



**EAST GRAND FIRE PROTECTION DISTRICT**

*Grand County, Colorado*

# STRATEGIC PLAN

**2026–2031**

Serving Winter Park • Fraser • Tabernash • Grand County



## EXECUTIVE SUMMARY

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### **Welcome to the 2026–2031 East Grand County Fire Protection District #4 (EGFD) Strategic Plan.**

This Strategic Plan serves as a multi-year roadmap outlining the goals and priorities that will guide the District from where we are today to where we want to be in the future. It is designed to be a practical, common-sense framework that provides direction without limiting flexibility, encouraging thoughtful growth, continuous improvement, and forward momentum. The intent of this plan is to promote proactive decision-making rather than reactive responses. It reflects the values, experience, and operational realities of our organization and was developed to remain grounded in the unique character of the Fraser Valley and the East Grand Fire Protection District. This is our plan — shaped by our people, our community, and our mission.

## ORGANIZATIONAL BACKGROUND

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East Grand County Fire Protection District #4 is a Fire Protection Special District organized under Title 32 of the Colorado Revised Statutes and funded through property tax revenue. Governance is provided by a five-member Board of Directors elected by the District’s registered voters and property owners.

The District serves approximately 208 square miles (Appendix B), including the municipalities of Fraser and Winter Park, unincorporated areas of Grand County, and portions of the Sulphur Ranger District of the Arapaho/Roosevelt National Forest. Key service areas include Tabernash, Winter Park Resort, Snow Mountain Ranch YMCA, Devil’s Thumb Ranch and Resort, and Young Life Crooked Creek Ranch.

Formed in 1969 through the consolidation of the Tabernash, Fraser, and Hideaway Park Volunteer Fire Departments, the District celebrated its 50th anniversary in 2019.

As of 2025, EGFD serves an estimated 5,500 full-time residents, with seasonal population increases reaching approximately 30,000–50,000 visitors and part-time residents during peak periods. The District provides structural and wildland firefighting, technical rescue, and hazardous materials response. Firefighters also support Grand County EMS operations as requested. The organization includes 40 firefighters and officers operating from four stations: East Grand Headquarters, Tabernash Station 2, Lonetree Station 3 near Winter Park Resort (shared with Grand County EMS), and Red Dirt Station near Snow Mountain Ranch (shared with Grand Fire District). In 2025, the District responded to 524 calls for service.

The Fire Marshal’s Office delivers preventative and community risk-reduction services, including residential and commercial fire and code inspections, technical plan reviews, defensible space evaluations, and public safety education.

EGFD participates in Grand County Mutual and Automatic Aid with the other four county fire districts, the Mountain Area Mutual Aid (MAMA) system, and the Colorado Mutual Aid System (CMAS), while also supporting closest-forces response to federal wildland incidents.





## MISSION

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Our mission defines who we are, why we exist, who we serve, and how we fulfill our responsibilities to the community.

“The East Grand County Fire Protection District #4 is dedicated to preserving and protecting life and property throughout the Fraser Valley. We achieve this through highly trained volunteer firefighters, a strong and proactive Fire Prevention Program, and well-maintained, modern apparatus and equipment.”

## VISION

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We strive to be an organization that delivers excellence in both emergency and non-emergency services while remaining grounded in the values of public service and community trust.

### **Public Service**

Public service is our focus. We are committed to providing reliable, high-quality service to residents, visitors, and partner agencies.

### **Our People**

Our people, volunteers and employees, are our most valuable asset. We invest in their growth through training, development, mentorship, education, and leadership opportunities.

### **Stewardship**

We act as responsible stewards of our fiscal and human resources, ensuring sustainability and accountability for the future.

### **Collaboration**

Collaboration is fundamental to our success. We strengthen partnerships through active interagency cooperation, jurisdictional coordination, and community engagement.

### **Integrity**

Integrity guides our decisions. We maintain high ethical standards, professionalism, and accountability in everything we do.

## MOTTO

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*“At our best on your worst day”*

## VALUES

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In addition to our mission, EGFD’s core values guide how we serve our community, support one another, and carry out our work.

### **SERVICE TO THE PUBLIC**

We strive to provide the highest level of professionalism, reliability, and excellence in service delivery.





## **PEOPLE & TEAMWORK**

We foster dedication, safety, mutual respect, and innovation. We challenge ourselves to grow, set higher standards, and strengthen our organization through trust and collaboration.

## **PERSONAL & PROFESSIONAL GROWTH**

We promote strong work ethics, continuous learning, adaptability, and care for one another, remaining open to change while maintaining operational excellence.

## **ACCOUNTABILITY**

We accept responsibility for our performance, actions, and the resources entrusted to us.

## **COMMITMENT**

We are dedicated to both individual excellence and collective success, ensuring high-quality service for internal and external stakeholders.

## **EQUAL OPPORTUNITY**

We maintain a fair and inclusive workplace that supports equitable treatment, professional development, and access to services for all members of our community.

## **HONESTY**

We value transparent, truthful communication that builds trust within the organization and with the public.

## **OPEN COMMUNICATION**

We encourage respectful exchange of ideas and information across all levels of the organization and with our partners.

## **PROFESSIONALISM**

We demonstrate integrity, competence, teamwork, and pride in our work while remaining open to feedback and committed to continuous improvement.

## **RESPECT**

We honor the diversity, perspectives, and contributions of our employees, volunteers, citizens, and partners.

## **SWOT ANALYSIS**

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A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was conducted to help EGFD identify internal and external factors that influence the organization's ability to meet current and future service demands. The following items were developed through a collaborative exercise with internal stakeholders and reflect a range of perspectives. Individual items are not listed in priority order and do not necessarily represent full group consensus.





## SWOT ANALYSIS: STRENGTHS

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Identifying organizational strengths allows EGFD to continue building attributes that support effective service delivery and community trust. Internal stakeholders identified the following key strengths:

- Effective response to calls for service.
- Professional presentation of fire stations, infrastructure, and equipment.
- Innovation and adaptability.
- Strong Fire Prevention Program and commitment to education and current codes.
- Public education and community outreach.
- Leadership development and investment in firefighters.
- Strong relationships with neighboring fire districts, EMS, law enforcement, the Sheriff’s Office, and the U.S. Forest Service.
- Experienced personnel and long-term organizational stability.
- Dedicated and ethical volunteer membership.
- Supportive community and stable tax base.
- Attractive service environment, including Winter Park Resort and access to public lands and trails.
- Commitment to training and maintaining long-standing traditions.

EGFD is a service-oriented district supported by skilled personnel, strong community relationships, and a proactive Fire Prevention Program that helps reduce risk and protect property owners and residents.

## SWOT ANALYSIS: WEAKNESSES

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Identification of organizational weaknesses allows EGFD to proactively adapt as community needs evolve. Internal stakeholders identified the following areas for improvement:

- Limited depth of personnel.
- Seasonal workload fluctuations affecting staffing and response capacity.
- Inconsistent response availability.
- Recruitment challenges within a small, transient workforce.
- Employee retention and workforce sustainability.
- Influence of local political dynamics on operations.
- Organizational focus impacted by competing priorities and distractions.
- High regional cost of living (“mountain premium”).
- Increased workload per employee.
- Transient population and changing community demographics.
- Opportunities to expand community outreach, including school engagement.
- Continued growth in Diversity, Equity, and Inclusion initiatives.

Given the limited local recruitment pool and the demands of a resort-based community, these factors can create challenges in maintaining comprehensive operational coverage across all service areas.

## SWOT ANALYSIS: OPPORTUNITIES

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Opportunities should be pursued proactively to support long-term organizational resilience. Internal stakeholders identified the following areas for growth:

- Exploration of new and diversified funding sources.





- Recruitment of new members during seasonal population influxes.
- Expansion of operational staffing and duty officer capacity.
- Strengthened partnerships with regional emergency service agencies.
- Increased collaboration and information-sharing with peer organizations.
- Expansion of public education and open-house programming.
- Strengthening EGFD’s leadership presence within the community.
- Strategic succession planning and onboarding of new personnel.
- Enhanced employee health and wellness initiatives, including mental health and cancer prevention resources.
- Growth of Community Connect and STR engagement programs.

Leveraging strong regional partnerships and maximizing available resources will help EGFD deliver increased value while operating within fiscal constraints.

## SWOT ANALYSIS: THREATS

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Understanding external threats enables EGFD to plan proactively for both short- and long-term impacts.

Stakeholders identified the following risks:

- Tax Base Equitable Distribution changes.
- TABOR limitations impacting long-term revenue stability.
- Residential assessment rate fluctuations.
- Reduced external funding sources or revenue diversification.
- Residential properties operating as commercial businesses.
- Governance challenges and potential internal/external conflicts among agencies.
- Changing political climate at local, state, and federal levels.
- Organizational fragmentation or lack of shared vision.
- Complacency risks.
- Increasing wildfire severity within the Wildland Urban Interface.
- Technology costs and rapid system advancements.
- Call-volume management pressures.
- Workforce housing limitations affecting staffing.
- Rapid community growth and development pressures.
- Misaligned expectations from second homeowners.
- Urban-suburban conflagration risks.
- Retention and workforce availability challenges.

Climate change, political and economic shifts, and regional growth trends present both immediate and long-term operational considerations for EGFD. Revenue reliance on property taxes and TABOR constraints further emphasize the need for adaptive financial planning.

## STRATEGIC CHALLENGES

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- Maintain nationally recognized standards while delivering fiscally responsible, all-hazards emergency response and life-safety programs.
- Expand customer-focused education initiatives in mitigation, preparedness, prevention, and public health.





- Assess and prepare for emerging threats including wildfire, hazardous materials, natural disasters, and large-scale medical incidents.
- Develop workforce strategies addressing retirements, recruitment challenges, and the impacts of a transient population.

## PROGRAMS

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The following program areas represent the primary services, activities, and operational functions that support the East Grand Fire Protection District's mission. These programs work collaboratively to deliver efficient emergency response, community risk reduction, and organizational excellence.

### ADMINISTRATIVE OFFICE

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The Administrative Office manages financial, organizational, and operational support functions essential to District operations and governance.

#### Core Responsibilities:

- Budget development, financial reporting, audit coordination, payroll, and accounting.
- Administration of the Impact Fee Program, including billing, collection, and rebate processing.
- Financial and administrative support for volunteer firefighters and staff, including file management (digital and paper).
- Records Management System (RMS) administration and data oversight.
- Financial management and billing coordination for the Grand County EMS lease agreement.
- Oversight of Short-Term Rental (STR) program funds.
- Administrative and financial support for Fire Operations and the Fire Prevention Bureau.

### FIRE MARSHAL / FIRE PREVENTION OFFICE

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The Fire Marshal's Office leads community risk reduction, code compliance, and fire prevention efforts throughout the District.

#### Core Responsibilities:

- Conduct inspections for new construction, existing structures, wildfire hazards, and fire protection systems.
- Perform plan reviews, permitting coordination, and pre-incident planning for occupancies.
- Enforce fire codes and applicable regulations in collaboration with local jurisdictions.
- Deliver public education programs and community outreach to promote fire safety and prevention.
- Maintain certifications, conduct property addressing verification, and provide IT/RMS support.
- Administer the Short-Term Rental (STR) Inspection Program to ensure life safety compliance.
- Serve as Public Information Officer (PIO), including website and social media management and public communications.

*([www.eastgrandfire.com](http://www.eastgrandfire.com) — codes, content, events, applications, payments, and resources)*

### TRAINING OFFICE

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The Training Office develops and maintains District training programs to ensure firefighter competency, safety, and operational readiness.





#### Core Responsibilities:

- Develop, implement, and evaluate training programs aligned with NFPA and DFPC standards.
- Support Human Resources functions related to onboarding, evaluations, and professional development.
- Coordinate volunteer recruitment, engagement, and training through the Volunteer Support Coordinator.
- Provide RMS support and maintain accurate training records.
- Oversee apparatus and equipment maintenance related to training operations.
- Manage facilities, training props, and classroom resources.
- Maintain and promote peer support and wellness initiatives.

### **OPERATIONS**

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The Operations Division delivers emergency services and maintains operational readiness across all District stations.

#### Core Responsibilities:

- Respond to calls for service including fires, rescues, alarms, utility incidents, EMS assists, and hazardous materials events.
- Support and coordinate with partner agencies including law enforcement, OEM, Coroner, Search and Rescue (SAR), and Winter Park Resort.
- Develop and maintain the Continuity of Operations Plan (COOP).
- Conduct regular testing and maintenance of emergency generators and critical infrastructure.
- Provide cross-training opportunities to strengthen operational and administrative capabilities.

### **GOALS AND OBJECTIVES**

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#### **GOVERNANCE AND ADMINISTRATION**

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An updated organizational chart (Appendix A) reflects planned structural adjustments. Collaboration with external partner organizations will remain a key focus to improve efficiency and service delivery.

#### **GOAL: Maintain and Update Pay Policy and Personnel Manual**

##### **Objective:**

Ensure the District’s pay policy and personnel manual accurately reflect current pay structures, work schedules, FLSA status, and employee benefits in alignment with internal policy and market conditions.

**Assigned:** Chief, Director of Finance/Office Manager, Staff.

**Cost:** Minimal (internal analysis and administrative time).

**Completion Date:** Ongoing — reviewed every three years or as positions evolve.

**TIF Impact:** Increased staffing levels may increase analysis requirements.

#### **GOAL: Monitor and Evaluate Legislation Impacting the Fire Service**

##### **Objective:**

Establish a structured process to track and assess local, state, and federal legislation that may impact governance, operations, training standards, funding mechanisms, and firefighter health and safety.





- Maintain engagement with Colorado State Fire Chiefs, Special District Association, and regional partners.
- Evaluate operational and financial impacts of proposed legislation.
- Provide input to policymakers when appropriate to support public safety priorities.

**Assigned:** Board of Directors, Chief, Department Heads.

**Cost:** Unknown (potential lobbying or legal review costs).

**Completion Date:** Ongoing with regular review cycles.

**TIF Impact:** Unknown.

## **ASSESSMENT AND PLANNING**

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Assessment and planning activities support service area analysis, community risk assessment, response strategy development, and long-term planning initiatives.

### **GOAL: Assess Paid Staffing Levels for Coverage and Administrative Support**

#### **Objective:**

To continuously evaluate and adjust staffing levels to ensure adequate coverage for emergency response, prevention, and administrative functions in alignment with the growing demands of the District.

As the District continues to experience increased call volume, population growth, and expanded development, the current staffing model presents challenges in maintaining timely and effective service delivery. While volunteer participation remains an essential component of the District's operations and identity, the demand for consistent, around-the-clock coverage is becoming increasingly evident.

Discussions have begun regarding the need for 24/7 staffing, which would enhance response reliability, reduce burnout among volunteers, and strengthen operational readiness. However, this evolution must be approached thoughtfully to preserve volunteer engagement, maintain fiscal responsibility, and ensure equitable workload distribution.

**Assigned:** Chief, Assistant Chief, Staff.

**Cost:** Assessment costs are minimal. Substantial costs are anticipated with increased staffing levels.

**Completion Date:** Original internal talks and discussions with similar surrounding departments indicate a threshold of approximately 700 calls for service annually before transitioning to a career full-time response staff. Current projections indicate this threshold may be reached within the next four years. Night and weekend coverage is already evident. Current staffing models anticipate hiring 4–6 additional firefighters to bridge the gap until full transition. Ongoing assessment will be required as development or economic conditions fluctuate.

**TIF Impact:** Increased development within the TIF areas will lead to increased call volume in the Lonetree Station District (LTS), Berthoud Pass, Winter Park Resort, Old Town, and Headquarters Station District. Currently, the Prevention Bureau supports Lonetree operations, though increased call volume will require a dedicated 24/7 crew. Early estimates indicate approximately \$1.53M annually for staffing alone, excluding training, apparatus, maintenance, fuel, or building costs.

### **GOAL: Assess the Need for Additional Specialized Training and Equipment**





**Objective:**

To proactively evaluate and address the ongoing need for additional equipment, staffing, and training associated with development within Winter Park. This project presents several unknown factors that could significantly impact District operations and workload. Increased demand from plan reviews and fire prevention inspections will place additional strain on Prevention staff, while a corresponding increase in fire alarms and elevator-related calls will add to overall response volume. The District may also need to establish new specialty or technical teams to support rescue and hazardous materials response capabilities.

The proposed gondola introduces potential complications in emergency evacuation scenarios should a mechanical failure occur. At this time, no formal evacuation plan has been communicated by the Town of Winter Park or Winter Park Resort, reinforcing the importance of continued planning, assessment, and preparedness efforts.

**Assigned:** Chief, Assistant Chief.

**Cost:** Assessment costs remain minimal; however, implementation and acquisition of specialty teams and equipment will require significant investment.

**Completion Date:** Additional training, apparatus acquisition, and equipment procurement will occur as development timelines progress, including the Winter Park Gondola project. The District must ensure necessary equipment and trained personnel are available prior to operations beginning.

**TIF Impact:** Training, equipment, and apparatus needs will be directly influenced by TIF-related development. Additional staffing coverage may be required during extended operations. Specialty apparatus may include wildland UTVs, tracked vehicles, 4x4 trucks, and Type 6 engines. Additional rescue equipment may include rigging gear, ropes, harnesses, medical equipment, warming equipment, and transportation sleds.

**GOAL: To Integrate Upgraded Technology to Assist with Pre-Planning and Response**

**Objective:**

Enable the integration of upgraded technology solutions, including expanded utilization of the First Due RMS platform, to improve pre-incident planning, risk analysis, and operational response. These tools will provide updated information regarding District changes, improve communication between dispatch and responders, and support enhanced analysis of community risk factors.

Potential upgrades include radio network improvements, expanded VHF spectrum coverage, and system enhancements to support increased call volume and dispatch coordination. Technology integration will strengthen response capabilities in remote areas while improving overall situational awareness.

**Assigned:** FPB, Staff, Vendor.

**Cost:** Estimated \$20K per First Due license; handheld DTR units estimated at \$8K each (40 staff); VHF repeater design and build estimated at \$50K per site. Additional software subscription increases and dispatch staffing considerations remain under evaluation.

**Completion Date:** Initial DTR implementation already in place; additional staffing and technology analysis anticipated within three years.

**TIF Impact:** Increased development and call volume within TIF areas will require expanded communications infrastructure and potential additional dispatch staffing once threshold levels are reached.

**GOAL: Assess the Need for a Wildland Program**





**Objective:**

Evaluate the District’s current and future needs related to wildland fire response, mitigation, and preparedness. Determine whether expansion into a coordinated Grand Wildland Team would improve operational effectiveness, regional collaboration, and community protection.

Assessment includes coordination with federal, state, and local partners to support contracting opportunities, mitigation programs, and seasonal staffing strategies. Consideration will be given to property owner education, contractor coordination, and development of mitigation programs that align with community expectations without competing with private contractors.

**Assigned:** Chief, Assistant Chief, Staff, FPB, Partnering Agencies.

**Cost:** Dependent on program scale; potential shared expenses and seasonal staffing housing solutions may be required. Type 6 engine availability and contracting opportunities remain under evaluation.

**Completion Date:** Anticipated one- to three-year development timeline; apparatus procurement may require extended lead times.

**TIF Impact:** Increased WUI exposure within the District elevates risk and reinforces the need for enhanced wildland response capabilities, particularly within Gondola and remote mountain areas.

**GOAL: Strengthen Collaboration with Developers and Local Governments to Support Proactive and Sustainable Community Growth**

**Objective:**

Establish regular communication and coordination with town and county planning departments, building officials, and private developers to promote early engagement in the development process. This collaboration ensures life safety considerations are incorporated into projects from inception and supports long-term community resilience.

Monitor development trends throughout the Fraser Valley to anticipate future service demands, identify infrastructure needs, and inform staffing, apparatus, and facility planning. Engage proactively in development review processes to advocate for adequate access, water supply, and fire protection features.

**Assigned:** Fire Chief, Department Heads, Staff.

**Cost:** Initially manageable within current staffing; additional professional or legal review support may be required as development increases.

**Completion Date:** Short- and long-term.

**TIF Impact:** Continued education and coordination regarding TIF funding mechanisms will be necessary to maintain sustainable service levels.

**FIRE PREVENTION AND COMMUNITY RISK REDUCTION**

**GOAL: Enhance Community Wildfire Resiliency Through “Built to Survive” Principles**

**Objective:**

Implement and promote wildfire resiliency strategies aligned with the “Built to Survive” framework to strengthen community preparedness, structural survivability, and firefighter safety. Collaborate with homeowners, developers, HOAs, and local partners to encourage fire-adapted construction practices, defensible space compliance, and vegetation management within the WUI.





Integrate Built to Survive standards into plan reviews, inspections, and public education programs while supporting adoption of the Colorado Wildfire Resiliency Code.

**Assigned:** Fire Marshal, Chief, Assistant Chief, Prevention Staff, Local Partners.

**Cost:** Additional inspectors, plan reviews, and inspection vehicles.

**Completion Date:** Ongoing with annual review.

**TIF Impact:** Development within TIF areas will require increased inspections, education efforts, and response planning.

## **GOAL: Maintain Fee Schedule That Accurately Reflects the Cost of Services Provided**

### **Objective:**

Regularly review and update the District’s fee schedule to ensure plan review, inspection, impact fee, and cost-recovery programs remain equitable, transparent, and aligned with current service demands and administrative costs.

**Assigned:** Fire Marshal, Chief, Director of Finance/Office Manager, Staff.

**Cost:** Unknown.

**Completion Date:** Ongoing with annual review during budget preparation

**TIF Impact:** Increased plan reviews and inspections will influence cost-recovery needs as development expands.

## **FINANCIAL RESOURCES**

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East Grand Fire Protection District has stabilized its revenue stream while maintaining a fiscally responsible approach to growth. Property taxes and fire prevention fees remain primary revenue sources, and long-term financial planning will be essential as development and service demands evolve.

## **GOAL: Ensure Financial Stability and Sustainable Funding to Support EGFD’s Mission**

### **Objective:**

Continuously evaluate legislation impacting revenue streams, oppose measures that reduce funding stability, and collaborate with regional partners to identify financially advantageous opportunities.

**Assigned:** Chief, Director of Finance/Office Manager, Auditor.

**Cost:** Additional administrative support and potential legal consultation.

**Completion Date:** Ongoing.

**TIF Impact:** Development within TIF areas may increase call volume without proportional revenue increases.

## **GOAL: Identify Long-Term Funding Requirements and Develop Sustainable Revenue Levels**

### **Objective:**

Evaluate financial resources necessary to meet operational and capital needs as the Fraser Valley grows. Assess funding mechanisms including property tax adjustments, impact fees, and potential sales tax strategies.





**Assigned:** Chief, Staff.

**Cost:** Low initial cost; long-term staffing may increase.

**Completion Date:** ASAP – Ongoing.

**TIF Impact:** Continued development within TIF areas may require targeted funding strategies to offset increased service demand.

## **PHYSICAL RESOURCES**

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Physical resources include District-owned facilities, stations, vehicles, apparatus, and capital equipment.

### **GOAL: Determine Life Expectancy, Capital Outlays, and Repair/Upgrade Needs for Facilities, Vehicles, and Apparatus**

#### **Objective:**

Conduct a comprehensive assessment of District-owned assets to support proactive maintenance planning, lifecycle management, and long-term capital investment strategies.

Specifically, this objective includes:

- Facility reviews evaluating conditions, functionality, and future capacity needs.
- Capital outlay identification for infrastructure improvements.
- Maintenance and repair history tracking through RMS.
- Development of trigger points for major apparatus replacement.

**Assigned:** Staff, Chief, Vendors.

**Cost:** Contracted third-party support for maintenance and replacement schedules.

**Completion Date:** Ongoing with annual updates and four-year reassessment.

**TIF Impact:** Increased call volume may accelerate apparatus wear and replacement timelines.

## **HUMAN RESOURCES**

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The core of any organization is its people. East Grand Fire employees and volunteers remain the District's most valuable resource.

### **GOAL: Manage Risk, Maintain Health, and Improve the Welfare of EGFD Staff and Members**

#### **Objective:**

Maintain comprehensive Employee Assistance Program (EAP) and Peer Support resources while continuing to develop mental health, occupational health, and safety programs. Monitor rising health insurance costs and explore strategies to maintain competitive benefits that support recruitment and retention.

**Assigned:** Staff, Insurance Providers.

**Cost:** Substantial; increases associated with staffing growth and benefits.

**Completion Date:** Ongoing.

**TIF Impact:** Increased call volume and staffing demands will influence benefit costs.

### **GOAL: Establish and Maintain Effective Succession Planning Across All Levels of the District**





**Objective:**

Develop and implement a comprehensive succession planning framework to prepare for retirements, promotions, and organizational transitions. Regularly review job descriptions, compensation structures, and organizational roles to ensure continuity of leadership and operational effectiveness.

**Assigned:** BOD, Chief, Staff, Attorney, Third-Party Market Study Professionals.

**Cost:** Third-party reviews.

**Completion Date:** Ongoing with three-year market study review cycle.

**TIF Impact:** Minimal impact.

## **TRAINING AND COMPETENCY**

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The proper training and qualifications of firefighters and staff are critical to the success and risk management of EGFD. The District will continue to provide high-quality training opportunities and professional development resources to all EGFD members.

### **GOAL: Support Quality Training With Well-Maintained Props, Training Aids, Buildings, Computer and Audiovisual Equipment, and Continuing Education Classes / Certifications**

**Objective:**

Conduct a comprehensive evaluation of training assets, equipment, and programs to ensure they remain current, functional, and aligned with District operational needs and professional standards. This includes assessing the condition and lifecycle of training props, facilities, technology, and audiovisual tools; identifying the evolving educational needs of career and volunteer personnel; and exploring opportunities to secure land for a future training ground.

**Assigned:** Training.

**Cost:** Current training budget is \$50,000. This does not include capital purchases.

**Completion Date:** On-going. With constant technological advancements, changing community needs, and evolving personnel demands, the District must continually identify new and effective training methods across all aspects of the fire/EMS service.

**TIF Impact:** The TIF area is proposed to increase land/property values throughout the Fraser Valley; therefore, the ability of the District to maintain or acquire a larger training center or driving course may become more difficult as land values rise. Acquiring land outside the District or at a non-responding station may incur additional costs, as crews traveling for training will need coverage and backfill.

### **GOAL: Provide Selected Firefighters and Officers Access to Innovative, Nationally Acclaimed Training Opportunities**

**Objective:**

Continue funding up to four personnel annually to attend FDIC International (Fire Department Instructors Conference) to gain exposure to new procedures, equipment innovations, and hands-on training opportunities that can be brought back to EGFD. Maintain funding access to additional leadership and professional development programs both in-state and out-of-state (National Fire Academy, Mile High Firefighters Conference, Keystone Fire Leadership Symposium). Create and fund new specialty training opportunities and





provide cross-training with surrounding agencies (WPR, SAR, EMS, USFS, etc.). Seek additional opportunities as they arise.

**Assigned:** Training.

**Cost:** Current training budget is \$50,000.

**Completion Date:** On-going. With constant technological changes, community needs, and personnel development goals, the District must continually expand training opportunities across all aspects of the fire/EMS service.

**TIF Impact:** Additional specialty teams may be required.

## **GOAL: Create and Maintain Task Books for All Job Titles / Certifications**

### **Objective:**

Develop, implement, and maintain standardized task books for all job titles and certifications within EGFD to ensure consistent training, competency tracking, and professional development. Task books will outline required skills, knowledge, and performance standards for each position and serve as documentation for progression, evaluation, and succession planning.

**Assigned:** Department Heads.

**Cost:** Unknown.

**Completion Date:** Ongoing. The Probationary Firefighter task book and the Driver Operator task book are complete. Updates will be required to the Probationary Firefighter task book due to IFSTA releasing a new edition textbook. Work is currently underway on an Officers task book.

**TIF Impact:** None.

## **GOAL: Maintain and Support Ongoing Recruitment and Retention of Volunteer Firefighters**

### **Objective:**

Strengthen and sustain the volunteer firefighter program by providing high-quality initial training, fair and motivating incentives, and continuous engagement opportunities that encourage long-term participation and satisfaction. The objective is to ensure all volunteers feel valued, prepared, and supported in their service to the District and community.

This initiative focuses on building a strong foundation for recruitment success and volunteer longevity through a balanced approach to training, recognition, and communication.

Specifically, this objective includes:

- **Recruit Training and Onboarding:** Provide new recruits with the fundamentals of firefighting through a well-designed, risk-managed initial training program. Training will emphasize safety, teamwork, and confidence-building to develop capable firefighters who remain motivated to continue their professional development.
- **Incentive and Recognition Programs:** Sustain and periodically update a strong incentive and recognition system that rewards volunteers based on years of service, training achievements, and certifications earned. Evaluate current benefits regularly to ensure they remain meaningful, equitable, and aligned with expectations.





- **Volunteer Requirement Review:** Regularly assess volunteer participation requirements to maintain an equitable balance between time and effort contributed by volunteers and the benefits, resources, and support provided by the District.
- **Retention and Engagement:** Implement initiatives that enhance volunteer morale, engagement, and sense of belonging through mentorship opportunities, leadership development, and department culture-building activities.
- **Satisfaction Monitoring:** Conduct regular anonymous volunteer satisfaction surveys and feedback sessions to identify trends, areas for improvement, and actionable insights that help shape retention strategies and organizational priorities.

**Assigned:** Training, Volunteer Liaison Committee.

**Cost:** Current budget: Health Insurance – \$196,000; Incentive Program – \$106,500; Appreciation and Service Awards – \$5,500.

**Completion Date:** On-going.

**TIF Impact:** The need for additional members.

## **ESSENTIAL RESOURCES AND EXTERNAL RELATIONSHIPS**

Essential resources are those mandatory services required for continuity of operations, including Record Management Systems (RMS), Dispatch, Computer Aided Dispatch (CAD), Mutual/Auto Aid resources, GC EMS, GC OEM, GC SO, GC R&B, F/WP PD, local municipalities, Grand County, CDOT, CSP, among others.

**Goal: Explore Functional and Operational Partnerships With Outside Agencies to Enhance Service Delivery, Maintain Operational Effectiveness, and Maximize Fiscal Efficiency for Our Residents and Guests**

**Objective:**

Continuously work to strengthen and improve relationships with partner agencies both within and outside the District. Ski Patrol / WP Transit / SAR / GCEMS / USFS.

**Assigned:** Department heads.

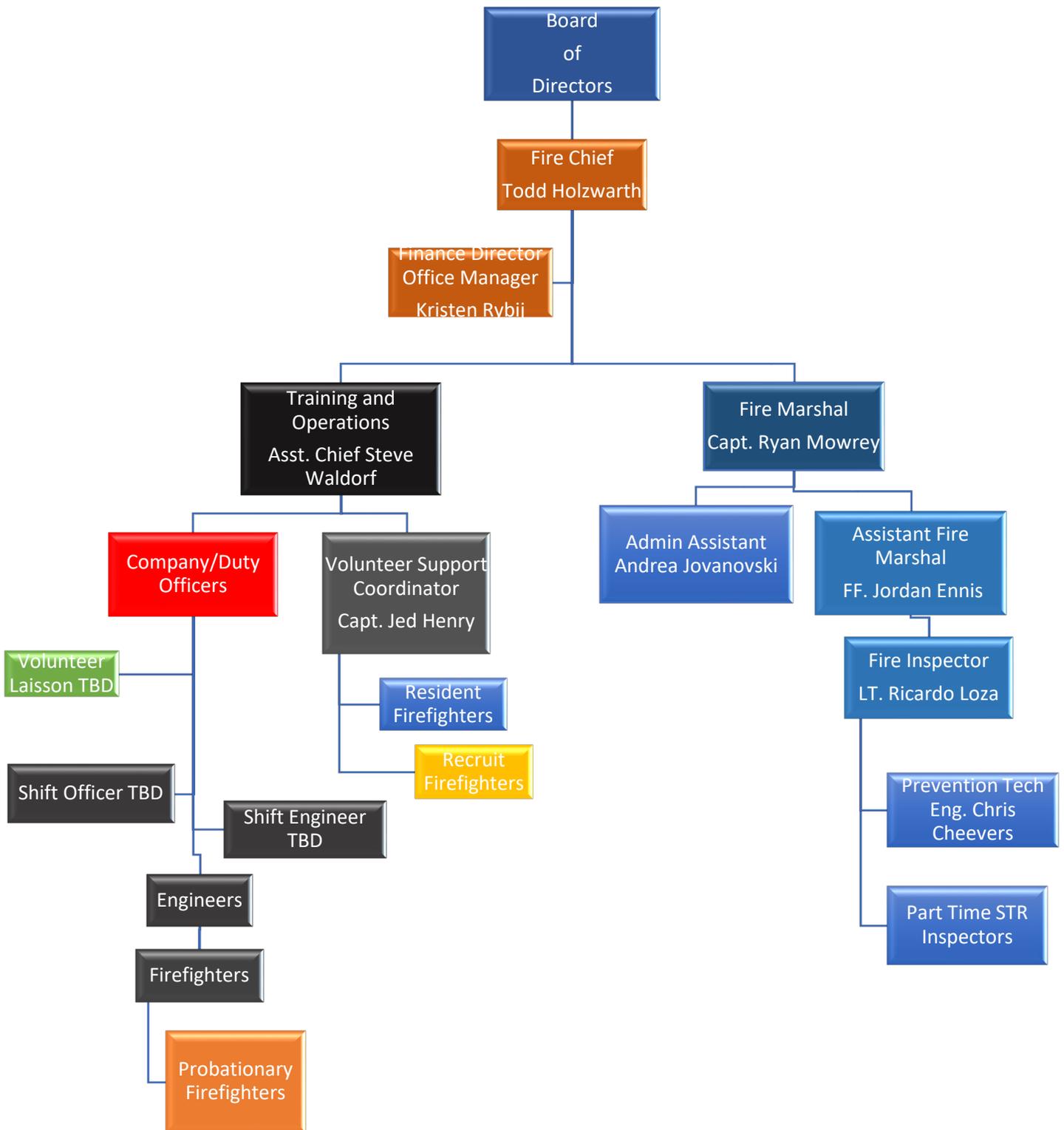
**Cost:** Unknown.

**Completion Date:** On-going.

**TIF Impact:** Unknown.



# APPENDIX A: Organizational Chart



# APPENDIX B: EGFPD #4 Map

