

# Estes Valley Fire Strategic Plan DRAFT

Presented to the Membership

May 31, 2022



**ESTES VALLEY FIRE PROTECTION DISTRICT**

*Serving the Residents and Visitors of the Estes Valley with Superior Fire and Safety Services*

**901 N. SAINT VRAIN AVE. ESTES PARK CO 80517 970-577-0900 FAX 970-577-0923**

# Agency Purpose

- Provide the residents and guests to the Estes Valley with superior fire prevention, fire protection, and emergency services in a safe and efficient manner.
  
- *Make the Estes Valley a safer place*



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# Agency Purpose – Service

## DUTY

### Be proficient in your job, both technically and as a leader.

- Take charge when in charge.
- Adhere to professional standard operating procedures.
- Develop a plan to accomplish given objectives.

### Make sound and timely decisions.

- Maintain situation awareness in order to anticipate needed actions.
- Develop contingencies and consider consequences.
- Improvise within the leader's intent to handle a rapidly changing environment.

### Ensure tasks are understood, supervised, and accomplished.

- Issue clear instructions.
- Observe and assess actions in progress without micro-managing.
- Use positive feedback to modify duties, tasks, and assignments when appropriate.

### Develop your subordinates for the future.

- Clearly state expectations.
- Delegate tasks that you are not required to do personally.
- Consider individual skill levels and developmental needs when assigning tasks.

## RESPECT

### Know your subordinates and look out for their well-being.

- Put the safety of your subordinates above all other objectives.
- Take care of your subordinates' needs.
- Resolve conflicts between individuals on the team.

### Keep your subordinates informed.

- Provide accurate and timely briefings.
- Give the reason (intent) for assignments and tasks.
- Make yourself available to answer questions at appropriate times.

### Build the team.

- Conduct frequent debriefings with the team to identify lessons learned.
- Recognize individual and team accomplishments and reward them appropriately.
- Apply disciplinary measures equally.

### Employ your subordinates in accordance with their capabilities.

- Observe human behavior as well as fire behavior.
- Provide early warning to subordinates of tasks they will be responsible for.
- Consider team experience, fatigue, and physical limitations when accepting assignments.

## INTEGRITY

### Know yourself and seek improvement.

- Know the strengths and weaknesses in your character and skill level.
- Ask questions of peers and superiors.
- Actively listen to feedback from subordinates.

### Seek responsibility and accept responsibility for your actions.

- Accept full responsibility for poor team performance.
- Credit subordinates for good performance.
- Keep your superiors informed of your actions.

### Set the example.

- Share the hazards and hardships with your subordinates.
- Don't show discouragement when facing setbacks.
- Choose the difficult right over the easy wrong.



# May 2009 Service Plan

The proposed District is approximately 66 square miles in area and has a population of approximately 10,000. The population of the District significantly increases between May and October of each year by visitors drawn to the natural beauty and recreational opportunities of the Estes Valley and the Rocky Mountain National Park. In 2007 approximately 3 million persons visited Rocky Mountain National Park. This influx of visitors adds substantially to the need for competent and comprehensive fire and rescue services in the District.

## As of 2022:

- **Population of 12,000 (+20%)**
- **5 million visitors (+67%)**



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# May 2009 Service Plan

The proposed Fire Protection District will accomplish the following:

1. Assure continued fire and rescue services uniformly and throughout the Town and the Estes Valley,
2. Assure continued fire and rescue services to all residents and visitors without the possibility of property owners or visitors being assessed actual expenses for fire and rescue responses,
3. Provide reliable and predictable resources for the continued operation and growth of the Estes Park Fire Department and the Estes Park Volunteer Fire Department,
4. Help to maintain the current ISO ratings and provide resources necessary for possible improvements of those ratings for the properties within the District,
5. Provide long-range funding for additional fire fighting and rescue apparatus and for facilities, and
6. Allow all eligible electors within the District (residents, and registered Colorado voters owning taxable property within the District, and their spouses) to vote for approval of the District, the associated property tax levy, and the members of the Board of Directors who will administer the District.



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# May 2009 Service Plan

## FACILITIES TO BE CONSTRUCTED

Future facilities and equipment that may be needed, as determined at the discretion of the then Board of Directors, shall be financed utilizing any legally available method as may be authorized by applicable state law, including, but not limited to seeking voter approval for the issuance of bonded indebtedness, through lease-purchase agreements that conform to state law, federal and state grants, and other available lawful means.

No new facilities for the District will be constructed within the immediate future. Thus no engineering or architectural services or plans are submitted with this service plan. It is contemplated that the District shall, in the future, consider the construction of additional facilities at locations within the District based on service needs and the distances from the Dannels Fire Station which is within the Town of Estes Park. Such facilities would be located (at the discretion of the District's elected board of directors consistent with operational efficiency) so as to minimize fire and rescue services response times to outlying properties within the District.



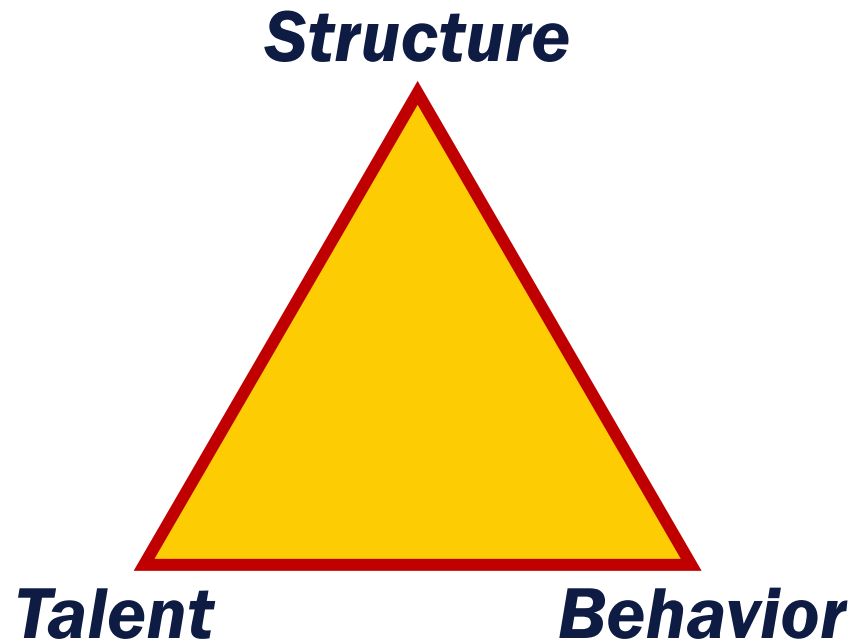
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# Potential – the capacity to become or develop into something in the future

- We have the ingredients
- We need the direction



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# Opportunity

- *A favorable juncture of circumstances*
- *A good chance for advancement or progress*
  
- **We have the potential and consequence for threats in our community**
- **We have an opportunity to increase and expand the services to make our community a safer place to live and visit**



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# Vision: A Safer Estes Valley

- *Provide the residents and guests to the Estes Valley with superior fire prevention, fire protection, and emergency services in a safe and efficient manner.*

1. Prevent bad things from happening (Prev)
2. Keep small things small (Prev/Training/Ops)
3. Be effective at responding to big things (Ops)



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# A Safer Estes Valley: Prevention

- **Existing Construction**
  - Compliance with adopted codes
  - Catching up from a century of inaction and a decade of limited action
- **New Construction**
  - Compliance with adopted codes
- **Wildfire**
  - Prevention, mitigation, resiliency
  - Local & landscape scale



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# A Safer Estes Valley: Training/Ops

- **Fire Protection & Emergency Services**
  - **Structure Fire Response**
  - **Wildland Fire Response**
  - **Motor Vehicle Crash Response**
  - **Water Rescue Response**
  - **Rope Rescue Response**
  - **Emergency Medical Response**
  - **Hazardous Materials Response**
  
- **Reliable, Competent, Consistent**



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# A Safer Estes Valley: Admin

- **Safe & Efficient Manner**
- **Keeping costs low**
- **Providing good VALUE for the money**



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# Providing a good value

## TOWN OF ESTES PARK RESIDENT - PROPERTY TAX BILL

Tax Authority	Mill Levy	Percent of Total
Park R-3 General Fund (School)	27.341	35.9%
Larimer County	22.425	29.4%
Park Hospital	7.505	9.8%
Estes Valley Rec & Park	6.069	8.0%
Estes Park Library District	4.544	6.0%
Park R-3 Bond Payment (School)	3.550	4.7%
<b>Estes Valley Fire Protection District</b>	<b>1.958</b>	<b>2.6%</b>
Estes Park Town	1.822	2.4%
N Colo Water Cons Dist	1.000	1.3%
Estes Park San Dist	0.000	0.0%

76.214

Nearby Fire Districts (LAR & BOU)	Mill Levy
Berthoud FPD (Career)	12.573
Wellington FPD (Career)	12.112
Lyons FPD (Combo)	16.400
Loveland Rural FPD (Combo)	8.708
Poudre Canyon FPD (Vol)	21.142
Glacier View FPD (Vol)	10.500
Hygiene FPD (Vol)	9.099
Allenspark FPD (Vol)	7.507
Livermore FPD (Vol)	6.520
Pinewood Springs FPD (Vol)	6.271
Estes Valley FPD (Combo)	5.618

## RESIDENTIAL - Comparison of taxes paid by home value at range of mill levies

Total Actual Value	Assessment Rate	Total Assessed Value	Property Tax
\$ 250,000	6.95%	\$ 17,375	\$ 34.02
\$ 500,000	6.95%	\$ 34,750	\$ 68.04
\$ 750,000	6.95%	\$ 52,125	\$ 102.06
\$ 1,000,000	6.95%	\$ 69,500	\$ 136.08

Median Home Price, March 2022



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# Tourism Communities sorted by Assessed Value

		County	Region	Demographic	Assessed Value	Mill	Bond	Total	Revenue
1	Aspen FPD	Pitkin	Mountain	Tourism	\$ 2,718,784,500	2.199	0.400	2.599	\$ 7,066,121
2	Lake Dillon FPD	Summit	Mountain	Tourism	\$ 1,151,321,510	9.044		9.044	\$ 10,412,552
3	Eagle River FPD	Eagle	Mountain	Tourism	\$ 1,116,252,990	8.816	1.191	10.007	\$ 11,170,344
4	Red, White, and Blue FPD	Summit	Mountain	Tourism	\$ 1,038,514,420	9.000	0.118	9.118	\$ 9,469,174
5	Telluride FPD	San Migel	West Slope	Tourism	\$ 832,928,810	4.465	0.437	4.902	\$ 4,083,017
6	Durango FPD	La Plata	West Slope	Tourism	\$ 592,356,600	8.200		8.200	\$ 4,857,324
7	Snowmass- Wildcat FPD	Pitkin	Mountain	Tourism	\$ 495,480,470	6.601	2.420	9.021	\$ 4,469,729
8	Crested Butte FPD	Gunnison	West Slope	Tourism	\$ 388,462,860	10.079		10.079	\$ 3,915,317
9	Estes Valley FPD	Larimer	Foothills	Tourism	\$ 371,349,506	1.958		1.958	\$ 727,102
10	East Grand County FPD	Grand	Mountain	Tourism	\$ 356,988,370	6.116		6.116	\$ 2,183,341
11	Carbondale & Rural FPD	Garfield County	Mountain	Tourism	\$ 350,868,750	10.472	1.485	11.957	\$ 4,195,338
12	Pagosa FPD	Archuleta	West Slope	Tourism	\$ 296,047,650	7.884		7.884	\$ 2,334,040

Lowest mill levy in tourism communities (Aspen 2<sup>nd</sup>)

Lowest property tax investment in services by factor of 3



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# Timelines - What's the rush?



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# Outline of Proposed Plan

- The “Plan” is designed to accomplish objectives
- The objectives have been developed and reviewed over the last 6 months
- The Plan intends to address the objectives while providing flexibility to future unknowns
- The proposed org charts are potential solutions to accomplish our objectives – we are not changing objectives to achieve a desired org chart



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# Proactively increase safety through reduction or elimination of risks

- Reduce potential conditions hazardous to life and property
- Maintain and apply a Community Risk Reduction Plan based on pertinent threats
- Provide quality customer service based on good communication
- Decrease the Wildland Urban Interface (WUI) risk



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# Proposed Service Improvement

Current

- Contracting with TOEP to fleet services
- Inspection of approximately 33% of commercial occupancies per year
- Inspection of approximately 20% of short-term rentals per year (anticipate 50% once systems in place)
- FireWise home assessments
- Contract Plan Review

2023

- Contract agreement to train TOEP mechanic to Emergency Vehicle Tech

2024

- Addressing Wildland Urban Interface Risk
  - Grant Coordinator to obtain funding for landscape scale mitigation projects (under Admin Div)
  - Wildland Urban Interface Specialist & Fuels Crew Supervisors
- Addressing Construction & Commercial Occupancy Risk
  - Additional inspectors to complete fire & life safety inspections and plans review

2026

- Seasonal fuels crew to complete smaller scale projects at neighborhood scale



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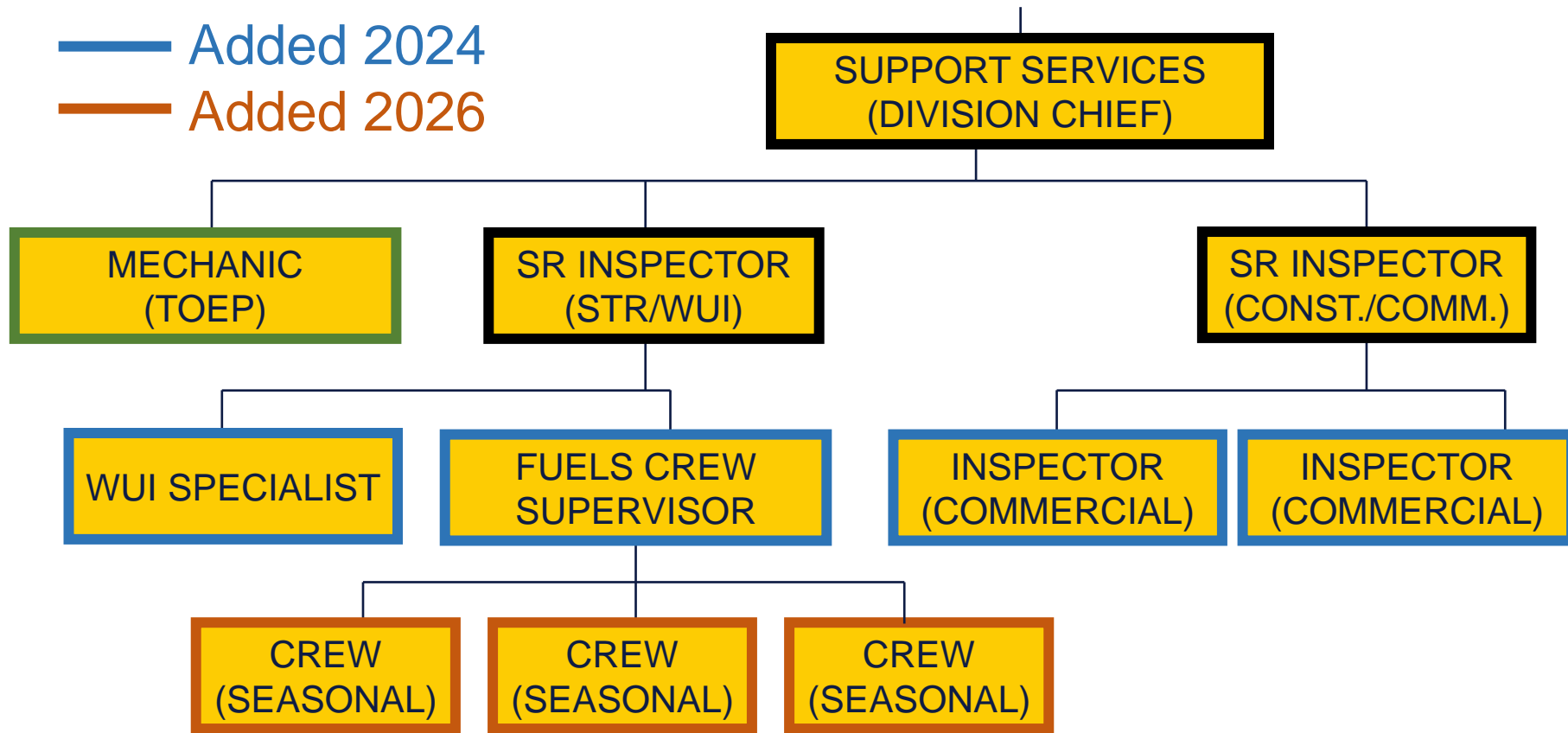
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# Proposed Service Improvement

- Current 2022
- Added 2023
- Added 2024
- Added 2026



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# Support our personnel so they are consistently competent

- **Develop and maintain competences to respond to all emergencies**
- **Keep ahead of evolving threats and challenges**
- **Seamless integration of our emergency response capability with other service providers**
- **Facilitate and provide relevant training for all members**



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# Reliably respond to fires and emergencies in a professional manner

- **Ensure our agency is reliable in responding to all emergencies**
- **Have equipment and facilities that will be dependable, capable, and consistent with community needs**
- **Maintain volunteers capable of safely and successfully meeting the needs of the District**
- **Support our mutual aid partners – local, state, federal**
- **Maintain a team whose members are enthusiastic, diverse, empowered, and effective**



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# Proposed Service Improvement

**Current**

- Operations Chief, joint Training Lieutenant/Volunteer Coordinator
- Volunteer Captains and 4 squads of volunteers
- Paid Battalion M-F, Volunteer Battalion F-M
- Volunteer respond from home 24/7/365

**2023**

- Add 5th squad of volunteers thanks to aggressive recruitment

**2024**

- Promote volunteer Battalion Chief (Estes Battalion, room to expand)
- Hire Volunteer Coordinator to divide with current Training Lieutenant
- Hire three shift officers to have 24/7 paid staff in station (emphasis on internal candidates)

**2026**

- Hire resident volunteers after Station 73 construction is completed
- Room to add other Battalions for neighboring districts through mergers



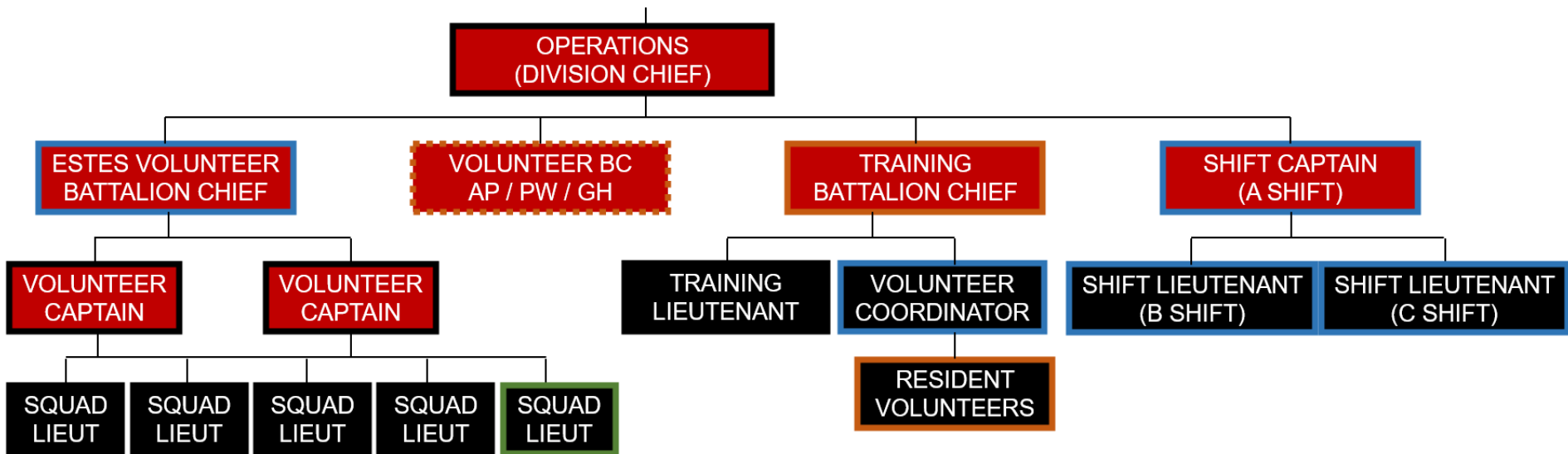
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# Proposed Service Improvement



- Current 2022
- Added 2023
- Added 2024
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# **Support our personnel through strategic direction and management of all resources (human, physical, and financial)**

- **Provide effective leadership for our organization and community**
- **Be fiscally responsible with strong ethics and integrity**
- **Transparency in government, through open and honest communications with all stakeholders**
- **Demonstrate sustainable yet continual improvement**



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# Proposed Service Improvement

**Current**

- Full time Chief of Staff managing Human Resources
- Part time Administrative Assistant
- Contract payroll, billing, finance

**2023**

- No changes

**2024**

- Hire Grant Specialist for landscape scale mitigation, SAFER or AFG, Behavioral Health, etc.
- Hire full time billing / payroll specialist
- Convert part time Administrative Assistant to full time

**2026**

- Hire additional full time Administrative Assistant



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# Proposed Service Improvement



- Current 2022
- Added 2023
- Added 2024
- Added 2026



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# Anticipated Facilities Needs

- **Offices**
  - Administration: +3 offices
  - Support Services: +3 offices
  - Operations: +3 offices
  - Meeting/training room, 75-person capacity
- **Accommodations**
  - 8-10 apartments (1 bed/1 bath) for resident volunteers
  - Shift space for duty crews
- **Bays**
  - 3 pull through bays for any apparatus (45')
  - Improved response time to southern end of District
- **Training**
  - Growth / updates of facilities for organizational growth

- **Rent/lease**
  - Lower cost
  - Immediate
  - Won't meet exact need
  - Split locations
- **Construct**
  - High cost
  - Long timeline
  - Will meet all needs



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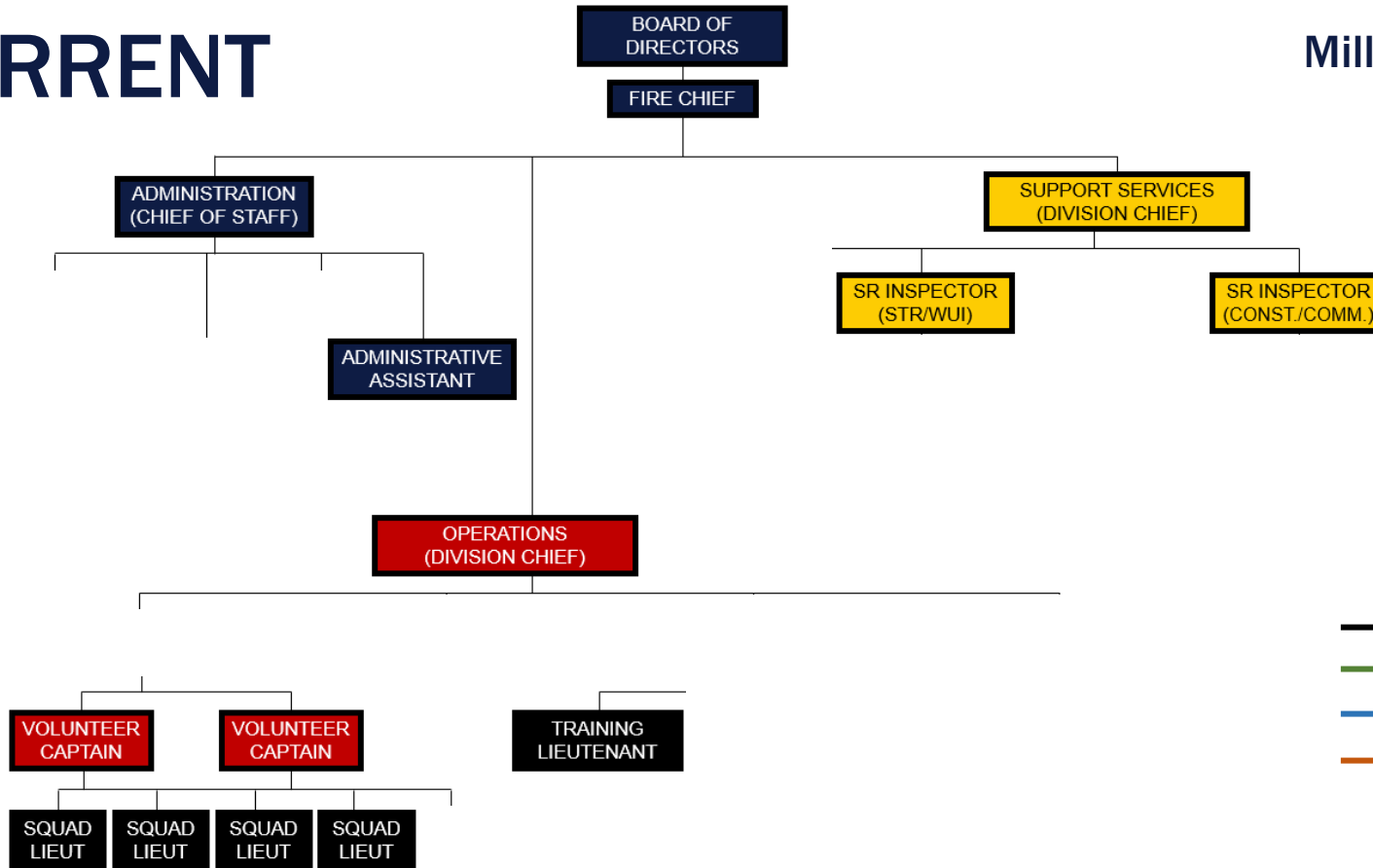
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- Opportunity to increase services on all fronts
- Opportunity to meet all strategic objectives
- Prioritized growth where needed
- Prioritized support of volunteer model
- Phase approach to ensure practicality
- Plan that would sustain for 10+ years after implementation

# CURRENT

Mill Levy = 1.958

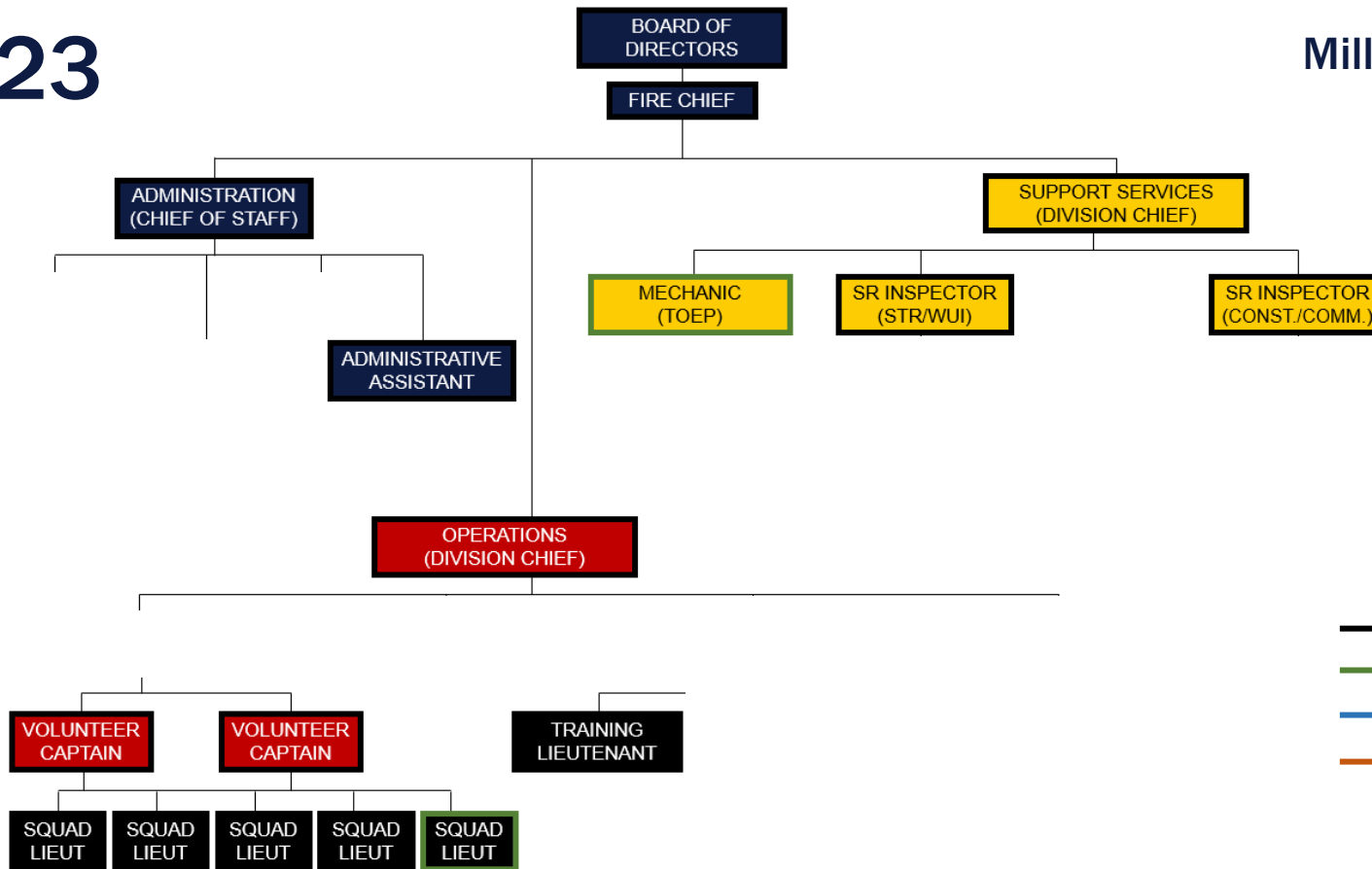


- Current 2022
- Added 2023
- Added 2024
- Added 2026

- Opportunity to increase services on all fronts
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2023

Mill Levy = 1.958

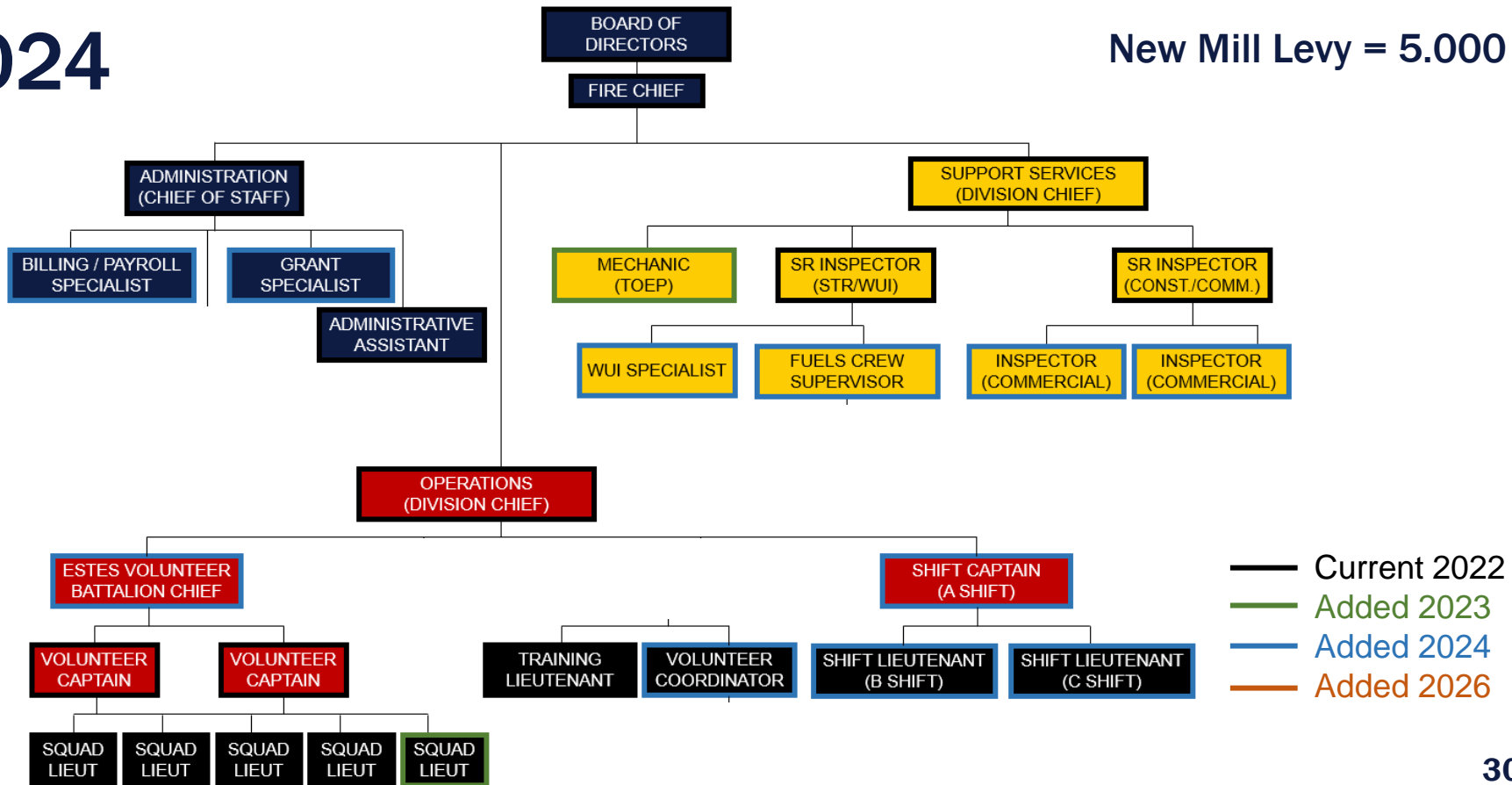


- Current 2022
- Added 2023
- Added 2024
- Added 2026

- Opportunity to increase services on all fronts
- Opportunity to meet all strategic objectives
- Prioritized growth where needed
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- Phase approach to ensure practicality
- Plan that would sustain for 10+ years after implementation

2024

New Mill Levy = 5.000

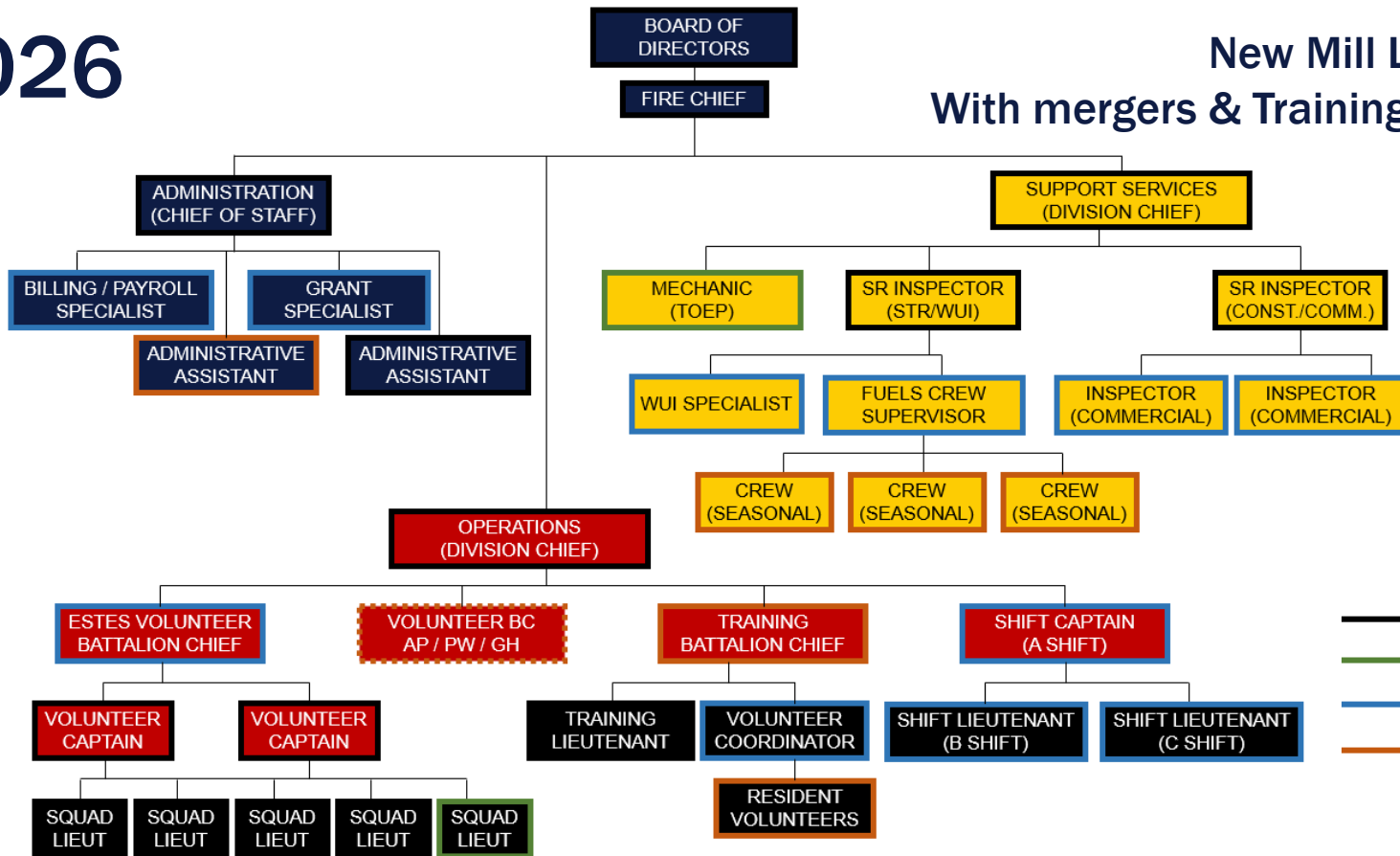


- Opportunity to increase services on all fronts
- Opportunity to meet all strategic objectives
- Prioritized growth where needed
- Prioritized support of volunteer model
- Phase approach to ensure practicality
- Plan that would sustain for 10+ years after implementation

2026

New Mill Levy = 6.000

With mergers & Training BC = 6.500



— Current 2022  
 — Added 2023  
 — Added 2024  
 — Added 2026



**PREVENT**



**PREPARE**



**PERFORM**

