

FRONT RANGE FIRE RESCUE



The FRFR Way



Do The Right Thing

January 2025 Edition

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Introduction

Front Range Fire Rescue (FRFR) is an all-hazards first response agency that protects the citizens of Johnstown, Milliken, and portions of Weld and Larimer Counties in Colorado. Our staff comprises a diverse group of professionals who strive to serve the public in the best way possible. The following pages outline our beliefs, values, and culture. This document is a living and evolving work written by our members collectively and is updated to match the organization's needs. We will strive to live up to these principles daily in everything we do and in every interaction. Each member owns this culture, and we will all work to keep and enhance it and never let it get watered down.

This Is Our Way.



Mission

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.

Vision

Front Range Fire Rescue members 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 progress a culture that adapts to change and to develop an organization that outlasts the individual members. To meet and exceed the growth and changes in the district. 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.

Values

Core values are used to establish clear expectations for service delivery, interpersonal relationships, and self-improvement. The values of Front Range Fire Rescue are :

Courage, Compassion, and Professionalism

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.

The Front Range Fire Rescue Way

The Front Range Way describes our culture and how each Front Range Fire Rescue (FRFR) member is expected to perform, act, and treat our citizens and each other. We treat each other with trust first. We expect our external partners to adhere to this culture when acting with us and on our behalf.

The following pages illustrate our principles, philosophies, and culture—the one we have and the one we want to enhance continually.

FRFR is a collaborative and cooperative organization. Members and staff work together to ensure we provide the best quality service to our guests and citizens. The staff works with our elected officials and local political systems to ensure we meet the public's needs. We all look for ways to better work in partnership and share our knowledge and resources with our surrounding partners and other emergency services organizations to build robust relationships that serve the public's needs.



Foundational Principles of The Front Range Way

Service

Service is the foundation of our business. We aspire to find ways to serve the public in their times of need. We want to predict the public's emergency needs and prevent harm from ever occurring. Where it can't be prevented, we strive to mitigate the impact through proactive public education. When emergencies happen, we respond quickly, competently, and professionally.

We serve the public during their worst days and times. We will do so in a caring and kind manner. We understand that committing to being nice in all interactions with all people is the only way outstanding performance of our duties can be achieved.

Our response effectiveness is paramount, so we will seek ways to be better trained and equipped for today's incidents while proactively preparing for tomorrow's incidents. Continual training is essential to our mission, and FRFR will provide training opportunities for all ranks. Preparedness includes preplanning our target hazards and working with external stakeholders to ensure cooperation during emergencies.



We will work to stay physically and mentally prepared to serve. The district recognizes and supports the members' need to be physically and mentally healthy and works to provide programs that help each individual remain so. The district desires our members to have long and successful careers followed by a long health-span after their time in the fire service. We support each other's need for balance in life and work and value our families' support.

We recognize that fire and EMS are ever-evolving, and we will seek out research and implement new, safer, and more effective means of service delivery. We will be tactically aggressive in solving the citizen's emergency while selecting the tactics that help keep our members as safe as the situation allows. We will honor past traditions while embracing change whenever

it improves our ability. Traditions serve as a guidepost but will never be a hitching post at FRFR.

Improvements and changes in procedures and equipment will be vetted based on an unbiased evaluation. We seek to create an "Idea Meritocracy" where the best ideas rise to the top and are selected, regardless of their source or who brings them forward. All members have a voice in making improvements and are responsible for being open to new ideas irrespective of the rank or tenure of the member suggesting them. We start all discussions with the goal of understanding each other's perspective and beginning from an assumption of good intentions.

Senior Leadership, Command Officers, and the Board of Directors are committed to serving our members in a way that makes them feel supported and empowered. Our members are the heart of service delivery to the public, and we will maintain open communications and feedback mechanisms to ensure that their voices are heard. Communications will always be transparent and frequent.

Servants

We value our public servants as the fabric of our organization and partner with them to foster a culture aligned with our values.

We embrace servant leadership and acknowledge that all of our members play the role of leader at different times. We balance the need to be great leaders with the need to be great followers.

We take pride in our appearance and behavior, and most of all, we represent the district with a positive attitude. We care for our equipment and keep it clean and in a high state of readiness.

Our behavior will always be aligned with FRFR's values, policies, and procedures.

We trust each other, and each member is concerned with the success of every other District member. We will all actively help each other be successful. Regardless of a member's time with FRFR, they are treated with respect, and all are considered valuable team members. If a member can no longer be successful as a part of the organization, we will treat them with dignity and respect and honor their time in the organization appropriately.



All members are encouraged to seek out coaches and mentors inside and outside the organization to help them improve and grow. The district will maintain succession and professional growth plans, supporting such processes with funding and resources to the best of our ability. The members will seek ways to grow as individuals and become the best servants they can become.

FRFR has developed a culture of peer support, meaning that all members are available to listen empathetically to co-workers when the stresses of the job or life weigh on them. All members maintain confidentiality and never share sensitive information unless a member is in danger. Each member will stay aware of the services available to

get their teammate support when more is needed. No member will ever gossip about a member of our organization.

Stewards

The public always trusts us to Do The Right Thing. We are stewards of their trust in our organization and the trust universally given to the fire service. That trust is built on a long and proud history. Doing the right thing is not just our job but our nature.

When we hire new members, we seek to create equality of opportunity while selecting the best people based on their values and trustworthiness.

We will be proactive and diligent stewards of our financial and physical resources. Our spending and use of funds will always reflect our strategic goals and mission statement.

FRFR members will act with integrity, always courageously telling the truth and transparently owning our actions. When corrective action is necessary, it will always be with the intent of helping our members meet the organization's needs. When a member is not living up to the FRFR Way, their peers, supervisors, and followers will courageously bring it to their attention.

Supervisors are responsible leaders who are expected to identify and correct unproductive behaviors before they escalate into bad habits.

We understand that our actions on and off duty affect the level of trust we receive.

We act lawfully and never abuse the privilege of wearing our badge. Using our position to gain favor is never acceptable.

FRFR members understand that their social media footprint can negatively reflect on the district. All members will consider how their online dialogue could affect FRFR's reputation. All members have a duty to post responsibly. Engaging in negative political discussion or bragging about unbecoming activities is not the FRFR way.

Stakeholders

We will cultivate authentic relationships with all stakeholders, as they are integral to our organizational success.

We will treat all people with dignity and respect. We are accepting and non-judgmental.



We cooperate and collaborate with our partners in EMS, Law Enforcement, and neighboring fire agencies. Our cooperation has no ego, and we will humbly help whenever possible. We will seek opportunities to train with any agency with whom we respond to improve our response effectiveness.

FRFR members look for ways to build relationships and mend fences when necessary. We know that the quality of our relationships reflects the quality of our ability to serve. When we make mistakes, we own them and apologize. We don't hold grudges.



Supervisors are expected to act as communications conduits, sharing FRFR's vision with their workers and the concerns and needs of their people with senior leadership.

Listening with open minds and wanting to understand the speaker is critical to our leadership goals. Communication is vital to celebrating outstanding performance and identifying areas for improvement. We all must be open to feedback on ways to improve.

We will provide timely information to our elected officials and the elected officials of the governmental entities that share our boundaries. We know that our relationships with such bodies are vital to our success in helping the public and that our partners are members of our team.

The Front Range Firefighter Code of Conduct

I understand that I am responsible for conducting myself in a manner that reflects proper ethical behavior and integrity. In so doing, I will help foster a positive public perception of the fire service in general and Front Range Fire Rescue in particular. Therefore, I pledge to do the following...

- I always conduct myself, on and off duty, in a manner that reflects positively on myself, my fire district, and the fire service in general.
- Accept responsibility for my actions and for the consequences of my actions. Demonstrate a positive and kind attitude.
- Support the concept of fairness and the value of diverse thoughts and opinions.
- Avoid situations that would adversely affect the credibility or public perception of our profession.
- Be truthful and honest at all times and report instances of cheating or other dishonest acts that compromise the integrity of the fire service.
- Conduct my personal affairs in a manner that does not improperly influence the performance of my duties or bring discredit to my organization.
- Be respectful and conscious of each member's safety and welfare.
- Recognize that I serve in a position of public trust that requires stewardship in the honest and efficient use of publicly owned resources, including uniforms, facilities, vehicles, and equipment and expects that these are protected from misuse and theft.
- Exercise professionalism, competence, respect and loyalty in the performance of my duties and use information, confidential or otherwise, gained by virtue of my position, only to benefit those I am entrusted to serve.
- Avoid financial investments, outside employment, outside business interests or activities that conflict with or are enhanced by my official position or have the potential to create the perception of impropriety.
- Never propose or accept personal rewards, special privileges, benefits, advancement, honors or gifts that may create a conflict of interest, or the appearance thereof. For the purposes of this section, an employee may not accept a gift of substantial value beyond gifts of a drink or food such as when given at an emergency scene or by an appreciative citizen.
- Never engage in activities involving alcohol or other substance use or abuse that can impair my mental state or the performance of my duties and compromise safety.
- Never discriminate on the basis of race, religion, color, creed, age, marital status, national origin, ancestry, gender, sexual preference, medical condition, or handicap.
- Never harass, intimidate, or threaten fellow members of the service or the public, and stop or report the actions of other firefighters who engage in such behaviors.
- Responsibly use social networking, electronic communications, or other media technology opportunities in a manner that does not discredit, dishonor, or

embarrass my organization, the fire service, and the public. I also understand that failure to resolve or report inappropriate use of this media equates to condoning this behavior.

(Adopted from the National Society of Executive Fire Officers)

Front Range Fire Rescue Member Health, Safety, and Wellness

Firefighting and the fire service are often described as one of the most dangerous professions. While some may dispute this and cite injury statistics of other occupations as having more deaths or injuries per capita, we who do the work of first response know that our injuries are often internal and often not measured. Our members are frequently exposed to not only hazardous environments but also to unseen toxic gasses, dangerous roadways, violence, and the never-ending exposure to mental trauma from our day-to-day work.

Because of our work's mental and physical hazards, Front Range Fire Rescue has adopted a philosophy of balanced wellness. As an organization, we see it as our responsibility to ensure that our personnel are supported in terms of their well-being. Too often, the term "Work-Life Balance" is used to describe harmony between these two aspects of our lives. We feel that this oversimplifies a complex process of finding internal peace in our day-to-day activities. Because of this, we have adopted the Eight Dimensions of Wellness as our guide to doing our best for the responders and workers who give their best for the communities we serve. While we cannot provide all that is needed, we will strive to provide resources and attention wherever possible to add resiliency and assistance to our most important resource- our members.

The Eight Dimensions of Wellness

Emotional

The fire service has gone through a monumental transformation over the last decades. As firefighters are exposed to more violence and trauma, it has had a devastating effect on many members. Front Range Fire Rescue is no exception to this exposure. We will continue strengthening programs such as our supportive culture, Member Assistance Program (MAP), and resiliency training. Our members are encouraged and supported to come forward when they find themselves struggling with mental health issues. Our leaders will strive to know the people in their charge and to recognize when there may be a concern. We will have courageous conversations and work to open avenues of communication so that no member is lost to the mental stresses of the job.



Spiritual

We will maintain an open, non-judgmental environment for any member's religious or spiritual beliefs. We know that privacy and solitude can be problematic in the close-knit atmosphere of a firehouse. Our leaders will make every effort to provide quiet, reflective time when a member requires it. The district will ensure space is available in all facilities where a member can think, rest, or meditate. We will continue to build a fire service chaplaincy program as a resource for those members who want an avenue to such service and understand that such resources are not needed or desired by everyone.



Intellectual

While emergency response tasks are often characterized as "blue-collar" or "manual labor," we at Front Range know the importance of continuing our education and training. The environment that we work within is changing. The buildings, the fires, medicine, and the public have ever-evolving changes and challenges. We will provide training programs as an organization looking to anticipate those changes in the future.

We will be open to new concepts and thoughts and work to keep an open mind to find better and more effective ways to do our jobs. We support formal education, and our members are encouraged to seek college degrees and advanced programs. As our knowledge grows, we believe we are better equipped to serve. We will financially support our members' educational endeavors to the best of the district's ability.

Physical

The dangers of the job are best handled through knowledge, resiliency, and a level of fitness commensurate with our work. Front Range will maintain the necessary equipment to ensure our members can sustain their fitness. When appropriate, we will locate experts in fitness and nutrition to provide training to our members. We will utilize best practices, national standards, and input from various sources to ensure that our medical surveillance, fitness for duty, and wellness initiatives are best in class. Our goal is to not only survive the work that we do but to have a long and healthy life after we leave the fire service.

Environmental

The work environment that we operate in can be challenging and uncomfortable. Members should have a comfortable and relaxing work environment when not engaged in on-scene or training activities. Front Range Fire Rescue will build, maintain, or modify facilities to maintain health and wellness as a focus. Members will strive always to use appropriate ways to keep the environment healthy.

Members are encouraged to identify safety hazards on the fireground and in the firehouse. We are empowered to speak up about safety. Leaders will always work to maintain an open line of communication regarding health and safety. Incident commanders are responsible for selecting an emergency scene strategy that meets our risk management plan.

Financial

Front Range Fire Rescue is committed to maintaining a wage and benefit package that is competitive and fair for our members. We will always balance that desire with a healthy respect for the public's trust and our desire to be financially responsible. We will seek alternative funding methods wherever possible to ensure that our members' benefits are maintained in the soundest ways possible. Members should educate themselves on our benefits and strive not to overextend themselves, which can cause undue stress. All members are not only working for today but also so that they might enjoy a good retirement. FRFR will work to provide best in class retirement benefits for our people.

Occupational

While the fire service is a calling and holds a critical mission, it is also a job. We take the responsibility of doing our work seriously and know that the public relies on us to do our job well. FRFR will build and maintain succession programs so those who desire to be promoted will have the needed knowledge, skills, and abilities. We will maintain training

programs so that all members are confident in their abilities. Members take responsibility for mapping their future career paths and will work toward gaining and maintaining the certifications and education needed for their current and desired positions in the organization. FRFR supports professional growth, and should a member look to advance outside of our district, all members will be supportive in helping them meet their goals.



Social

The fire service is a unique work environment where workers live together for long periods. Leaders will be aware of the challenges this can create and work to minimize disruption and discord. Like all families, there will be conflict. We will courageously and sincerely handle conflict. We will not tolerate gossip, talking behind backs, or triangulation. These activities destroy trust in a social environment, and we hold each other's trust in high esteem. We are open to constructive feedback and trust that feedback is given to help us all succeed and improve. Each member of the organization cares not only about their fellow firefighter but also about their family.

Last Thoughts

Front Range Fire Rescue is a unique organization whose culture is not only written but lived. Each member takes responsibility for upholding and promoting the values and ideals stated in the previous pages. We support each member and recognize that we are all here to serve the citizens and guests of our district. We will seek opportunities to discuss and share the ideals in this document and celebrate and share the examples and stories of when members demonstrate them. We are inspired by the commitment to service that each of us brings, and we look forward to a continued bright future of service, motivated by our shared dedication.

