
<td>Olson</td>
<td>Developed</td>
<td>See Exhibit C</td>
</tr>
<tr>
<td>Work to improve ISO Rating (ISO Performance Survey)</td>
<td>ISO Staff</td>
<td>Completed</td>
<td>June 2016</td>
</tr>
<tr>
<td>Pursue financial opportunities</td>
<td>Thompson, Olson, White</td>
<td>Developed</td>
<td>See Exhibit D</td>
</tr>
<tr>
<td>Business buy-in</td>
<td>All Officers</td>
<td>Developed</td>
<td>Working w/ Chamber of Commerce</td>
</tr>
<tr>
<td>Working with Town and County Building Departments</td>
<td>Career Staff</td>
<td>Good cooperation with all County and Town Departments</td>
<td>Continual development</td>
</tr>
<tr>
<td>Take advantage of 501(c)(3) status for Volunteer Fund</td>
<td>Volunteer Committee Thompson</td>
<td>Complete</td>
<td>November 2015</td>
</tr>
<tr>
<td>-----------------------------------------------------</td>
<td>-------------------------------</td>
<td>----------</td>
<td>--------------</td>
</tr>
<tr>
<td>Take advantage of all resources for support</td>
<td>All Staff</td>
<td>Logistics Division development</td>
<td>March/April 2015</td>
</tr>
<tr>
<td>Implement comprehensive officer and staff development program</td>
<td>Career Staff</td>
<td>Developed/ Implemented</td>
<td>7/31/14</td>
</tr>
</tbody>
</table>

**THREATS/CHALLENGES**

<table>
<thead>
<tr>
<th>Plan against economic downturn</th>
<th>Staff/Planning</th>
<th>Planning in Budget Development process</th>
<th>Annual Budget Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan on handling legislative and political requirements which impact operations</td>
<td>Board and Staff/Planning</td>
<td>By membership in professional organizations constant monitoring of legislation</td>
<td>SDA, CSFCA, IAFC, IFE affiliations aid in this aspect</td>
</tr>
<tr>
<td>Maintaining open communications with voters, politicians and subordinates</td>
<td>Board and all staff</td>
<td>Developed</td>
<td>Through Local Media, Group Presentations</td>
</tr>
<tr>
<td>Managing impact of unplanned expenses</td>
<td>Staff/Planning/ Budgeting</td>
<td>Developed in Budget Process</td>
<td>Constant Budget Oversight</td>
</tr>
<tr>
<td>Lack of planning/following the plan: Emergency Operations Plan (EOP) Continuity of Government (COG)</td>
<td>Board and Staff</td>
<td>Continual Development/ Implementation/ Review/ Redevelopment</td>
<td>Strategic Plan/Action Plan Implementation Addresses this issue</td>
</tr>
<tr>
<td>Regional transportation interruption: Rail, Bus, Personal Vehicle Traffic</td>
<td>Staff/Planning County OEM</td>
<td>Working with OEM Staff</td>
<td>Addressed in County EOP</td>
</tr>
<tr>
<td>Losing large number of volunteers</td>
<td>Staff/Planning</td>
<td>Continually being addressed</td>
<td>No current problem</td>
</tr>
<tr>
<td>Negative volunteer rapport with community</td>
<td>All Volunteer Staff</td>
<td>Continually being addressed</td>
<td>No current problem</td>
</tr>
<tr>
<td>Reduction in population</td>
<td>Staff/Planning</td>
<td>Planning issue</td>
<td>On-going</td>
</tr>
<tr>
<td>WMD/Terrorist Attack</td>
<td>Staff/Planning/ OEM</td>
<td>Currently under discussion with OEM</td>
<td></td>
</tr>
<tr>
<td>Wildland Fire mitigation - to an acceptable level</td>
<td>Thompson, Olson Volunteer Staff BLM, NFS, HOAs, USFS, CSFS, CDFPC</td>
<td>CWPP contract 8/11/14 “Be Wildfire Ready” Wildfire Council formation; Firewise Communities USA; Fire Adapted Communities</td>
<td>All of these avenues are currently being utilized</td>
</tr>
</tbody>
</table>
### Water supply resource development in all HOAs
- Career Staff
- WPH HOA (#2 2015) and Homestead Hills, Red Dirt Station (2015)
- Additional cisterns/fire ponds are in the planning

### Determining the best, most efficient location for future fire station(s)
- Career Staff Board
- ISO conducted Performance Evaluation - April 2015
- Completed – Property purchase completed 7/2016

### Negative social mindset of entitlement - younger generations (X,Y,Z)
- All Staff
- Utilization of Mentoring Program - being developed
- Public Education and presentations

### Lack of interest in volunteerism in younger generations (X,Y,Z)
- All Staff
- Public Education in Schools, attending school events
- High School Career Fair - Annually

### Replacement of Type 6 Engine (340)

#### EXHIBIT A: Weakness – “Lack of Department Social Events”

<table>
<thead>
<tr>
<th>Past Events</th>
<th>Future Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>4th of July parade/BBQ - 7/4/2014</td>
<td>Training night dinners – 1st Tuesday of each month began 1/2016</td>
</tr>
<tr>
<td>Open House BBQ - 10/7/2014</td>
<td>Bowling tournament with other FDs</td>
</tr>
<tr>
<td>Appreciation banquet - 12/06/14</td>
<td>Family training night - TBA</td>
</tr>
<tr>
<td>Truck Rodeos</td>
<td>Annual Appreciation banquet - 12/14; 12/15</td>
</tr>
<tr>
<td>Ski Competitions</td>
<td>4th of July Parade/BBQ – 2015; Decided on Annually by volunteers</td>
</tr>
<tr>
<td></td>
<td>Annual October Open House</td>
</tr>
<tr>
<td></td>
<td>Turkey Bingo – 2015; Annually</td>
</tr>
</tbody>
</table>

#### EXHIBIT B: Weakness - “Public Visibility/Public Education”

<table>
<thead>
<tr>
<th>Past and Established Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Business Fire Extinguisher Training; On Request - By Appointment</td>
</tr>
<tr>
<td>Mac Ruske Funeral - Grand Lake - Flag between Aerials - 08/30/14</td>
</tr>
<tr>
<td>September 11 - Flag Raising &amp; Display @ GFPDHQ; Annually</td>
</tr>
<tr>
<td>High School Catering Class Fire Extinguisher Training - 09/23/14; Annually</td>
</tr>
</tbody>
</table>
## EXHIBIT C: Weakness - “Public Visibility/Public Education”

<table>
<thead>
<tr>
<th>Future Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Prevention Inspection Program began 1/2016</td>
</tr>
<tr>
<td>Plans Review Program began 1/2016</td>
</tr>
</tbody>
</table>

**SEE ATTACHEMENT “B” CALENDAR FOR 2016**

## EXHIBIT D: Opportunity – “Pursue Outside Financial Opportunities”

- **FEMA:** SAFER, AFG (Equipment) **Filed AFG Dec. 5, 2014: Filed FP&S April 2015; 2016**
- **USDA:** Rural Fire Department Grant (Water supply locations and construction projects)
- **Colorado Department of Local Affairs:** Special District Grants (New Station Construction and equipment)
- **Bureau of Land Management:** Wildland Fire Planning and Mitigation grants (CWPP, Mitigation projects) **2016 - $40,000 awarded to Wildfire Council**
- **Colorado State Forest Service:** Wildland Mitigation projects **2016 - $60,000 awarded to Wildfire Council**

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**GFPD Strategic Plan 2014-2019 (Updated 4/2016)**
• **Division of Fire Prevention and Control:** Training, equipment; **$10,365 - SCBA Bottle Grant – 2016; $10,443 Radio Grant – 2016** (Both required 50% match)


• **Allstate Insurance Foundation:** Public Fire Education, Fire Investigation; [http://www.allstatefoundation.org/grant-focus-areas](http://www.allstatefoundation.org/grant-focus-areas)


• **Fire Grants Help.com:** Grant writing assistance; [http://www.firegrantshelp.com/](http://www.firegrantshelp.com/)

• **LEPC/HMEP/CERCLA:** Haz-Mat/fire equipment grants; [www.epa.gov](http://www.epa.gov) County Office of Emergency Management for planning and exercises

• **IAFC Ready, Set, Go Grant:** Receive $1,000 annually for Educational Materials

• **Wildland Fire Deployment Cost Recovery:** **2016 - Beaver Creek Fire (Jackson County, CO)**