

STRATEGIC PLAN 2022 – 2024

—
GRAND LAKE
FIRE
PROTECTION
DISTRICT
—



Chief Seth St.Germain

Grand Lake Fire Protection District

12/15/2021



TABLE OF CONTENTS

Letter from the Chief	2
Mission Statement, Values, and Vision	3
History for Grand Lake Fire Protection District	4
Service Area	6
Grand Lake Fire Protection District Services	7
Department Overview	9
What is a Strategic Plan	11
Planning Methodology	12
What is a S.W.O.T. Analysis	13
Executive Summary	14
Notable Accomplishments of 2021	15
2021 Grand Lake Fire Protection District S.W.O.T.	16
2022 – 2024 Strategic Goals	18
2022 Strategic Goals	19
2023 Strategic Goals	28
2024 Strategic Goals	35



LETTER FROM THE CHIEF

I am proud to present the Grand Lake Fire Protection District Strategic Plan for 2022 – 2024.

The American fire service is currently confronted with the towering challenge of finding the appropriate balance between providing the core services that the community expects and the future needs that have yet to be identified against constraining budgets. Over the past few years, our society has experienced many new challenges and we have found ourselves in uncharted waters. While many of these events have challenged our traditional understanding of our mission, they have also highlighted the opportunities to further serve our community in new and unconventional roles.



In order to provide comprehensive fire, rescue, and emergency medical services to those who work, live and play in Grand Lake, the Grand Lake Fire Protection District must continuously respond to changes, solve problems, collaborate on issues, assess community needs and develop viable solutions.

This three-year plan was crafted to guide our decisions and actions to address the Grand Lake Fire Protection District budget constraints, while maintaining professional services, and updating the agency's aging facilities. It is designed to ensure the future success of the organization by strategically plotting a roadmap for the combination of resource allocations with identifiable department needs.

In closing, I want to thank the amazing members of the Grand Lake Fire Protection District, our dedicated Board of Directors, and our constituents for their continued support to our beloved organization.

Respectfully,

Seth G. St. Germain
Fire Chief



MISSION STATEMENT

With pride and professionalism, the Fire District will provide the highest level of emergency and public service in response to the needs of our community.

VALUES

**Professionalism – Integrity – Compassion – Honor – Courage –
Dedication – Respect – Commitment**

VISION STATEMENT

The Grand Lake Fire Protection District is dedicated to remaining a progressive and innovative fire department that ensures a safe community through all hazards emergency response, fire prevention, public education, and training.



HISTORY OF GRAND LAKE FIRE PROTECTION DISTRICT

Since 1952, the Grand Lake Fire Protection District (GLFPD) has had one mission: reduce the loss of life and minimize property damage for the members of our growing community. The GLFPD has set high expectations and has worked diligently to succeed by recruiting highly trained, dedicated firefighters and paramedics, investing in the proper technology and equipment, and most importantly, challenging all department employees to continually evolve in order to perform their duties in the best possible way. For over 67 years, the GLFPD has been a leader in providing quality emergency service and is woven into the fabric of the Grand County response system. The GLFPD responses range from Basic Life Support (BLS) to Advanced Life Support (ALS) and all types of technical and fire rescues.

Response data from 2019 revealed that GLFPD personnel arrived at the scene prior to the GCEMS ambulance on greater than 80% of medical and trauma responses within the GLFPD District. Special emphasis needs to be focused on the fact that the current EMS Emergency Medical Service (EMS) known as Grand County EMS is not in the GLFPD approximately 80% of the time or greater due to call volume or inter-facility needs within the county. With these types of response statistics, the GLFPD finds it necessary to invest in additional equipment, training and staffing in order to transition into providing Advanced Life Support (ALS) transport to our GLFPD area. The GLFPD initiatives show the commitment to finding more efficient and effective ways to make a positive difference in the community that it represents and serves. The highly trained and dedicated GLFPD employees are committed to saving more lives through offering reliable and quality Fire and EMS service to the residents in our 105 square mile service area.

1952 - The Grand Lake Fire Protection District (GLFPD) was formed as a result of a devastating fire at the Pinecone Restaurant in the Town of Grand Lake.

1988 – GLFPD hired its first employee, a District Administrator. This position was important to provide a contact to the community during business hours and keep track of training and certifications of the volunteers. Additionally, the position maintained all the vehicles, kept records for the state, etc...

1999 - GLFPD went to the voters to ask for monies to build a new firehouse and acquire apparatus and equipment. The voters passed the bond issue which enabled GLFPD to build the new town station and acquire 9 new apparatus.

2002 - The new station was finished, and the final apparatus was acquired in 2003. Those apparatus are still in service today.

2003 - GLFPD hired Mike Long as its first paid Fire Chief who started GLFPD on its path to become a valued and honored service within the Grand Lake community.

2017 - GLFPD changed duty staff to 48/96 shifts. The crews work two 24-hour shifts and then off four days. The 48/96 shift means that the firehouse is staffed seven days a week, 24 hours a day with full time staff members. Firefighter residents and department members are available via pager to respond to emergency calls 24/7 /365. Additional evening coverage includes staff



members, firefighter residents, volunteer firefighters, and volunteer technical specialists such as EMT's, Paramedics and Wildland Firefighters. GLFPD members average 260 hours per year training as well as responding to calls and performing a multitude of work projects around the station and in the community.

2019 - Fire Chief, Kevin Ratzmann was hired as Fire Chief and Seth St. Germain was brought in as the Assistant Fire Chief. Under this management, a new ALS system, new EMS and Fire training programs, implemented a wildland response and mitigation team, established a Community Paramedic in partnership with Middle Park Health and a SAR Rapid Extrication Module or REM.

2019 – GLFPD was successful in passing a mill levy increase.

2020 – GLFPD purchase a new Type 1 Engine and Type 1 Aerial. GLFPD hired a full time Wildland Coordinador and began the process of developing a full time wildland division.

November of 2020 Kevin Ratzmann left the Grand Lake Fire Protection District and Seth St. Germain stepped into the Interim Fire Chief role.

2021 – Seth St. Germain was promoted to Fire Chief.

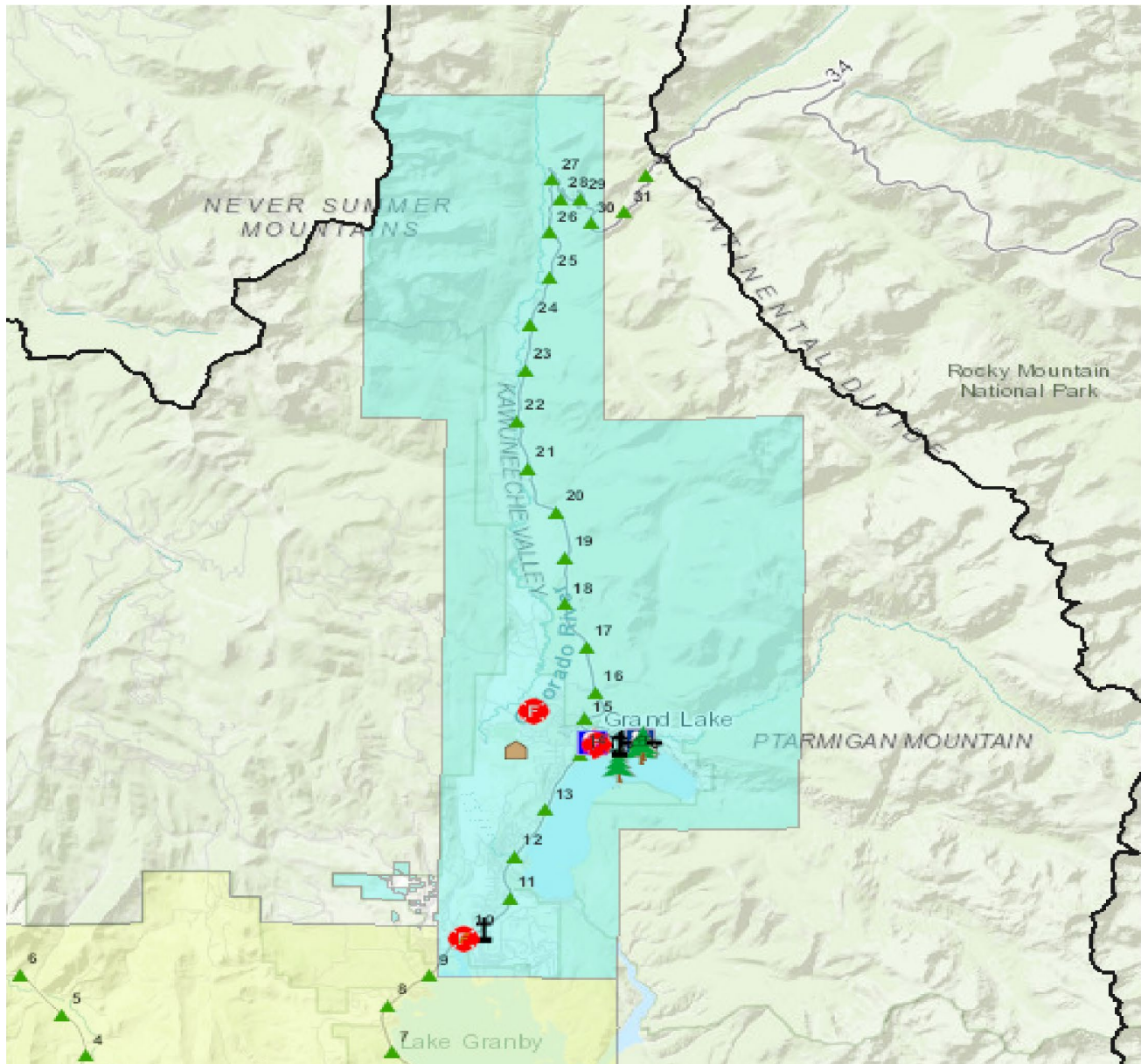




SERVICE AREA

Grand Lake Fire Protection District (GLFPD), covering 105 square miles in Grand County including the towns and areas of Arapaho National Forest, Cascade Falls Trail, Columbine Lake, Grand Lake, Green Ridge, Hilltop Ranger Station Boat Launch, Kauffman House, Kawuneeche Valley, Lofty Pines, Point Park, River Pines, Rocky Mountain National Park, Soda Springs, Shadow Mountain Dam, Shadow Mountain Lake, Shadow Mountain Reservoir, Summerland Park, Sun Valley Supply Creek, Trail Ridge Road-North & Winding River.

DISTRICT MAP



Information of Grand County Fire District maps: [OEM Map \(arcgis.com\)](https://arcgis.com)



GRAND LAKE FIRE PROTECTION DISTRICT SERVICES

Structure Fire Suppression

- Current and up to date structural firefighting techniques and tactics including advanced interior operations, commercial structure fire operations, and advance aerial operations.

Wildland Fire Suppression

- Modern tactics and practices that address our needs for all open country and urban wildland interface firefighting. GLFPD maintains up to date initial response with our mutual aid, county, and federal partners.

Hazardous Materials Response

- Cutting edge tactics and disciplines that include HazMat decontamination, product containment and control.

Emergency Medical Response

- Latest EMS, Emergency Medical Service, Protocol and up to date practices including cardiac arrest, multi system trauma, and medication administration.

Specialty Rescue and Support Services

- A gambit of disciplines including High and Low Angle Rescue, Water Rescue, Ice Rescue, Search and Rescue, Vehicle Extrication and Stabilization.

Public Assistance and Events

- GLFPD hosts a Scholarship awards program to assist with education, event funding, and other community needs.
- GLFPD strives to take part in town, HOA, and Grand County base public events including parades, touch a truck, and boat rides.

Wildland Mitigation

- GLFPD wildland division provides free wildland fire home and property inspections and is responsible for the implementation of wildland fire mitigation services including vegetation removal and chipping programs.
- The Wildland Fire Mitigation Program provides information and resources about steps you can take to reduce the risk of a wildfire consuming your property. It includes assessing the risks around your property, recognizing the wildfire dangers and your responsibility in mitigating them, thereby creating a defensible space.



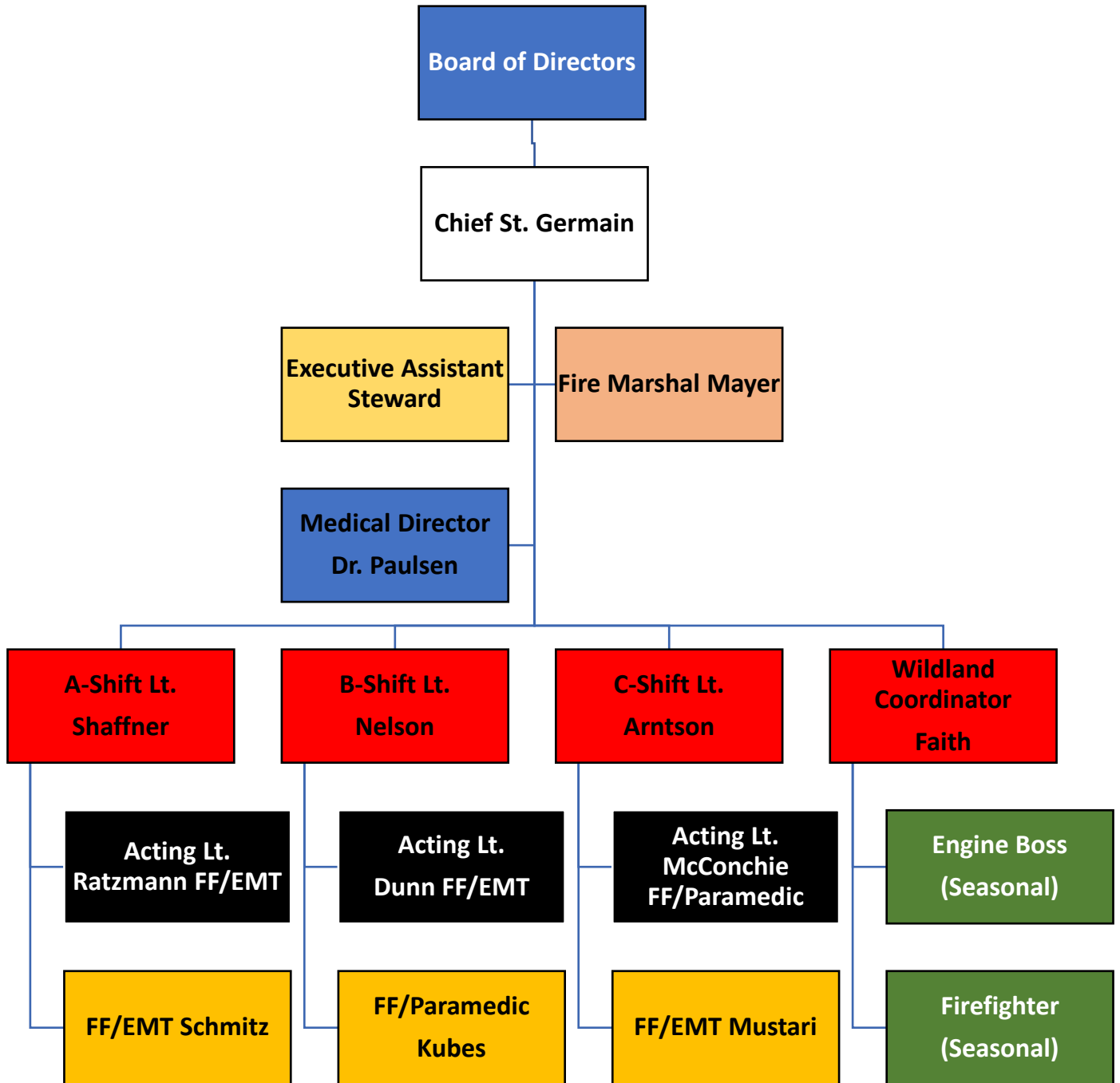
Short Term Rental Life Safety Inspections

- GLFPD provides an annual fire and life safety inspection program that is used for identification of hazards and preplanning to ensure the safety of first responders, improve safety of the public and occupants, and ensure proper operation of fire alarm and suppression systems.
- Annual fire and life safety inspections in short-term rental occupancies involve annual visits to verify compliance with adopted model code by the authority having jurisdiction and to identify circumstances or conditions that threaten the life or safety of occupants and visitors.
- All STR that fall within the Town of Grand Lake legal limits must follow the town ordinance, which requires STR owners to coordinate annual fire and life safety inspection through GLFPD.
- GLFPD has partnered with Grand County in developing a STR fire and life safety inspection program that would address all STR that fall within the Grand County unincorporated lands.



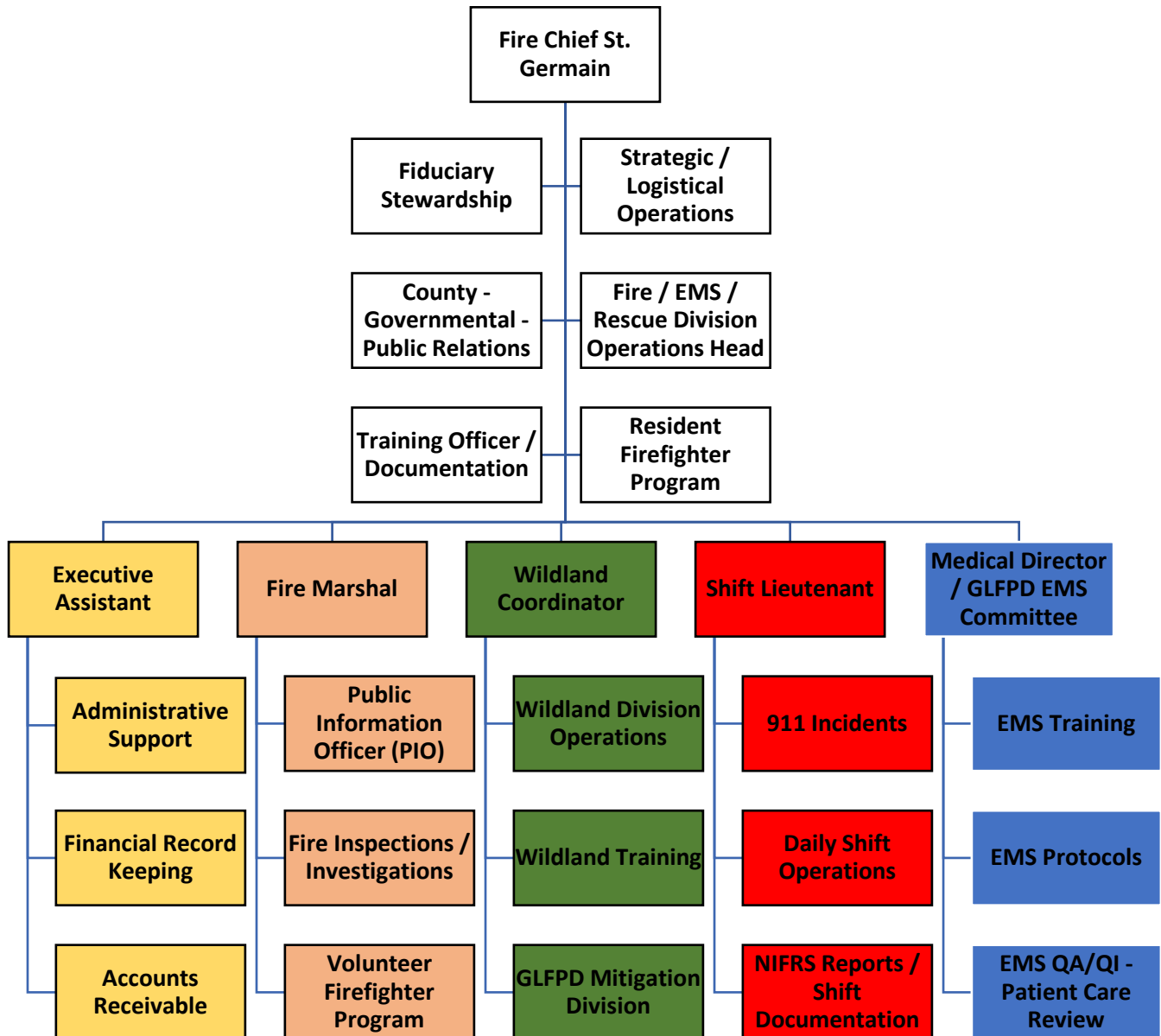


DEPARTMENT OVERVIEW





ROLES AND RESPONSIBILITIES





WHAT IS A STRATEGIC PLAN?

Strategic planning is the process an organization follows to articulate a vision for the future and establish a direction in making decisions and allocating resources to achieve desired outcomes. It is a process that anticipates the future by defining where you want to be, how to get there, and how you know when you have arrived. The strategic plan should provide a systemic way to think about goals and objectives, establish priorities, and serve as a means to stimulate change and improvement. The strategic plan is a map for the future to guide decision making and resource allocation; and it requires the involvement of all stakeholders.

This document serves as a guide for the GLFPD to develop the annual budget and provide a succinct method of articulating to Board of Directors the strategic direction for the GLFPD. This strategic plan also communicates to all personnel of the GLFPD the Department's commitment to communication, collaboration, and cooperation among all GLFPD staff and partners. Finally, this strategic plan should provide a road map that will encourage the recruitment of young professionals to join an outstanding public safety organization where teamwork, collaboration, training, staffing, resource allocation and education provide for a safer community.





PLANNING METHODOLOGY

For any organization, public or private, to reach its full potential, it must have a plan. An organization that knows where it is going, understands the environment in which it must operate and identifies how to get there will have the best chance of meeting the needs of the community and achieving its goals. The planning process that the members of the Grand Lake Fire Protection District have engaged in served to refresh the organization's commitment to excellence and set the path to future success. The fire & emergency services strategic planning process is more than the creation of a document. It challenges the membership of the organization to look critically at paradigms, values, philosophies, beliefs, and desires, and it inspires individuals to work together in the best interest of the organization. Furthermore, the planning process provides the membership with an opportunity to have a voice in the development of the organization's long-term direction and future focus. Public safety agencies and the fire service in particular find themselves in a very competitive time.

Our nation's first responders are being continually challenged to be more efficient while maintaining their effectiveness. Public expectations for professional services are often outpacing the financial capabilities of most local governments ability to meet and maintain such high standards. Impacts are being felt across the nation as the effectiveness of our public safety systems strain against the pressure to provide the most professional services possible. With these issues in mind, planning teams need to have a clear understanding of their organization's direction. To make more efficient use of available resources, organizations must set goals and objectives based on constructive efforts while eliminating programs that do not fully serve the customer.



WHAT IS S.W.O.T. ANALYSIS

The Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T.) analysis is designed to guide an agency to candidly identify its positive as well as less-than-desirable attributes. Grand Lake Fire Protection District will institute a culture that instills a standard practice in this activity to record its strengths and weaknesses, as well as the possible opportunities and potential threats.

Strengths:

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services expected by the community and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time.

Weaknesses:

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization's overall concerns, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document; but rather those day-to-day issues and concerns that may slow or inhibit progress.

Opportunities:

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area.

Threats:

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization.



EXECUTIVE SUMMARY

Grand Lake Fire Protection District (GLFPD) provides fire suppression, emergency medical services, basic and technical rescue, hazardous materials mitigation, fire prevention, public education, wildland urban interface mitigation, and wildland fire preparedness and suppression to the Grand Lake Fire Protection District residents, businesses, and visitors. Our agency is consistently working to achieve and maintain the highest level of professionalism and efficiency on behalf of those it serves. The GLFPD Fire Chief has critically examined paradigms, values, philosophies, beliefs, desires and demands of the District. Utilizing the findings of the examination the GLFPD Fire Chief, administrative team, and staff have developed a three-year Strategic Plan. This strategic plan, with its foundation based in community service and membership, revisits the organizations mission statement “With pride and professionalism the Fire District will provide the highest level of emergency and public service in response to the needs of our community.”

The purpose of this three-year strategic plan is to clearly define the mission and goals of GLFPD, while developing a guide for continued excellence as we prepare to meet the many challenges and opportunities in providing emergency services during the coming years.

The GLFPD Fire Chief, administrative team, and staff are committed to maintaining public trust through the highest levels of responsibility, transparency, and accountability. We will remain fiscally responsible in our decision-making, treat every resident with the utmost dignity and respect, ensure our equipment is always in superior working order and ready to respond, and continue to perform our profession to the best of our abilities.

This Strategic Plan will serve as a living document and a work in progress, subject to change under evolving circumstances.





NOTABLE ACCOMPLISHMENTS FOR 2021

2021 Accomplishments:

Enforced spending disciplines	Secured financial donations from the public
Secured FEMA reimbursements for East Troublesome Fire	Match VFA Communication Grant
Improved relationship with Grand County Sheriff's Office	Established strong strategic plan
Improved personnel moral	Created new agency website
Improved relationships with Grand County EMS	Improved relationship with area fire departments
Improved social media outreach	Internal promotion for Lieutenant
Expansion of services to EMS	Improved Firefighter Resident Program
Successful private property mitigation	Successful promotion of private property defensible space assessment
Updated Resident FF apartment appliances	Updated Rope Rescue Equipment
Updated and replaced out of date/service hose	Updated first due Engine and Ladder
Updated first due fire apparatus equipment	Updated first due Engine extrication / stabilization equipment
Purchase of new Personal Protection Equipment	Updated a portion of the Wildland suppression equipment
Updated medical equipment and medication purchase policy	Establishment of a GLFPD EMS Committee
Creation of GLFPD HazMat SOGs	Updated Personnel Policies
Completion of the GC Hazardous Mitigation Plan	Updated GLFPD Volunteer requirements and standards



2021 GRAND LAKE FIRE PROTECTION DISTRICT S.W.O.T.

In May of 2021, Fire Chief Seth St. Germain broke down the Grand Lake Fire Protection Districts strengths and weaknesses, as well as the possible opportunities and potential threats. This analysis was used in the development of the 2022 – 2024 Strategic Plan.

Strengths:

Strong and supportive Board of Directors	Tempered community involvement
Members are here for the right reason	High interest in development/training
High level of training	Physical fitness training
Department pride and dedication	Improving department leadership
Performance standards	Fire Marshal Division
Good response times	Great employee retention
ISO rating 4	Up to date record keeping software
Wildland Division	Established fiduciary discipline
2021 Strategic Plan	Improved relationship emergency response partners
Agency held in high regards by constituents	Updated GLFPD website
Improved social media presence	Updated emergency communication technologies
Improved Firefighter Resident Program	Phase 1 of the GLFPD / GCEMS Partnership

Weaknesses:

Aging fleet apparatus	No vehicle replacement plan
Poor equipment maintenance records	No apparatus tire replacement plan
No small equipment replacement plan	No PPE replacement plan
No facility update plan	Funding for volunteer program
Funding for fire prevention and education	Volunteer enrollment
2019 mil levy ballot language	Outgrowing our aging facilities
Small facility repairs budget	No facility repairs or improvement plan
Different Medical Director than the Grand County EMS	Weak patient care QA/QI and patient care review

Opportunities:

Joint training with other GC Emergency response agencies	Increase public good will and favor
Phase 2 of the GLFPD / GCEMS Partnership	Strategic Plan template and progress tracking
Expansion of the STR Life Safety Inspections to include unincorporated GC lands	Expansion of District boundaries
Establish new construction impact fees	Public education corridors
Openness to change	Private and federal grants
Obtaining community feedback	Public donations



Relationships with HOA's	Community risk reduction
Partnership with private entities	Community partnership programs

Threats:

Decrease in staff morale	Staff turn over
Decreasing or flatlining budget	Aging fleet
Capital equipment breakdown	Aging facilities
Increasing call volume	Worsening ISO rating
Decrease of federal funds	Population increase
Lack of public confidence	Catastrophic events
Breakdown of mutual aid partnerships	Inadequate response capabilities
Diminishing training budget	Aging technologies
Damage or destruction of capital property	Litigation against the department





2022 - 2024 STRATEGIC GOALS

Following the reviewed of the Grand Lake Fire Protection District 2021 Strengths, Weaknesses, Opportunities, and Threats, a list of strategic goals was identified and used to guide the construction of the Grand Lake Fire Protection District 2022 - 2024 Strategic Plan. These strategic goals were broken out over this three-year plan in ordered to set the agency up for the highest probability of success.





2022 STRATEGIC GOALS

1. Budgetary Discipline
2. Grant Opportunity Exploration
3. Sale of Outdated or Non-Operational Assets
4. Maintain High Level of Emergency Response Training
5. Update Mutual Aid Emergency Response MOU
6. Emergency Equipment Upkeep and PPE Replacement Plans
7. Facility Update Plan
8. Move into Phase 2 of the GLFPD / GCEMS Partnership
9. Explore joint operations opportunities with Grand County emergency response partners.
10. Expand the GLFPD District Boundaries

2022 GOALS AND OBJECTIVES

GOAL 1 – BUDGETARY DISCIPLINE

Spending Discipline	
Objective	Remain within the Approved 2022 Budget expenditure values
Time Frame	Throughout 1 Fiscal Calendar Year
Tasks	<ul style="list-style-type: none"> • Market research for any possible savings for services • Market research for any possible savings on purchases • Utility usage discipline • All spending requires approval from the Chief Officer
Funding Estimate	Capital Cost: \$0 Operational Costs: \$0

Improve Budget Direction	
Objective	Use the 2022 Strategic Plan as a fiduciary roadmap
Time Frame	Throughout 1 Fiscal Calendar Year
Tasks	<ul style="list-style-type: none"> • Continue use of the monthly forecasted / variances budget template • Quarterly review of the Budget vs. Strategic Plan
Funding Estimate	Capital Cost: \$0 Operational Costs: \$0

Budgetary Discipline	
Goal – Explore and use of the Colorado Trust EDGE	
Objective	Use the Colorado Trust EDGE liquidity investment for possible higher yields of current and future expenditure values
Time Frame	Throughout 1 Fiscal Calendar Year
Tasks	<ul style="list-style-type: none"> • Create a strategic plan for future purchases that will be made in the 2023 fiscal year



	<ul style="list-style-type: none"> Place the purchase values into the Colorado Trust EDGE account Monthly review of the values and returns
Income Estimate	Unknown – variables will depend on investment variables and return rates

Budgetary Discipline	
Goal – Sale Old Equipment	
Objective	Sale of unneeded and unnecessary equipment to recoup future equipment costs.
Time Frame	12 Months (completion 12/31/2022)
Tasks	<ul style="list-style-type: none"> Ladder 382 / \$20,000 Medic 370 / \$10,000 Stryker gurney and power load / \$15,000 Research possibility for auction of items
Income Estimate	\$45,000

GOAL 2 – GRANT OPPORTUNITY EXPLORATION

Grant Opportunity Exploration	
Goal – Explore and apply for any available emergency service grants	
Objective	Obtain any possible assistance to operational funding
Time Frame	Dependent upon grant application period
Tasks	<ul style="list-style-type: none"> Apply for Assistance to Firefighter Grant (AFG) - \$10,000 to \$150,000 Apply for Fire Prevention and Safety Grant (FP&SG) - \$5,000 to \$50,000 Apply for PPE Assistance Grant - \$10,000 to \$50,000 Apply for Capital Equipment and Facility Upgrade Grant - \$10,000 - \$250,000 Apply for Public Education Grant – reflective upon educational needs Explore local grant opportunities
Income Estimate	\$30,000 to \$500,000

Grant Opportunity Exploration	
Goal – CARES Act application	
Objective	Apply for the 2022 CARES Act funding (Pending CARES Act availability)
Time Frame	Dependent upon funding application periods
Tasks	<ul style="list-style-type: none"> Apply to offset any additional COVID-19 staffing needs Apply to offset any COVID-19 response needs Apply to offset any COVID-19 PPE needs



Income Estimate	\$80,000
-----------------	----------

Grant Opportunity Exploration	
Goal – Explore and apply for Safer Grant	
Objective	Obtain funding to assist with recruitment and retention of volunteer firefighters
Time Frame	Dependent upon grant application period
Tasks	<ul style="list-style-type: none"> Apply for the Department of Homeland Security Safer Grant - \$5,000 to \$50,000
Income Estimate	\$5,000 to \$50,000

GOAL 3 - SALE OF OUTDATED OR NON-OPERATIONAL ASSETS

Sale of Outdated Equipment	
Goal – Sale of equipment that is outdated or no longer required as part of emergency services	
Objective	Sale of Medic 370
Time Frame	As soon as possible
Tasks	<ul style="list-style-type: none"> Sale of Ambulance M370 - \$10,000
Income Estimate	\$10,000

Sale of Outdated Equipment	
Goal – Sale of equipment that is outdated or no longer required as part of emergency services	
Objective	Sale Stryker Power Load system and gurney
Time Frame	As soon as possible
Tasks	<ul style="list-style-type: none"> Sale of Stryker Power-LOAD \$15,000 Sale of Stryker Power Pro XT gurney \$7,000
Income Estimate	\$22,000

GOAL 4 – MAINTAIN HIGH LEVEL OF EMERGENCY RESPONSE TRAINING

Maintain High Level of Emergency Response Training	
Goal – Advanced Structure Fire Operations Training	
Objective	Continue to be progressive in modern fire ground operations training.
Time Frame	1 Training Calendar Year
Tasks	<ul style="list-style-type: none"> Semi-Annual live fire training 8hr of monthly fire training per training calendar Continued driver operator training



	<ul style="list-style-type: none"> • Emergency apparatus accident avoidance and safe driving education • Advance interior operations training • Aerial fire ground operations training • Advance pump operations training • Fire ground tactics training • Develop an educational path for members • Mutual aid trainings with fellow agencies and county partners 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$6,800 (Line Item: 512 – \$4,800) (Line Item: 533a - \$1,000) (Line Item: 532 - \$1,000)

Maintain High Level of Emergency Response Training		
Goal – Colorado State Accredited Fire Certification Classes		
Objective	Continue to provide basic and advanced Colorado State Fire Certifications courses in house at GLFPD.	
Time Frame	1 Training Calendar Year	
Tasks	<ul style="list-style-type: none"> • Colorado State Firefighter 1 course • Colorado State HazMat Operations course • Colorado State Firefighter 2 course • Colorado State Fire Instructor course • Colorado Fire Officer 1 course • Maintain professional renewal of Colorado State Certification 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$1,800 (Line Item: 533a – \$1,500) (Line Item: 533b - \$300)

Maintain High Level of Emergency Response Training		
Goal – Wildland Fire Operations Training		
Objective	Continue to be progressive in modern wildfire response operations training.	
Time Frame	1 Training Calendar Year	
Tasks	<ul style="list-style-type: none"> • April Wildland Season annual refresher trainings • Develop an educational path for members • Mutual aid trainings with fellow agencies and county partners 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$300 (Line Item: 533b - \$300)

Maintain High Level of Emergency Response Training		
Goal – Emergency Medical Training		
Objective	Continue to be progressive in modern EMS practices and response operations training.	
Time Frame	1 Training Calendar Year	



Tasks	<ul style="list-style-type: none"> • Maintain professional renewal of Colorado State Certification • Maintain professional associated certifications (ACLS, PALS, CPR) • Develop an education path for members • Progressive partnership trainings with GCEMS • EMS protocol review and implementation • Patient care review – QA/QI 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$1,900 (Line Item: 533a - \$500) (Line Item: 533b - \$1,400)

Maintain High Level of Emergency Response Training		
Goal – Specialty Rescue Training		
Objective	Continue to be progressive in modern specialty rescue response and operations training.	
Time Frame	1 Training Calendar Year	
Tasks	<ul style="list-style-type: none"> • Semiannual full scale scenario training • Personnel training into Rope Rescue Tech 2 • Ice rescue refresher training • Water rescue training • Vehicle extrication training • Search and rescue operations training 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$0

GOAL 5 – UPDATE MUTUAL AID EMERGENCY RESPONSE MOU

Update Mutual Aid Emergency Response MOU		
Goal – Update GLFPD Mutual Aid Agreements and MOU		
Objective	Update, revise, and / or develop mutual aid agreements and MOU's	
Time Frame	12 months (completion of 12/31/2022)	
Tasks	<ul style="list-style-type: none"> • Review and updated mutual aid agreements with area fire districts • Continue to develop an EMS response partnership with GCEMS • Develop a response agreement with Grand County SAR • Review and update mutual aid agreement with Rocky Mountain National Park • Develop an MOU / mutual aid agreement with the Arapaho National Forest • Develop an MOU with Grand County Road and Bridge • Develop an MOU with private entities for emergency use of heavy equipment. 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$5,000 (estimate) (Line Item: 403)



GOAL 6 – EMERGENCY EQUIPMENT UPKEEP AND PPE REPLACEMENT PLAN

Apparatus Tire Replacement		
Goal – Follow the Apparatus Tire Replacement Plan for 2022		
Objective	Replace emergency response tires per DOT requirements	
Time Frame	3 Months (completion 03/31/2022)	
Tasks	<ul style="list-style-type: none"> • Research market for purchase value savings • Research product longevity and warranty • Immediate in-service replacement upon arrival • Apparatus – T364, E366, E363, E376, 353, R365, C351 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$15,000 (Line Item: 581)

Small Equipment Replacement		
Goal – Follow the Thermal Imaging Camera Replacement Plan for 2022		
Objective	Purchase up to date thermal imaging cameras for the start of the TIC equipment life cycles	
Time Frame	7 Months (completion 07/31/2022)	
Tasks	<ul style="list-style-type: none"> • Research market for purchase value savings • Research product longevity and warranty • Immediate in-service replacement upon arrival • Follow the 2022 NFPA 1801 standard 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$3,500 (Line Item: 571)

Small Equipment Replacement		
Goal – Follow the Rope Rescue Small Equipment Replacement Plan for 2022		
Objective	Replace Rope Rescue carabiners	
Time Frame	7 Months (completion 07/31/2022)	
Tasks	<ul style="list-style-type: none"> • Research market for purchase value savings • Research product longevity and warranty • Immediate in-service replacement upon arrival • Follow the 2022 NFPA 1983 standard 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$1,500 (Line Item: 571)

PPE Replacement		
Goal – Follow Structural Firefighting Gear Replacement Schedule for 2022		
Objective	Purchase 2 nd set of gear for three fulltime line staff	
Time Frame	7 Months (completion 07/31/2022)	



Tasks	<ul style="list-style-type: none"> • Research market for purchase value savings • Research product longevity and warranty • Follow the 2022 NFPA 1851 and 1971 standards 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$9,687 (Line Item: 540)

GOAL 7 – FACILITY UPDATE PLAN

Facility Roof Repair and Maintenance		
Goal – Repair GLFPD Station 1 Roof with expectation of a 10-year life span		
Objective	Address all leaks in the east shed roof and apparatus bay water shielding	
Time Frame	7 Months (completion 07/31/2022)	
Tasks	<ul style="list-style-type: none"> • Research market for material purchase value savings • Research product longevity and warranty • Research cost of contract hire • Research possible donation of services • Possible Insurance Claim due to weather damage 	
Funding Estimate	Capital Cost: \$10,000 (estimate) (Line Item: 702)	Operational Costs: \$0

Facility Siding Repair and Maintenance		
Goal – Repair GLFPD Station 1 Adobe Siding with expectation of a 10-year life span		
Objective	Address all damaged and peeling exterior facility siding	
Time Frame	7 Months (completion 07/31/2022)	
Tasks	<ul style="list-style-type: none"> • Research market for material purchase value savings • Research product longevity and warranty • Research cost of contract hire • Research possible donation of services 	
Funding Estimate	Capital Cost: \$5,000 (estimate) (Line Item: 702)	Operational Costs: \$0

Facility Parking Seal Repair and Maintenance		
Goal – Repair GLFPD Station 1 parking lot seals with expectation of a 3-year life span		
Objective	Address all cracking and asphalt damage to the facility’s north and south parking lots.	
Time Frame	7 Months (completion 07/31/2022)	
Tasks	<ul style="list-style-type: none"> • Research market for material purchase value savings • Research product longevity and warranty • Research cost of contract hire • Research possible donation of services 	
Funding Estimate	Capital Cost: \$5,000 (estimate) (Line Item: 702)	Operational Costs: \$0



Facility Boiler System Refurb and Update		
Objective	Refurbished Station 1 boilers system with the expectation of 10-year life span	
Time Frame	7 Months (completion 07/31/2022)	
Tasks	<ul style="list-style-type: none"> • Research market for material purchase value savings • Research product longevity and warranty • Research cost of contract hire • Research possible donation of services 	
Funding Estimate	Capital Cost: \$16,000 (estimate) (Line Item: 702)	Operational Costs: \$0

GOAL 8 – MOVE INTO PHASE 2 OF THE GLFPD / GCEMS PARTNERSHIP

Move into Phase 2 of the GLFPD / GCEMS Partnership		
Goal – Establishment of a MOU or IGA between GLFPD and GCEMS		
Objective	Finalize a contractual joint EMS operations agreement (MOU or IGA) with GCEMS that covers all planned objectives in the GLFPD/GCEMS Phase 2	
Time Frame	4 Months (completion 04/30/2022)	
Tasks	<ul style="list-style-type: none"> • See GLFPD / GCEMS Joint Operations Agreement 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$5,000(estimate) (Line: 403)

- The associated document “GLFPD / GCEMS Joint Operations Plan” is an attached document *still under development*.

GOAL 9 – EXPLORE JOINT OPERATION OPPORTUNITIES WITH GRAND COUNTY EMERGENCY RESPONSE PARTNERS

Joint Wildland Operations Division with Grand Fire Protection District		
Goal – Create a sustainable Wildland Operations and Mitigation Plan with GFPD		
Objective	Enter into an Operational IGA that enables both GLFPD and GFPD to co-fund and co-operate a Wildland Division that covers both districts mitigation and wildland deployments.	
Time Frame	5 Months (completion 05/3/2022)	
Tasks	<ul style="list-style-type: none"> • See GLFPD / GFPD Joint Wildland Division Agreement 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$5,000(estimate) (Line: 403)

- The associated document “GLFPD / GFPD Joint Wildland Division Plan” is an attached document *still under development*.



GOAL 10 – EXPAND THE GLFPD DISTRICT BOUNDARIES

Expansion of the GLFPD District Boundaries		
Goal – Expansion of GLFPD District Boundaries		
Objective	Incorporate the unincorporated properties in the southwest corner of the GLFPD district – see attached map.	
Time Frame	12 Months (completion 12/31/2022)	
Tasks	<ul style="list-style-type: none"> • See GLFPD District Boundary Expansion Plan 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$2,000(estimate) (Line: 403)

- The associated document “GLFPD District Expansion Plan” is an attached document.



Budgetary Discipline	
Goal – Explore and use of the Colorado Trust EDGE	
Objective	Use the Colorado Trust EDGE liquidity investment for possible higher yields of current and future expenditure values
Time Frame	Throughout 1 Fiscal Calendar Year
Tasks	<ul style="list-style-type: none"> • Create a strategic plan for future purchases that will be made in the 2024 fiscal year • Place the purchase values into the Colorado Trust EDGE account • Monthly review of the values and returns
Income Estimate	Unknown – variables will depend on investment variables and return rates

GOAL 2 – GRANT OPPORTUNITY EXPLORATION

Grant Opportunity Exploration	
Goal – Explore and apply for any available emergency service grants	
Objective	Obtain any possible assistance to operational funding
Time Frame	Dependent upon grant application period
Tasks	<ul style="list-style-type: none"> • Apply for Assistance to Firefighter Grant (AFG) - \$10,000 to \$150,000 • Apply for Fire Prevention and Safety Grant (FP&SG) - \$5,000 to \$50,000 • Apply for PPE Assistance Grant - \$10,000 to \$50,000 • Apply for Capital Equipment and Facility Upgrade Grant - \$10,000 - \$250,000 • Apply for Public Education Grant – reflective upon educational needs
Income Estimate	\$30,000 to \$500,000

Grant Opportunity Exploration	
Goal – Explore and apply for Safer Grant (dependent on the prior year success)	
Objective	Obtain funding to assist with recruitment and retention of volunteer firefighters
Time Frame	Dependent upon grant application period
Tasks	<ul style="list-style-type: none"> • Apply for the Department of Homeland Security Safer Grant - \$5,000 to \$50,000
Income Estimate	\$5,000 to \$50,000



GOAL 3 – MAINTAIN HIGH LEVEL OF EMERGENCY RESPONSE TRAINING

Maintain High Level of Training		
Goal – Advanced Structure Fire Operations Training		
Objective	Continue to be progressive in modern fire ground operations training.	
Time Frame	1 Training Calendar Year	
Tasks	<ul style="list-style-type: none"> • Semi-Annual live fire training • 8hr of monthly fire training per training calendar • Continued driver operator training • Advance interior operations training • Aerial fire ground operations training • Advance pump operations training • Fire ground tactics training • Develop an educational path for members • Mutual aid trainings with fellow agencies and county partners 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$7,300 (Line Item: 512 – \$4,800) (Line Item: 533a - \$1,500) (Line Item: 532 - \$1,000)

Maintain High Level of Emergency Response Training		
Goal – Colorado State Accredited Fire Certification Classes		
Objective	Continue to provide basic and advanced Colorado State Fire Certifications courses in house at GLFPD.	
Time Frame	1 Training Calendar Year	
Tasks	<ul style="list-style-type: none"> • Colorado State Firefighter 1 course • Colorado State HazMat Operations course • Colorado State Firefighter 2 course • Colorado State Fire Instructor course • Colorado Fire Officer 1 course • Maintain professional renewal of Colorado State Certification 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$1,800 (Line Item: 533a – \$1,500) (Line Item: 533b - \$300)

Maintain High Level of Emergency Response Training		
Goal – HazMat Response and Decon Training		
Objective	Continue to be progressive in modern hazardous material response and decon operations training.	
Time Frame	1 Training Calendar Year	
Tasks	<ul style="list-style-type: none"> • Semi-Annual HazMat full scale scenario training • Mutual aid trainings with fellow agencies and county partners 	



	<ul style="list-style-type: none"> Maintain professional renewal of Colorado State Certification 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$1,000 (Line Item: 533b - \$1,000)

Maintain High Level of Emergency Response Training		
Goal – Wildland Fire Operations Training		
Objective	Continue to be progressive in modern wildfire response operations training.	
Time Frame	1 Training Calendar Year	
Tasks	<ul style="list-style-type: none"> April Wildland Season annual refresher trainings Develop an educational path for members Mutual aid trainings with fellow agencies and county partners 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$300 (Line Item: 533b - \$300)

Maintain High Level of Emergency Response Training		
Goal – Specialty Rescue Training		
Objective	Continue to be progressive in modern specialty rescue response and operations training.	
Time Frame	1 Training Calendar Year	
Tasks	<ul style="list-style-type: none"> Semiannual full-scale scenario training Personnel training into Rope Rescue Tech 2 Ice rescue refresher training Water rescue training Vehicle extrication training Search and rescue operations training 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$0

GOAL 4 – EMERGENCY EQUIPMENT UPKEEP AND REPLACEMENT PLAN

Apparatus Tire Replacement		
Goal – Follow the Apparatus Tire Replacement Plan for 2023		
Objective	Replace emergency response tires per DOT requirements	
Time Frame	3 Months (completion 03/31/2023)	
Tasks	<ul style="list-style-type: none"> Research market for purchase value savings Research product longevity and warranty Immediate in-service replacement upon arrival Apparatus – T384, E381, E383 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$12,000 (Line Item: 581)



Small Equipment Replacement		
Goal – Follow the Small Equipment Replacement Plan for 2023		
Objective	Structural/wildland hose, nozzles, and coupling replacement	
Time Frame	3 Months (completion 03/31/2023)	
Tasks	<ul style="list-style-type: none"> • Research market for purchase value savings • Research product longevity and warranty • Immediate in-service replacement upon arrival 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$10,000 (Line Item: 571)

Extrication Heavy Air Bag System		
Goal – Follow the Air Bag Equipment Purchase Plan for 2023		
Objective	Replace outdated air bags and support systems	
Time Frame	Months (completion 05/31/2023)	
Tasks	<ul style="list-style-type: none"> • Research market for purchase value savings • Research product longevity and warranty • Immediate in-service replacement upon arrival 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$12,000 (Line Item: 511)

PPE Replacement		
Goal – Follow Structural Firefighting Gear Replacement Schedule for 2023		
Objective	Purchase 2 nd set of gear for three fulltime line staff	
Time Frame	7 Months (completion 07/31/2022)	
Tasks	<ul style="list-style-type: none"> • Research market for purchase value savings • Research product longevity and warranty • Follow the 2022 NFPA 1851 and 1971 standards 	
Funding Estimate	Capital Cost: \$0	Operational Costs: 15,000 (Line Item: 540)

GOAL 5 – FACILITY UPDATE PLAN

Address any prior year incomplete Facility Update Plans		
Goal – Close out any unfinished facility updates planned for the prior year		
Objective	Evaluate the status of the facility update progress	
Time Frame	6 Months (completion 06/30/2023)	
Tasks	<ul style="list-style-type: none"> • Review the prior year’s Facility Update Plan projects to ensure completion • Review the prior year’s Facility Update Plan projects for any additional priority needs 	
Funding Estimate	Capital Cost: TBD	Operational Costs: TBD



Facility Bay Door Repair and Maintenance		
Goal – Repair GLFPD Station bay door motors with expectation of a 5-year life span		
Objective	Update, improve, or repair any apparatus bay door needs.	
Time Frame	7 Months (completion 07/31/2023)	
Tasks	<ul style="list-style-type: none"> • Research possible product update or upgrades • Research market for material purchase value savings • Research product longevity and warranty • Research cost of contract hire • Research possible donation of services 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$5,000 (estimate) (Line Item: 563)

Facility Landscaping Repair and Maintenance		
Goal – Improve the exterior landscaping image of the GLFPD Stations		
Objective	Develop a cost effective, low maintenance landscape for all GLFPD Stations	
Time Frame	9 Months (completion 09/30/2023)	
Tasks	<ul style="list-style-type: none"> • Improve all established paths on or about the properties • Improve the green space between Station 1 and west parking lot • Improve concrete pad for garbage dumpsters • Parking and training area for Station 2 	
Funding Estimate	Capital Cost:	Operational Costs: \$8,000 (estimate) (Line Item: 563)

GLFPD Burn Tower Maintenance		
Goal – Repair any damages to the GLFPD Burn Tower		
Objective	Ensure GLFPD Burn Tower is brought up to all NFPA 1403 Safety Standards	
Time Frame	9 Months (completion 09/30/2023)	
Tasks	<ul style="list-style-type: none"> • Replace all damaged paginate burn panels • Replace all exterior lights • Clean Burn Tower drainage system • All window and door handle replacement 	
Funding Estimate	Capital Cost:	Operational Costs: \$10,000 (estimate) (Line Item: 563)

Computer Replacement		
Goal – Follow the GLFPD Technology Upgrade and Replacement Plan		
Objective	Replace two of the Staff computers	
Time Frame	3 Months (completion 03/31/2023)	
Tasks	<ul style="list-style-type: none"> • Research market for purchase value savings • Research product longevity and warranty • Immediate in-service replacement upon arrival 	



Funding Estimate	Capital Cost:	Operational Costs: \$2,000 (estimate) (Line Item: 413)
------------------	---------------	---

GOAL 6 – DEVELOP A PUBLIC EDUCATION PROGRAM FOR 2024

Develop a Public Education Program for 2024		
Goal – Create and fund a sustainable Public Education Program		
Objective	Research needs and subject matter for a Public Education Program	
Time Frame	12 Months (12-31-2023)	
Tasks	<ul style="list-style-type: none"> • Develop a list of public education classes – CPR, First Aid, Stop the Bleed, Wildfire Defensible Space, etc. • Use website and social media to collect data on interest in classes • Research market cost of educational materials • Develop a Public Education Calendar for GLFPD Website 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$0

GOAL 7 – PLAN TO ADDRESS THE GLFPD 2019 MIL LEVY LANGUAGE

Plan to address the GLFPD 2019 Mil Levy Language		
Goal – Clean up the 2019 Mil Levy Language		
Objective	Remove the mil levy caps to allow GLFPD to collect the full 11.63 mils	
Time Frame		
Tasks	<ul style="list-style-type: none"> • Consult with legal council • Create public education platforms – website, social media • All ballot language in by the official date 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$25,000 (Line Item: 4xx)

GOAL 8 - REVIEW JOINT OPERATION PROGRAMS FOR POSSIBLE EXPANSION

Review Joint Operation Programs for Possible Expansion		
Goal – Continue to support and sustain all successful Joint Operation Programs		
Objective	Take advantage of funding opportunities to expand joint operation capabilities	
Time Frame	12 Months (12-31-2023)	
Tasks	<ul style="list-style-type: none"> • Review financial status of joint operational divisions • Consider additional staffing for expansion • Use collectable data to apply for equipment grant funding 	
Funding Estimate	Capital Cost: \$TBD	Operational Costs: \$TBD



Budgetary Discipline	
Goal – Explore and use of the Colorado Trust EDGE	
Objective	Use the Colorado Trust EDGE liquidity investment for possible higher yields of current and future expenditure values
Time Frame	Throughout 1 Fiscal Calendar Year
Tasks	<ul style="list-style-type: none"> • Create a strategic plan for future purchases that will be made in the 2025 fiscal year • Place the purchase values into the Colorado Trust EDGE account • Monthly review of the values and returns
Income Estimate	Unknown – variables will depend on investment variables and return rates

GOAL 2 – GRANT OPPORTUNITY EXPLORATION

Grant Opportunity Exploration	
Goal – Explore and apply for any available emergency service grants	
Objective	Obtain any possible assistance to operational funding
Time Frame	Dependent upon grant application period
Tasks	<ul style="list-style-type: none"> • Apply for Assistance to Firefighter Grant (AFG) - \$10,000 to \$150,000 • Apply for Fire Prevention and Safety Grant (FP&SG) - \$5,000 to \$50,000 • Apply for PPE Assistance Grant - \$10,000 to \$50,000 • Apply for Capital Equipment and Facility Upgrade Grant - \$10,000 - \$250,000 • Apply for Public Education Grant – reflective upon educational needs
Income Estimate	\$30,000 to \$500,000

Grant Opportunity Exploration	
Goal – Explore and apply for Safer Grant (dependent on the prior year success)	
Objective	Obtain funding to assist with recruitment and retention of volunteer firefighters
Time Frame	Dependent upon grant application period
Tasks	<ul style="list-style-type: none"> • Apply for the Department of Homeland Security Safer Grant - \$5,000 to \$50,000
Income Estimate	\$5,000 to \$50,000



GOAL 3 - SALE OF OUTDATED OR NON-OPERATIONAL ASSETS

Sale of Outdated Equipment	
Goal – Sale of equipment that is outdated or no longer required as part of emergency services	
Objective	Sale of Rescue 365 / QRV
Time Frame	As soon as possible
Tasks	<ul style="list-style-type: none"> • Sale of Rescue R365 - \$40,000
Income Estimate	\$40,000

GOAL 4 – MAINTAIN HIGH LEVEL OF EMERGENCY RESPONSE TRAINING

Maintain High Level of Training									
Goal – Advanced Structure Fire Operations Training									
Objective	Continue to be progressive in modern fire ground operations training.								
Time Frame	1 Training Calendar Year								
Tasks	<ul style="list-style-type: none"> • Annual live fire training • 8hr of monthly fire training per training calendar • Continued driver operator training • Advance interior operations training • Aerial fire ground operations training • Advance pump operations training • Fire ground tactics training • Develop an educational path for members • Mutual aid trainings with fellow agencies and county partners 								
Funding Estimate	<table border="0"> <tr> <td>Capital Cost: \$0</td> <td>Operational Costs: \$7,300</td> </tr> <tr> <td></td> <td>(Line Item: 512 – \$4,800)</td> </tr> <tr> <td></td> <td>(Line Item: 533a - \$1,500)</td> </tr> <tr> <td></td> <td>(Line Item: 532 - \$1,000)</td> </tr> </table>	Capital Cost: \$0	Operational Costs: \$7,300		(Line Item: 512 – \$4,800)		(Line Item: 533a - \$1,500)		(Line Item: 532 - \$1,000)
Capital Cost: \$0	Operational Costs: \$7,300								
	(Line Item: 512 – \$4,800)								
	(Line Item: 533a - \$1,500)								
	(Line Item: 532 - \$1,000)								

Maintain High Level of Emergency Response Training	
Goal – Colorado State Accredited Fire Certification Classes	
Objective	Continue to provide basic and advanced Colorado State Fire Certifications courses in house at GLFPD.
Time Frame	1 Training Calendar Year
Tasks	<ul style="list-style-type: none"> • Colorado State Firefighter 1 course • Colorado State HazMat Operations course • Colorado State Firefighter 2 course • Colorado State Fire Instructor course • Colorado Fire Officer 1 course • Maintain professional renewal of Colorado State Certification



Funding Estimate	Capital Cost: \$0	Operational Costs: \$1,800 (Line Item: 533a – \$1,500) (Line Item: 533b - \$300)
------------------	-------------------	--

Maintain High Level of Training		
Goal – Wildland Fire Operations Training		
Objective	Continue to be progressive in modern wildfire response operations training.	
Time Frame	1 Training Calendar Year	
Tasks	<ul style="list-style-type: none"> • April Wildland Season annual refresher trainings • Develop an educational path for members • Mutual aid trainings with fellow agencies and county partners 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$300 (Line Item: 533b - \$300)

Maintain High Level of Training		
Goal – Emergency Medical Training		
Objective	Continue to be progressive in modern EMS practices and response operations training.	
Time Frame	1 Training Calendar Year	
Tasks	<ul style="list-style-type: none"> • Maintain professional renewal of Colorado State Certification • Maintain professional associated certifications (ACLS, PALS, CPR) • Develop an education path for members • Progressive partnership trainings with GCEMS • EMS protocol review and implementation • Patient care review – QA/QI 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$1,900 (Line Item: 533a - \$500) (Line Item: 533b - \$1,400)

Maintain High Level of Training		
Goal – Specialty Rescue Training		
Objective	Continue to be progressive in modern specialty rescue response and operations training.	
Time Frame	1 Training Calendar Year	
Tasks	<ul style="list-style-type: none"> • Semiannual full scale scenario training • Personnel training into Rope Rescue Tech 2 • Ice rescue refresher training • Water rescue training • Vehicle extrication training • Search and rescue operations training 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$0



GOAL 5 – EMERGENCY EQUIPMENT UPKEEP AND REPLACEMENT PLAN

Apparatus Tire Replacement		
Goal – Follow the Apparatus Tire Replacement Plan for 2024		
Objective	Replace emergency response tires per DOT requirements	
Time Frame	3 Months (completion 03/31/2024)	
Tasks	<ul style="list-style-type: none"> • Research market for purchase value savings • Research product longevity and warranty • Immediate in-service replacement upon arrival • Apparatus – M360, C351, R365, 353 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$4,000 (Line Item: 581)

Small Equipment Replacement		
Goal – Follow the Small Equipment Replacement Plan for 2024		
Objective	Ladder 362 extrication equipment and ventilation tool purchase - phase 1	
Time Frame	3 Months (completion 03/31/2024)	
Tasks	<ul style="list-style-type: none"> • Research market for purchase value savings • Research product longevity and warranty • Immediate in-service replacement upon arrival 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$25,000 (Line Item: 571)

PPE Replacement		
Goal – Follow Wildland Firefighting Gear Replacement Schedule for 2024		
Objective	Purchase and replace wildland firefighting PPE	
Time Frame	7 Months (completion 07/31/2022)	
Tasks	<ul style="list-style-type: none"> • Replace all damaged or outdate PPE • Build a GLFPD reserve cache of PPE • Research market for purchase value savings • Research product longevity and warranty • Follow the 2022 NFPA 1851 and 1971 standards 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$10,000 (Line Item: 540)

Command Vehicle Replacement Plan		
Goal – Follow the GLFPD Apparatus Replacement Plan for 2024		
Objective	Purchase of a Command Vehicle Replacement -C351	
Time Frame	12 Months (completion 12/31/2024)	
Tasks	<ul style="list-style-type: none"> • Market research for purchase values • Follow the chosen fleet manufacturer • Vehicle being replaced will be placed into the R365 slot 	



Funding Estimate	Capital Cost: \$90,000 (estimate) (Line Item 701)	Operational Costs: \$0
------------------	--	------------------------

Tender Replacement Plan		
Goal – Follow the GLFPD Apparatus Replacement Plan for 2024		
Objective	Explore the purchase possibilities for a used Tender to be purchased in 2025	
Time Frame	12 Months (completion 012/31/2024)	
Tasks	<ul style="list-style-type: none"> • Market research for purchase values • Equipment purchased will have a manufacture date of 2015 or younger • Build a Use the 2022 NFPA 1901 for minimum standard requirements 	
Funding Estimate	Capital Cost: \$120,000 (estimate) (Line Item 701)	Operational Costs: \$0

GOAL 6 – FACILITY UPDATE PLAN

Address any prior year incomplete Facility Update Plans		
Goal – Close out any unfinished facility updates planned for the prior year		
Objective	Evaluate the status of the facility update progress	
Time Frame	6 Months (completion 06/30/2024)	
Tasks	<ul style="list-style-type: none"> • Review the prior years Facility Update Plan projects to ensure completion • Review the prior years Facility Update Plan projects for any additional priority needs 	
Funding Estimate	Capital Cost: TBD	Operational Costs: TBD

GOAL 7 - REVIEW JOINT OPERATION PROGRAMS FOR POSSIBLE EXPANSION

Review Joint Operation Programs for Possible Expansion		
Goal – Continue to support and sustain all successful Joint Operation Programs		
Objective	Take advantage of funding opportunities to expand joint operation capabilities	
Time Frame	12 Months (12-31-2023)	
Tasks	<ul style="list-style-type: none"> • Review financial status of joint operational divisions • Consider additional staffing for expansion • Use collectable data to apply for equipment grant funding 	
Funding Estimate	Capital Cost: \$TBD	Operational Costs: \$TBD



GOAL 8 – DEVELOP THE GLFPD 2025-2030 STRATEGIC PLAN

Develop the GLFPD 2025-2030 Strategic Plan		
Goal – Develop the GLFPD 2025-2030 Strategic Plan		
Objective	Develop a 5-year Strategic Plan for road map on future budget planning	
Time Frame	9 Months (09-30-2024)	
Tasks	<ul style="list-style-type: none"> • Build a 5 year strategic plan that has a broad cast influence on the next yearly budgets 	
Funding Estimate	Capital Cost: \$0	Operational Costs: \$0