

FRONT RANGE FIRE RESCUE

2025-2030

STRATEGIC PLAN



Fire Accreditation Management Services (FAMS) acknowledges and thanks the community and agency stakeholders for their participation and input into this community collaborative strategic planning process. FAMS also recognizes Fire Chief J. Michael West and all who participated in this process.

This community collaborative strategic plan was developed in September 2024, beginning with a meeting facilitated by FAMS for community members, as named below. The feedback of the community stakeholders, which agency stakeholders considered in developing this strategic plan, can be found in [Appendix A](#).

Community Stakeholders

Mark Betterton	Scott James	Stephanie Podtburg	Amy Tallent
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The agency stakeholder work sessions, conducted over two days, involved a group representing a broad cross-section of FRFR, as named below. The feedback of the agency stakeholders, considered by agency stakeholders in developing this strategic plan, can be found in [Appendix B](#).

Agency Stakeholders

Jay Birnie	Shane Doyon	Brittany Jackson	Kurt Nakata	Ryan Roberts
Johnathan Callahan	Ty Drage	Nat Kronholm	Adam Nieto	Zach Rodriguez
Christine Champlin	Chris Frain	Steve Lester	Stephen Novak	Richie Van Tine
Bernie Covillo	Cody Hinkle	Chris Linder	Kevin Olszewski	Michael West
Connor Covillo				

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MESSAGE FROM THE MEMBERSHIP

We are thrilled to present the Front Range Fire Rescue (FRFR) five-year strategic plan. FRFR is committed to delivering exceptional customer service to the citizens and visitors of our community, both today and in the years to come. As our district undergoes significant growth, we are presented with remarkable opportunities and challenges that this plan will help us tackle proactively while we strive toward our ambitious goals.

This Strategic Plan serves as a vital resource for our organization and the community. It will be evaluated, reviewed, and refined each year. Within this document, we articulate the challenges and opportunities ahead and assess our organization's strengths and weaknesses for the coming years. It is a roadmap guiding our efforts with purpose and clarity.

A vital component of this plan was gathering valuable feedback from the community and our members to highlight essential priorities. Through our commitment to an "Idea Meritocracy," FRFR has cultivated a culture of continuous improvement, aspiring to be recognized as a leader in emergency services in our region. This plan is a testament to those principles.

Though the legacy agencies that comprise Front Range Fire Rescue have served for over a century, the rapid changes in our community inspire us to adopt an agile approach that focuses on what truly matters today. We take immense pride in this document and are confident that it will empower us to serve with Courage, Compassion, and Professionalism.

Sincerely,

The Board of Directors and
Members of Front Range Fire Rescue

INTRODUCTION

The community served by Front Range Fire Rescue (FRFR) receives high levels of professionalism and effectiveness from the agency's proactive approach to community engagement, risk reduction, and emergency mitigation. In that pursuit, FRFR partnered with Fire Accreditation Management Services (FAMS) to lead and build a community collaborative strategic plan. The process activities utilized by FAMS consider all parameters prescribed by the authority having jurisdiction. They are designed to align with the Commission on Fire Accreditation International® (CFAI®) fire and emergency services accreditation model.

The FAMS approach to community collaborative strategic planning collects feedback and input from community and agency stakeholders while focusing on regenerative change beyond the current state. Beliefs, concepts, current systems, and processes were among the many pieces considered and questioned to bring this planning document to reality. In concert with the community, FRFR is committed to implementing and managing this plan to become more efficient and effective.

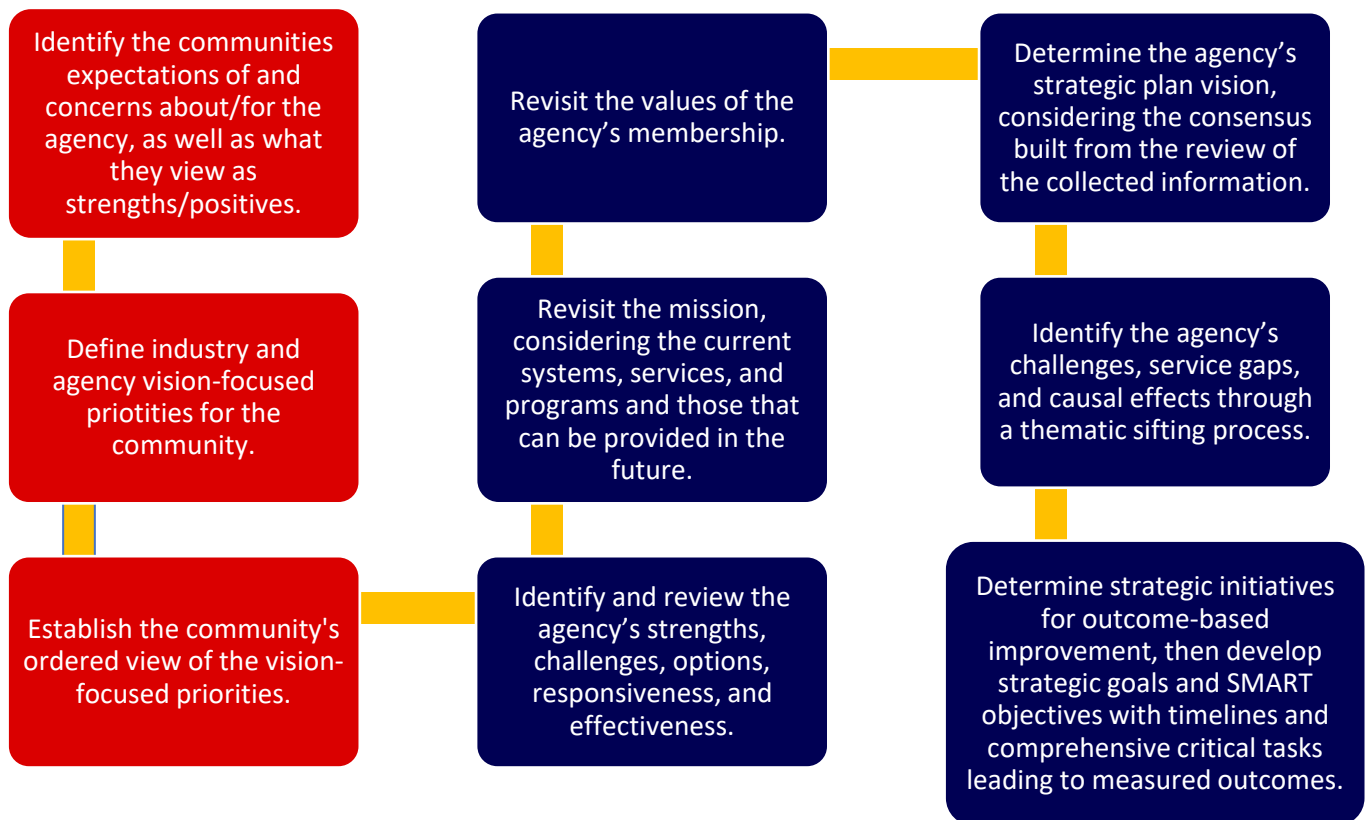
PROCESS

Understanding what the customer desires is vital to the success of any organization. In this case, the customer is the community served by FRFR. Community collaborative strategic planning ensures the community remains a focus of the organization's direction, and community feedback is at the heart of all deliberations and development of this strategic plan.

This process and plan represent the embrace of transition away from how things have been done by searching for efficacies and outcomes based on change. The community collaborative strategic plan provides a management tool built on a shared vision and is structured to achieve measurable results. With the involvement of a diverse group of agency stakeholders, FRFR's community collaborative strategic plan encompasses various experiences, perceptions, and perspectives that will work to improve organizational symbiosis.

FRONT RANGE FIRE RESCUE 2025-2030 STRATEGIC PLAN

These perspectives were collected from the community stakeholders during a work group session that produced weighted feedback on vision priorities, expectations, and concerns. All agency stakeholders were invited to participate in providing feedback via a survey asking for those same vision priorities along with their thoughts on strengths, challenges, options, responsiveness, and effectiveness or SCORE. For the measurable results to be realized, these data processes and the strategic plan must focus on substance, not form. Only then can FRFR genuinely benefit from the process and realize its ultimate vision.



Complete [community stakeholder findings](#) and [agency stakeholder work](#) can be found in the appendices.

ABOUT FRONT RANGE FIRE RESCUE

The Front Range Fire Rescue Fire Protection District (FRFR) was officially formed in 2018, but its roots extend back to the early 1900s. FRFR represents the unification of two long-standing fire districts: Johnstown Fire Protection District and Milliken Fire Protection District. These districts joined forces in 2015 to create a fire authority, and ultimately, on January 1, 2018, they became one new special district under the FRFR name.

The Johnstown Fire Protection District traces its origins to 1908, when local leaders in the town of Johnstown equipped themselves with buckets, ladders, and axes in case of fire. In 1914, the first organized Johnstown Volunteer Fire Department was established with 20 members. Initially, hose carts were used to transport firefighting equipment, and in 1945, the town acquired its first fire truck. As Johnstown expanded, so did the demand for fire protection services. By 1952, the Johnstown Rural Fire Protection District was formed to better serve the town and surrounding areas through a mill levy.

The Milliken Fire Protection District (MFPD) traces its origins to 1949 but was officially established in 1963. Its volunteers worked diligently to keep pace with the growing community. As population growth continued, MFPD expanded its services, including the construction of the Hill' n Park fire station. In 2009, MFPD appointed its first full-time fire chief, and within just nine years, the district transitioned from a fully volunteer-based department into an essential component of what is now FRFR.



FRONT RANGE FIRE RESCUE 2025-2030 STRATEGIC PLAN



Station 1
100 Telep Avenue, Johnstown



Station 2
101 South Irene, Milliken



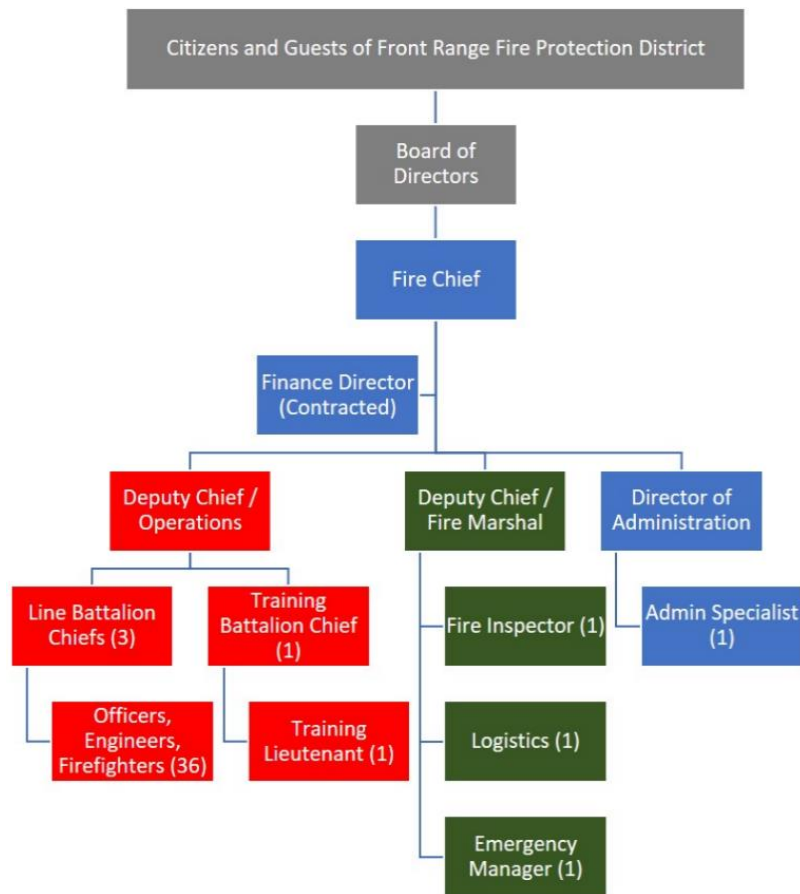
Station 3
4225 Yosemite Drive, Greeley

Today, FRFR provides fire and emergency response, as well as community risk reduction services, to over 29,000 residents and businesses across Johnstown, Milliken, and portions of Larimer and Weld Counties. FRFR operates three fire stations located in Johnstown, Milliken, and Hill' n Park. FRFR is a career department delivering services 24 hours a day, seven days a week. The organization is structured into three divisions: Administrative Services, Life Safety, Fire Prevention, and Operations. As a full-service fire district, FRFR offers a variety of services, including construction plan reviews, fire safety inspections, life safety education, community outreach programs, and emergency management.

The creation of FRFR required a significant level of planning and collaboration. Combining two independent fire districts into a cohesive, full-service agency demanded forward-thinking leadership, operational alignment, and strategic foresight. These efforts ensured not only a smooth transition but also the foundation for a stronger, more efficient organization capable of meeting the growing needs of its service area. That same level of dedicated planning continues today as FRFR remains committed to shaping its future, exemplified by the ongoing development of its new strategic plan.

FRFR ORGANIZATIONAL CHART

FRFR ORGANIZATIONAL CHART




MISSION

The mission serves as the internal foundation of the organization's existence and offers a sense of empowerment to all FRFR members. A workgroup met to review the mission statement and, after ensuring it answered the questions - **Who are we?**, **Why do we exist?**, **What do we do?**, **Why do we do it?**, and **For whom?** - a decision was made to make some revisions that reflect the contemporary perspectives of the agency's stakeholders. The following mission statement was created, reviewed, and accepted by the entire group:

Front Range Fire Rescue is an all-hazards emergency response and prevention agency. We are committed to providing outstanding service through community engagement, fire prevention, disaster preparedness, public education, fire suppression, and emergency medical services.

VALUES

Values embraced by all members are vital, as they form the foundation that defines who we are and shapes the organization's culture. A workgroup met to revisit the existing values, and the following was agreed upon.



COURAGE: Our members are courageous servants who protect the lives and property of those we serve. We recognize that the public's trust is rooted in our unwavering values and principles, and we will courageously hold each other accountable for maintaining that trust.

COMPASSION: We will treat the public and our fellow members not only empathetically but also compassionately. We recognize that our primary goal in all interactions is to build and maintain relationships. We care for people and will do our very best to relieve their suffering. We know that for many interactions, the little things often make the most significant difference. We honor and respect all people and act with humility.

PROFESSIONALISM: We are trained professionals who hold ourselves to exceptionally high standards. Our members are continually striving to be better, to innovate, and to grow as individuals and as public servants. We do what we say we will do and follow through on our commitments.

Every effort will be made to keep the foundational mission and values current and meaningful, guiding the members of FRFR in accomplishing their goals, objectives, and daily duties.

VISION

Vision statements serve as guiding beacons, articulating an organization's core purpose and defining the future it seeks to create. They capture the ideals, values, and aspirations that drive progress, offering clear direction for decision-making and goal-setting. By formalizing and documenting these visions, a unified position is established that inspires commitment and aligns every action with the long-term purpose.

Front Range Fire Rescue's two vision statements set a unified path toward excellence and growth. The **organizational vision** captures the agency's commitment to enduring service, creating a legacy of excellence that meets the community's evolving needs and establishes it as an outstanding agency and employer of choice. Building on this, **the strategic vision** outlines focused goals and objectives that invent change, strengthen the team, and refine practices to achieve this future. Together, these visions align short-term actions with long-term aspirations, ensuring that today's efforts lay the foundation for a resilient and exceptional tomorrow.

Members of Front Range Fire Rescue are committed to providing the highest quality service to the citizens and guests of the district. The vision that drives all members to continually strive to embrace the concept of continuous improvement and deliver the best citizen service possible is:

To further evolve a culture and a structure that outlasts us and that meets and exceeds the district's anticipated growth. To be recognized by our citizens and external stakeholders as an outstanding public service agency. To be an "employer of choice" for our current and future members.

An organizational strategic plan vision exists to keep all agency members focused on the successful futurity of FRFR and to guide quality change and improvement in alignment with the community. In support of the futurity created within the community-driven strategic planning process, FAMS assisted in creating FRFR's strategic plan vision for the future. The agency will support the reality of this vision through successful plan institutionalization, implementation, and management of activities for goal(s) achievement.

Front Range Fire Rescue's five-year strategic plan focuses on member development through contemporary training programs, ensuring that our team is equipped with the skills necessary to deliver outstanding service. We will strengthen the FRFR Way by fostering a supportive and inclusive environment that embodies our values of compassion, professionalism, and the courage to always do the right thing. Our commitment to ongoing communication, both internally and with the communities we serve, ensures transparency and trust. We aim to maintain the highest safety and service standards by investing in our members and refining our processes.

CHALLENGES AND SERVICE GAPS

After sifting through the data and feedback from the community stakeholders and reviewing the internal environmental scan, agency stakeholders, by consensus and group effort, determined that opportunities, challenges, and potential service gaps exist within FRFR. Each opportunity, challenge or gap identified listed accompanying causal effects determined by the stakeholder group. They were then linked to the following strategic initiatives identified by the agency stakeholders.

STRATEGIC INITIATIVES

The following strategic initiatives were identified as the foundation for developing goals and objectives based on all previously captured information and determined critical issues and service gaps.

Training The FRFR Way Communications Professional Development

GOALS

Community feedback and the SCORE survey process guided the determination of strategic initiatives representing the high-level issues the agency stakeholders developed into goals. FRFR must now make these goals a focus of effort to direct the agency's activities in achieving its desired future.



Analyze, establish, integrate, and review processes for effective communications with stakeholders and emergency response partners to create transparent systems for disseminating consistent information.



Develop and implement a plan that defines and encourages personal and professional growth that meets current and anticipated agency and community needs.



Continue to preserve Front Range Fire Rescue as the “Employer of Choice” by optimizing, enhancing, and identifying gaps within the eight dimensions of wellness and The FRFR Way.



Develop and implement a collaborative process to update and revise the agency's training programs and processes to meet current and anticipated agency and community needs.

CONCLUSION

This strategic plan was developed through collaborative work with a diverse group of community members and representative agency stakeholders across the organization, but the work is just beginning. Agency stakeholders must institutionalize, execute, and manage the plan's activities to ensure the community's expectations and FRFR's vision remain congruent. The included activity management guide (AMG) will assist FRFR in the mechanics of plan institutionalization, implementation, and management. The AMG is not intended to be all-inclusive and static; it provides flexibility to ensure future success.

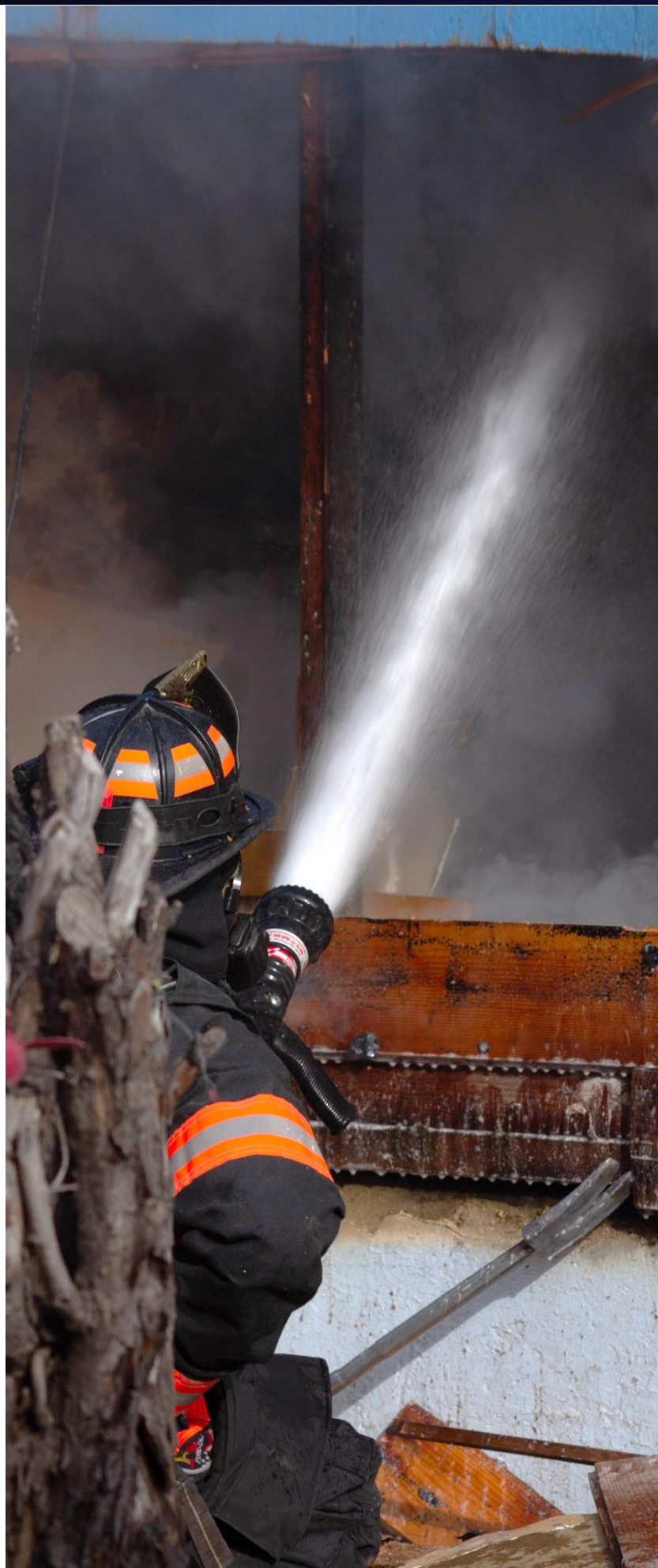
"The best way to predict the future is to invent it."

Alan Kay

Recalculation may be needed during this journey of regeneration to find the agency's desired future. This strategic plan is a roadmap to help FRFR navigate changes

on the path to success. The ability to pivot to meet the current environment as institutionalization and implementation ensues provides a greater likelihood that the desired outcomes and efficacies will be realized as envisioned.

Focused activity is crucial for success in managing the introduction of new systems and processes to an organization. To help manage those activities, three appendices are included for review, guidance, and tracking progress. These will provide for a structured validation of activity that smooths the monitoring and feedback process, further adding clarity to the agency's vision.

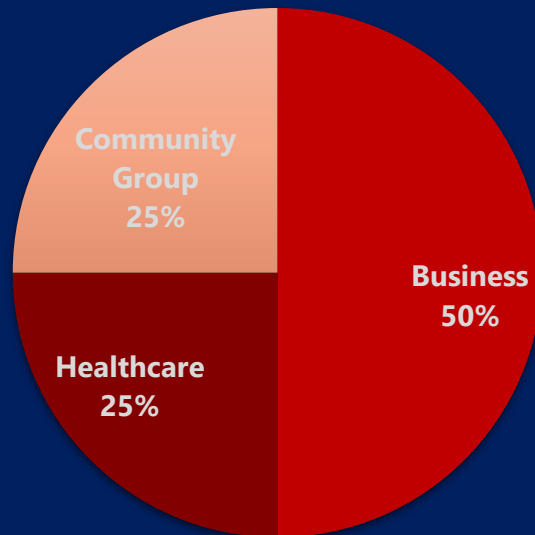


APPENDICES

A. COMMUNITY STAKEHOLDER FINDINGS

Front Range Fire Rescue (FRFR) is committed to its community by focusing on community input and satisfaction. A community stakeholder session was held to gather feedback from the respondents on the agency and its various industry-focused vision outcomes. The information gathered from the community stakeholder feedback provided mutual understanding to the agency stakeholders of any misalignment with its organizational foundation and performance or value-based expectations or concerns from which new improvement strategies and processes are created.

The agency identified community stakeholders to ensure broad representation. The breakdown of groups represented is presented here:



Respondents were asked to list, in priority order, up to three subjects relative to expectations, concerns, additionally strengths, positives, and general remarks about or for FRFR. Expectations and concerns were analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted values that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important and considered in the planning process. Strengths or positives and the general remarks are listed verbatim and may be repeated based on different respondents.

The specific data and findings from the community stakeholder respondents are provided to validate alignment.

COMMUNITY EXPECTATIONS OF FRONT RANGE FIRE RESCUE (in priority order)

1. Keeping our community safe in a timely manner, with the growth, I like to see our emergency services spread out! Safety. (10)
2. Kindness, empathy, compassion at all times. (5)
3. Top level community service, if something is on fire/medical emergency, they show up quickly and act on the problem. (5)
4. Educating the community on CPR, health, safety, etc. (3)
5. Open dialogue to shared/collaborative approach to process is important. (3)
6. Prevention. (3)
7. Change, evolve, and grow with the community they serve. (3)
8. It is really nice to see our emergency service teams get involved with the community in all areas. Community. (2)
9. Predictable standard response expectations across shifts/days/weeks. (1)
10. Provide value; FRFR is a taxing entity, make sure that their service provides value for the tax dollar taken. (1)

AREAS OF COMMUNITY CONCERN ABOUT FRONT RANGE FIRE RESCUE (in priority order)

1. I do not really know where the department is with this, but a concern I can have is with the growth, do we have enough stations/personnel in place currently for the growth we have had so far? Ability to keep up with growth, both population and geographic spread. The growth of the community surpassing the growth of the fire district. The community is rapidly growing. My concern is that the department keeps up. (18)
2. Staffing both administration and line. (5)
3. Safety for our emergency personnel and the training that they have to handle what they are about to enter into. (3)
4. A growing mistrust among taxpayers of taxing entities; be transparent and have a conversation with taxpayers. (3)
5. Succession. (1)
6. While it has improved, do not be afraid to toot your own horn - increase community presence - PR efforts. (1)

POSITIVE COMMUNITY COMMENTS ABOUT FRONT RANGE FIRE RESCUE (in no order)

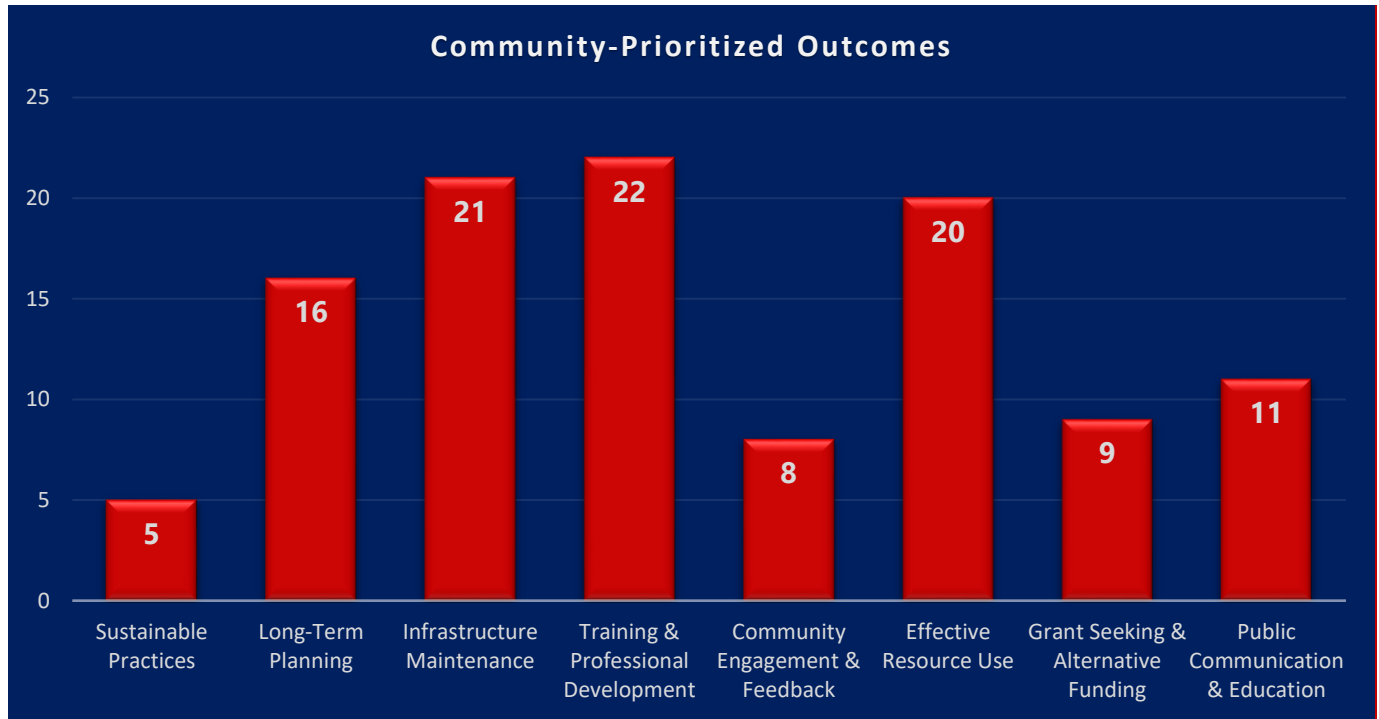
- △ I really like hearing about the personal development that the department prioritizes for their team!
- △ I really do feel like our department genuinely cares about the community and those they are helping for the betterment of the community overall!
- △ The openness and intent in process improvement and communication with agencies.
- △ Taxpayer information sharing from and between leadership and external stakeholders.
- △ Very positive message and example set by FRFR leadership.
- △ Something FRFR does incredibly well is they never make community members feel rushed when they are talking in the community to them (events, grocery store, kids coming up to them, they take time with people).
- △ They say yes.
- △ They answer in emergencies and non-emergencies.
- △ Well respected.
- △ Still seen as a “Hometown” agency.
- △ I have never heard a complaint about the agency.

OTHER COMMUNITY COMMENTS ABOUT FRONT RANGE FIRE RESCUE (in no particular order)

- △ I appreciate how FRFR has carefully balanced two different communities and has stood strong in making us feel like one community.
- △ FRFR is my favorite fire district!
- △ FRFR, led by Chief West, has been incredible in the support of our organization this year through absolutely incredible challenges to our staff. I cannot share or fully explain just how much this has meant to us as a partner agency, truly selfless and supportive.
- △ I am really impressed overall (with the little information I truly have) with the changes I have seen in our department over the last few years!
- △ Do not be afraid to move your mill levy downward. Take only what you need.
- △ Growth is very much on the minds of our citizens – growth and taxation – just an observation.

COMMUNITY-PRIORITIZED VISION-FOCUSED OUTCOMES

Understanding how the community prioritizes the agency's and industry-related visionary-focused outcomes allows FRFR to ensure its focus on resource allocation aligns with the vision consensus. The prioritization feedback was garnered using an instrument that compared the prioritization of the outcomes considered by FRFR. The results were as follows:



B. AGENCY STAKEHOLDER WORK

A group of agency stakeholders representing the various service delivery divisions of FRFR attended a two-day work session to review the community feedback, develop or revise the agency's mission and values, and establish a quality focus on the way forward in developing this community collaborative strategic plan. The process included an environmental scan in the form of a survey collecting from the entirety of the organization on their perspective relative to strengths, challenges, options, responsiveness, and effectiveness (SCORE) analysis to understand better the current situational aspects impacting the agency. Additionally, respondents were asked to list, in priority order, up to three subjects relative to expectations and concerns.

PROGRAMS AND SERVICES

Agency stakeholders must distinguish between the core deliverables (programs and services) provided by FRFR and those supporting services that help the agency provide the core program delivery systems. With this understanding, the agency stakeholders can further define the issues and gaps within the organization and provide more basis for the conducted environmental scan. To bring this understanding to fruition, FAMS provided guidance and gained consensus with the entire group to understand the difference between the deliverables and the supporting functions. This included a review and analysis of feedback gathered from the organization, described below.

EXPECTATIONS

Stakeholder expectations, defined as the anticipated standards of service and performance from the fire district, were gathered through recent surveys to guide the development of the strategic plan's goals and objectives. These surveys focused on critical areas such as improved response times, enhanced communication, and ongoing training improvements to ensure alignment with the needs and priorities of those served by Front Range Fire Rescue.

Agency stakeholders were asked to prioritize up to three critical expectations for FRFR. Their responses were analyzed for recurring themes and assigned weighted points: five points for the top priority, three points for the second, and one point for the third. The cumulative weighted themes were sorted by significance, with the total weighted values shown in parentheses. While the themes are ranked in order, all responses are considered crucial to the planning process. The following information summarizes the data gathered and includes the weighted values of the expectations.

EXPECTATIONS FEEDBACK SUMMARY INFORMATION

The district's foremost expectation is to achieve service excellence for the community by continually enhancing service delivery and ensuring high-quality, timely, and professional emergency responses. This commitment to providing the best possible service to citizens and neighboring districts carries the highest weight (54), emphasizing its critical importance.

Another key focus is on member compensation and support (40), highlighting the necessity of offering competitive pay, benefits, and career development opportunities for both current and retired members. This support is vital for ensuring employee satisfaction and fostering personal and professional growth within the workforce. Additionally, maintaining a culture of professionalism and fair treatment (29) is essential, where respect, compassion, and fairness are prioritized for both internal and external customers. Leadership plays a crucial role in fostering trust and providing mentoring to all employees.

Adequate equipment and training (21) are also fundamental to effective service delivery, necessitating well-trained personnel and the proper equipment. Standardized and frequent training is required to prepare for future operational needs. The district aims to cultivate a positive workplace culture (17) that makes it an employer of choice, fostering a supportive environment where employees are encouraged to grow and remain committed to the organization.

Clear and open communication (16) is vital for maintaining alignment and trust within the organization, requiring transparent dialogue between leadership, management, and the union. Moreover, the district prioritizes employee wellness (10), focusing on the mental, physical, and overall well-being of members throughout their careers.

As the district faces potential growth, it is essential to engage in thoughtful growth planning (9) that is adaptable and data-driven. Achieving full staffing and operational growth (8) is critical to ensuring all shifts can meet increasing demands. Maintaining consistency across the district (6) in operations, training, and procedures is important for reliability and effectiveness.

The district aims to lead in fire service innovation (6), positioning itself at the forefront of industry improvements and key issues. Responsible management (6) of personnel, assets, finances, and service delivery is also critical for sustainable growth. Safety measures must remain a priority in all future planning efforts (5), alongside preserving the district's identity (5) and fostering leadership and followership skills for future leaders (5).

An openness to change (4) and maintaining a progressive mindset, particularly regarding safety and efficiency improvements, are essential. Building strong community engagement (4) and maintaining a positive presence within the community are key to sustaining trust and support.

Finally, the district must focus on recruitment and retention (3) of high-quality personnel, ensuring prompt service delivery (3), and enhancing interoperability and mutual aid relationships with adjacent resources and departments (3). Equipment upgrades (2) and effective democratic decision-making (2) are also necessary to maintain operational excellence, alongside efficient financial management (2) to ensure the district's long-term sustainability.

CONCERNS

Stakeholder concerns refer to the specific issues, challenges, or areas of improvement identified by stakeholders that may impact the organization's effectiveness or its ability to fulfill its mission. These concerns provide valuable insights into existing or potential obstacles and highlight growth opportunities, helping guide the development of strategic objectives that address the needs and priorities of the agency and its community.

Agency stakeholders were asked to prioritize up to three critical concerns for or about FRFR. Their responses were analyzed for recurring themes and assigned weighted points: five points for the first priority, three points for the second, and one point for the third. The cumulative weighted themes were sorted by significance, with the total weighted values shown in parentheses. While the themes are ranked in order, all responses are considered crucial to the planning process. The following information summarizes the data gathered and includes the weighted values of the concerns.

CONCERNS FEEDBACK SUMMARY INFORMATION

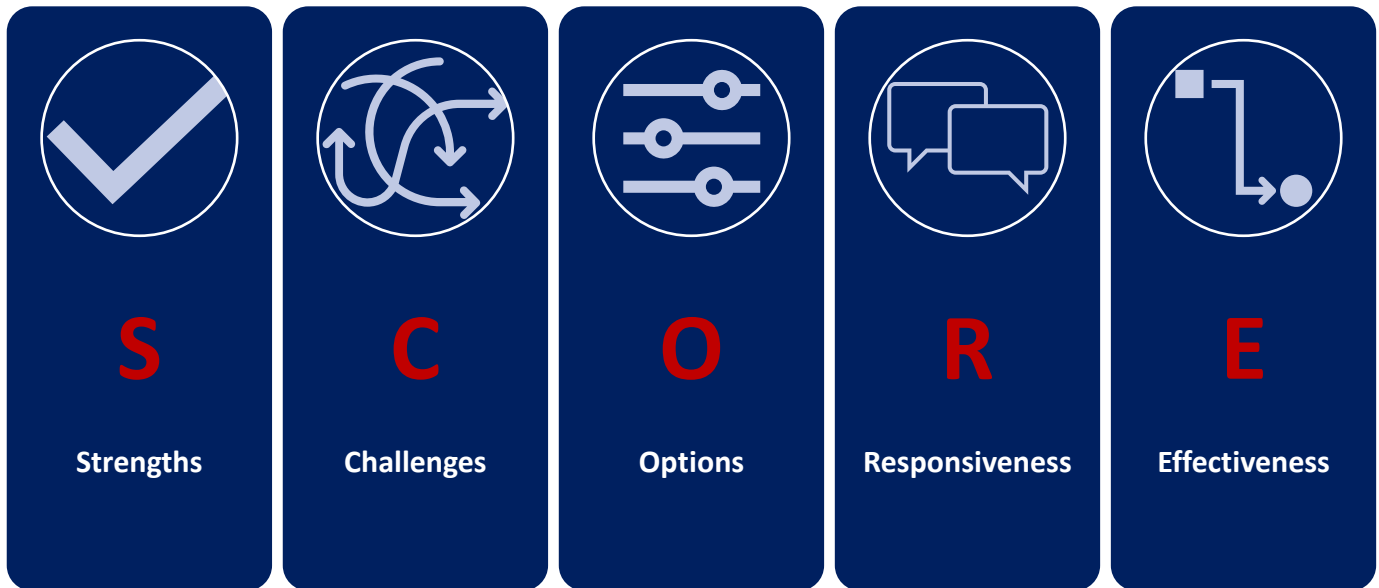
The organization faces significant challenges related to rapid growth, both in population and within the department itself. Key concerns include ensuring adequate staffing, maintaining the department's culture, and managing the expansion of operations and support services. This overarching issue of organizational growth carries the highest weight (60), highlighting the critical need to adapt effectively to the evolving landscape.

Budget and financial planning emerge as another crucial concern, with a weighted score of 29. The department must develop a robust financial strategy capable of withstanding economic fluctuations and political changes in Colorado, particularly regarding funding for salaries and essential services. Similarly, administrative workload poses a significant challenge (21), as increased demands on staff without adequate logistical support lead to stress and overextension.

Maintaining cultural integrity (18) is essential as the organization grows, ensuring a welcoming environment that values contributions from all levels while preventing barriers created by rank and seniority. Effective communication (17) from leadership to all members is necessary to enhance transparency and ensure that critical information flows freely throughout the organization. Employee burnout (13) and the need for supportive wellness programs are also pressing concerns, as are the stresses associated with educational requirements (13) that may burden personnel.

Further concerns include preparing for leadership transitions (10), addressing ongoing issues with EMS providers (9), and improving consistency in shift assignments (8) to honor seniority and provide equitable opportunities. Personnel retention (8) is another important factor, particularly as organizational growth may lead to increased attrition rates. Finally, the organization must focus on operational completion (6), foster member ownership (5), and adapt to the expectations of new generations entering the fire service (5) while also improving facilities (4) and standardizing equipment (4) for better effectiveness.

The district also faces challenges related to encroachment from neighboring districts (3), enhancing its public image (3), and maintaining a culture of compassion (3). The need for inclusivity in leadership (1) and support for diversity (1) is essential for fostering a holistic approach to the department's future while addressing the loss of community service events (1) and evaluating healthcare affordability (1) are also important areas for improvement.



SCORE

The agency's internal stakeholders utilized a strategic environmental analytic method known as SCORE, where members consider the organization's current strengths, challenges, options, responsiveness, and effectiveness to formulate a path for continuous improvement. The SCORE process was conducted for reflection, focus, and alignment with the organization's set of values, its vision, and its mission. This appreciative inquiry process provided environmental scanning for strategic direction, associated plans by applying innovative ideas, and a positive strategic framework that clarifies the agency's vision for leadership in day-to-day functions.

STRENGTHS

The feedback gathered in the survey highlights a strong culture of commitment, growth, and dedication within FRFR. Employees value the positive and inclusive work environment built through solid relationships among departments and a reputation as an employer of choice. The chief's proactive leadership and support for innovation contribute to a workplace culture that values openness to new ideas, collaborative efforts, and the continuous improvement of services. This emphasis on respect, mutual support, and a shared commitment to compassionate service enhances morale and fosters a genuine enthusiasm for serving the public.

FRFR's operational focus and financial responsibility stand out as additional strengths, with initiatives like JVJG supporting the organization's long-term financial health. Staff see the department as forward-looking, with solid plans to meet the community's needs and opportunities for ongoing growth. Many respondents view the culture as supporting current members and providing a foundation for FRFR's evolution into a leading agency. This growth-oriented mindset and competitive wages and benefits position FRFR as a desirable workplace and a community-centered organization dedicated to excellence.

CHALLENGES

The survey responses point to significant challenges for FRFR as it navigates rapid growth, both within the community and the organization itself. Many feel that the district's expansion risks outpacing the department's resources and staffing levels, with concerns over how to maintain FRFR's identity and culture in the face of this growth. Limited support services, logistics, and administrative roles have not kept pace, placing strain on personnel. Additionally, the organization faces issues of burnout, as members feel that more is expected of them than they can sustainably provide, impacting morale and the compassionate culture FRFR strives to uphold.

Succession planning, particularly in response to anticipated retirements and promotion needs, is seen as vital but underdeveloped. The department also faces funding constraints and the potential for increased property tax pressures, which could impact FRFR's ability to meet growth demands. Challenges in training consistency, limited infrastructure, and adapting to changes in EMS leadership add further complexities. These growth pressures have also complicated work-life balance for members, who are balancing operational duties with increasing committee work, training, and community relations efforts. Consistent communication, a streamlined approach to operations, and sustainable financial planning are seen as essential for managing FRFR's continued growth while preserving its strong relationships and commitment to community service.

OPTIONS

The survey responses suggest several strategic options for FRFR to manage growth and maintain operational effectiveness. One key area is financial planning: with solid reserves, the district can explore conservative spending practices, prioritize hiring, and potentially evaluate alternative funding sources. Respondents recommend that FRFR consider contracting out some non-essential tasks to prevent burnout, streamline service delivery, and allow personnel to focus on core responsibilities. They also highlight the importance of diligent, methodical planning to prepare for future needs while retaining flexibility to adjust plans based on changing conditions.

Other options include enhancing internal communication and establishing standardized protocols across training, tactics, and culture to create consistency among crews. Several respondents emphasized the need for expanded resources in support areas like logistics and fire prevention to keep pace with rising demands. Succession planning and a clear framework for promotions and training would strengthen personnel development and ensure smooth transitions, particularly in administrative roles. Improved communication across all ranks, including frequent updates on the strategic vision, would help members feel heard and engaged in the department's growth. Finally, more community outreach, expanded training options, and collaborative opportunities with neighboring agencies are highlighted as avenues to enhance FRFR's community presence and overall readiness.

RESPONSIVENESS

The data highlights several critical responsiveness challenges FRFR faces as it navigates rapid growth, financial constraints, and evolving service demands. Economic factors, such as potential recessions and fluctuating revenues from oil, gas, and property taxes, pose a significant threat to future funding. Respondents noted that budgetary limitations may impact FRFR's ability to meet staffing needs, support training, and add new operational capabilities. Additionally, as the district grows, new hazards—like high-rise building operations—may require unfamiliar skills and advanced equipment, which need time and funding to implement effectively.

Another major theme is the potential for burnout and lack of capacity in the workforce, with members feeling the strain of increased demands without sufficient relief or financial incentives. Communication and adaptability are also areas of concern, with some respondents feeling that a closed mindset, delayed decisions, and limited member input hinder the organization's ability to respond to challenges. Leadership transitions, evolving technology needs, and balancing community expectations with FRFR's current operational model add further complexity. To address these challenges, FRFR may need to explore innovative funding solutions, reinforce member engagement in decision-making, and streamline training and standards to support a sustainable, adaptable future.

EFFECTIVENESS

The survey responses underscore several strategic priorities for FRFR's effectiveness in service delivery, member retention, and community engagement. A key focus is establishing a reliable EMS model, with ambulances deployed to meet response time goals and patient outcomes carefully monitored. Clear communication and practical expectations, particularly around training requirements, are essential to maintaining a positive work-life balance and organizational transparency. Respondents also stressed the need for proactive financial management and succession planning, ensuring that critical roles in life safety, logistics, and administration are well-staffed and prepared for future turnover, safeguarding FRFR's long-term resilience.

FRFR is also seen as an employer of choice, with a supportive culture where new hires can seamlessly integrate into teams and take pride in their work. Proactive planning for equipment and training will allow FRFR to stay ahead of rising demands, while an updated training manual fosters consistency in operations. Respondents envision an FRFR that continues to attract and retain top talent, maintains low turnover, and is recognized as a model department by peers. Achieving these goals will require steady performance evaluations, competitive compensation, and a balanced budget, which will help FRFR uphold its commitment to excellence and strengthen its connection to the community.

AGENCY-PRIORITIZED VISION-FOCUSED OUTCOMES

Understanding how the strategic planning leadership group prioritizes the agency's and industry-related visionary-focused outcomes allows FRFR to consider its perspective compared to the community perspective. These views help FRFR focus on resource allocation and alignment with the vision consensus. The prioritization feedback was garnered using an instrument that compared the prioritization of the outcomes considered by FRFR. The results were as follows:

