

Foothills Fire Protection District



Long Range Plan October, 2008



FOOTHILLS FIRE PROTECTION DISTRICT 2008 FIVE YEAR STRATEGIC PLAN TABLE OF CONTENTS

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INTRODUCTION AND PURPOSE OF THE LONG RANGE PLAN

This Long Range Plan (LRP) describes the Foothills Fire Protection District and its fire fighting, rescue and emergency medical services requirements. It describes how the Foothills Fire Protection District (FFPD), and its operational arm, Foothills Fire & Rescue (FFR), plan to meet those requirements through the year 2013 and beyond. First and foremost the District and associated FFR team should understand its purpose and commitment to the community we serve. The District is in a unique position on the Front Range to provide combined volunteer and paid service to the community at large.

In this document, the District will inventory currently available personnel, equipment and other assets, and present our plans to maintain, improve and utilize those resources to meet the changing needs of our District in a cost effective manner.

The purpose of this Plan is to develop, communicate, and respond to the various changes in the dynamic community which the District serves. It is the vision of the District Board that the main focus of the District over the next 5 years will be to build operation, training, and administrative objectives of the organization and meet the growing needs of the community. The current draft LRP has not been updated since 2003 and the Board feels adopting the new plan enclosed and continually updating the plan each year based upon input from the operational membership as well as community members will be critical for long term success of the organization and the plan.

It is important to recognize that this LRP should serve as a general outline and guide to help base future decisions of FFPD and FFR and should not be used to provide firm budgetary or operational plans. Plans can and do change. Historical data of the District coupled with financial considerations and forecasts can help the organization effectively meet the Mission of the District. The best plans do allow some flexibility to meet changing needs.

You can find additional information and online version of these documents at <http://www.foothillfire.org/>.

We implore all members of the community, volunteers, paid staff and other constituencies to provide ideas to the Board in order to continue to develop a Long Range Plan that not only meets the needs of the District but continues to improve all functioning of FFPD and FFR to provide the best services possible to all.

**Foothills Fire Protection District
2008**

DISTRICT HISTORY

ABOUT THE FOOTHILLS FIRE PROTECTION DISTRICT

History: The Foothills Fire Protection District was created January 1, 1997. Three independent Fire Protection Districts joined together to form a new District. Please refer to the consolidation order at <http://www.foothillsfire.org/>.

The **Mount Vernon Fire Protection District** was formed in 1950. It held an ISO 5 Rating. The Mount Vernon community constructed its own public water system to provide domestic water and water for firefighting. Twenty-Six fire hydrants were strategically placed within the bounds of the Mount Vernon Community.

The **Idledale Fire District** was formed in 1948. The District originally consisted of an area from the mouth of Bear Creek Canyon near the town of Morrison West nearly to Kittridge on both sides of the Bear Creek drainage extending northward to Highway 40 and West to the El Rancho area. At the time the Genesee development was proposed, an exclusion of the Genesee area took place. This created the new Genesee Fire District and left the remaining Idledale District divided. From the firehouse in Idledale the District curved to the North and the West all the way to El Rancho. To service the North end of the District, a satellite station was placed on the North end of the Grapevine Road. This provided fire protection for Riva Chase, Cold Springs Ranch and to the Genesee Park area.

The **Lookout Mountain Fire District** was formed in 1962. The land for the Lookout Mountain Station was obtained and a station was built in 1963 with volunteer labor. A second Station was built in 1973 near the Rainbow Hills area on property obtained from the State Highway Department. The property will revert back to the State if it was no longer used for fire protection purposes. In 1984 the Lookout Mountain District entered into a 40 year lease with the Alpine Rescue Team. Alpine built a new station on this property to house trucks and equipment as well as an office and meeting facilities. In 1995 the far Western portion of the District West of Rainbow Hills was excluded and placed in the Evergreen District at the request of the residents of that area.

Organization: The Foothills Fire Protection District is governed by a board of five members. They operate under Colorado Revised Statutes Title 32. The Board of Directors has adopted the Rules and Regulations of the Foothills Fire Protection District, Standard Operating guidelines, Firefighter Employee handbook, and the International Fire Code 2006. The Board also has established and reviews and accepts changes to the Operational guidelines for its Operational arm of Foothills Fire & Rescue. The review of the guidelines was completed in May of 2008. Each member is elected for a four year term and vacancies are filled by the Board until the next scheduled election that occurs every two years. The Board selects a president, vice president, secretary, assistant secretary and treasurer from the members. The Department elects officers from its members annually according to the Rules and Regulations and the Operational Guidelines. In the past a Personnel committee has been formed to conduct personnel matter reviews consisting of two Board members. These interactions of

personnel matters should be discussed with the full Board for resolution if brought to that level after following the grievance process for firefighters. Paid employees would be reviewed at least annually by no more than two Board members and the Chief of the Department.

The district has paid employees for the management and implementation of its authority.

Emergency Medical Services: Foothills Fire & Rescue complements medical services that are legally provided for the District by Highland Rescue Team Ambulance District (HRTAD). The FFPD has developed an agreement with HRTAD in 2004, shortly after they became their own special district, to respond under unified command where FFPD has overall scene management though patient care decisions are the legal responsibility of HRTAD and per the agreement with them have control of all patient care. Some members of Foothills Fire & Rescue serve on other departments, rescue teams and even HRTAD which is felt to benefit the District and community. The practice of volunteerism should be supported in all aspects of decisions made by the District Board. All medical actions conducted by District personnel are done under the auspices of a physician advisor. All skills of employees, contract workers, and/or firefighters should be conducted and accepted by the physician advisor at least annually. This information will be available to the Board members and appropriate personnel as deemed necessary. In addition, the Board of FFPD should act vigorously to work with and build relationships with other Boards within or near the District boundaries.

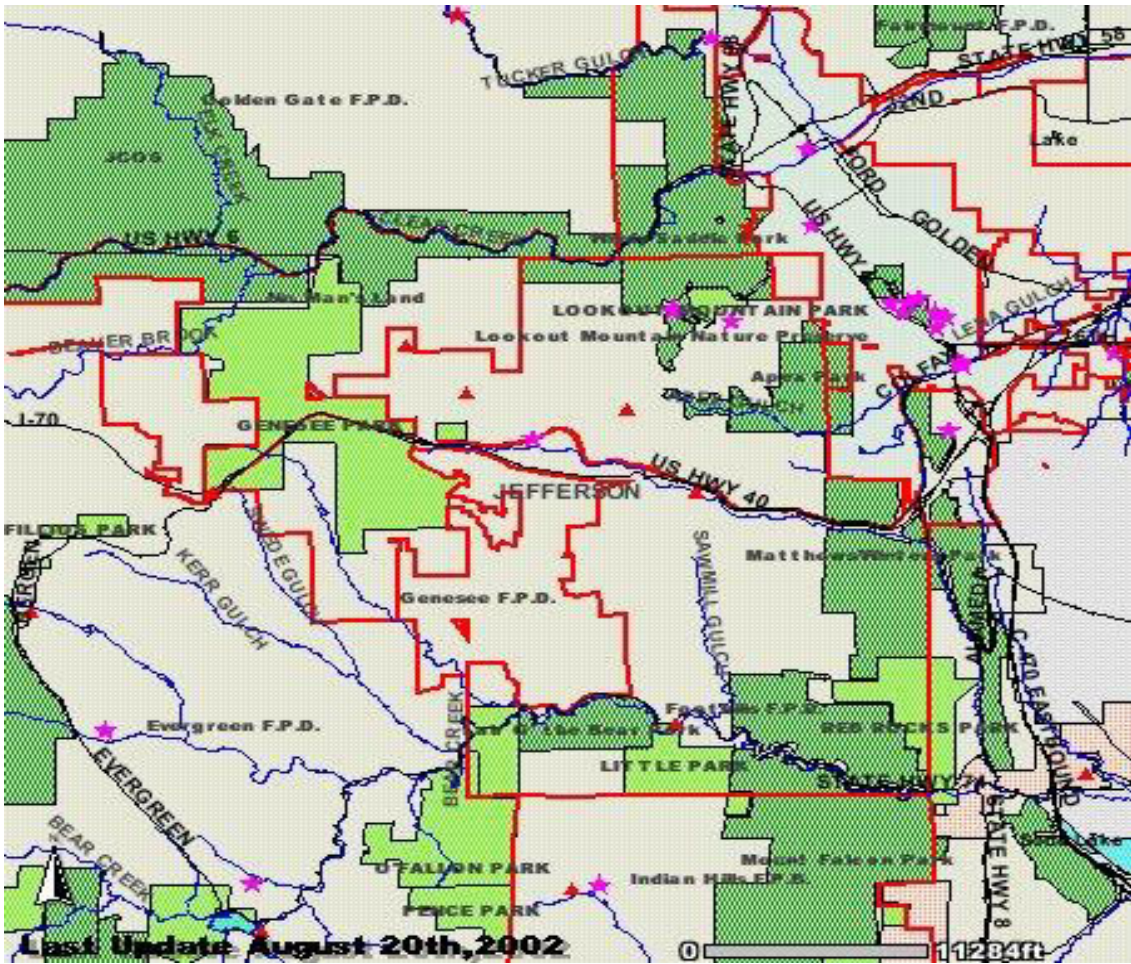
The Wildfire Committee: This Committee operates under the District Board of Directors. Wildfire mitigation plans from Jefferson County will improve mitigation within the District. The plan is being implemented over the next two years for the District. It is felt that one Board member will serve as appointed and as needed for this function and will facilitate and obtain support of the community, and help educate the community in all elements of Wildland mitigation, fire prevention, escape routes, and other issues presented to the community. This effort will be coordinated with the Chief. In addition, maintaining a community information system concerning rural wildfire hazards, early warning system, evacuation plan, long range water planning, road improvement and all other aspects of fire prevention and community safety may be addressed. In the past this group consisted of several standing committees with a chairperson elected annually by members. Coordination of a wildland plan with the LRP should be complete by 2010.

Response Time: Good weather response time by the district personnel to an emergency ranges from 2 to 15 minutes. Generally, members are required to respond to a Station to pick up equipment. In some cases, an officer, or designated person may respond directly to scene in his or her personal vehicle. It is currently not allowed for Foothills Fire & Rescue personnel to respond onto the Interstate in a personal vehicle unless they happened to come upon the accident by chance as they traveled through the District. This provides minimum response time to size up the incident, as well as minimum response time for necessary equipment. Response times are slowed during inclement weather. Many areas of the District are accessible only by using narrow, winding, steep private gravel and dirt roads and paths. Other areas have no roads and are extremely rugged. Because of these conditions, the 4 wheel drive capabilities of the smaller Foothills Fire & Rescue units are frequently needed for back country access. It has been a growing problem to provide consistent and adequate coverage for the community 24/7. It is believed a solution of primarily scheduled volunteers

to cover the District is the long term answer to providing adequate coverage. In the past this was accomplished with the strong support of the community and volunteer commitment.

Facilities: Foothills Fire & Rescue operates five fire stations.

1. The **Lookout Station** is located at 67 S. Lookout Mountain Road. The structure has four truck bays, an office, a kitchen, a dayroom, a rest room and a shower remodeled in 2008. A trailer modular is currently on site and is planned for removal after the completion of the Rainbow Hills addition.
2. The **Idledale Station** is located in Idledale South of Highway 74. It has four truck bays, a meeting area, kitchen, and a rest room remodeled in 2007.
3. The **Grapevine Station** is located at 914 South Grapevine Road (North side of District near I-70 exit 256). The Station is located on the West side of Grapevine Road and has two large truck bays. There is no office or meeting space at the Grapevine station.
4. **Mount Vernon Station** consists of two bays and storage within Mount Vernon's maintenance building located within the Mount Vernon Country Club. This space is loaned to the district by the Mount Vernon Metropolitan District.
5. The **Rainbow Hills Station** is located on the South side of Interstate 70 on the West side of Rainbow Hills Road (near El Rancho). This structure has 3 truck bays, an office and storage room, a hose tower, and a rest room, and plans are in place to remodel this in 2008. The station is currently being remodeled to house administrative staff.
6. The **Alpine Rescue Building** is located on Foothills property and is on a 20 year lease to Alpine Rescue. The Chief is currently working with the leadership of the Alpine team to help build a working partnership and agreement between both organizations to help build service delivery to organization constituents.
7. The Foothills Fire Protection District also owns undeveloped property on Lininger Mountain and in Idledale. Further studies need to be completed to determine the direction of the District and whether or not properties need to be divested and or developed in order to meet the needs of the District. A comprehensive study should be put in place combining District, community, firefighter, and other constituency support to develop a clear direction for the properties and uses of District assets.



District Map

**Foothills Fire Protection District
2008**

MISSION

The mission of the Foothills Fire Protection District is to manage risks to life safety, health and property loss that arise from fire, transportation and other emergencies in the District through a balanced program of mitigation measures and response capabilities. We will encourage the District's residents to behave safely. We will respond aggressively to emergencies, and provide first and foremost for the safety of our team members.

The District will cooperate with other Jefferson County fire protection and law enforcement agencies in their own similar management efforts, recognizing that extreme situations will arise from time to time where the assistance of other jurisdictions will be indispensable. We will complement Highland Rescue Team Ambulance District emergency medical response services to District residents with a capable and reliable staff of qualified Emergency Medical Technicians and first responders. The concept of team, community, and volunteerism should be the foundation of the District as it was originally intended. Communicating all plans and concerns of the Board, involving District constituencies at all times, and holding people accountable should serve to exhibit in action these primary responsibilities of the District.

DISTRICT GOALS

1) Prevention

- Encourage the use and maintenance of smoke detectors and CO monitors.
- Promote the maintenance of defensible space around each structure.
- Work towards strategic fuel reduction.
- Educate the public on safety and fire prevention issues.
- Support efforts to prevent motor vehicle crashes and the resultant injuries.

2) Preparation

- Comply with established fire fighter training and certification standards and maintain at least annually a review of each team member's certification and medical direction approvals.
- Comply with established fire fighter physical fitness standards and obtain a volunteer medical physical fitness liaison and program to protect the firefighters and the District.

- Maximize readiness of appropriate apparatus, equipment and water supplies through monthly maintenance and inspection. Current ISO is 9/6 and goal is to continue to improve ISO in decisions of FFPD and FFR.
- Establish mutual aid agreements which further the protection of District resources and review annually existing mutual aid agreements with other entities.
- Provide frequent opportunities for training in all likely areas of operation.
- Ensure all fire fighters are certified in structural firefighting, Wildland, HazMat awareness, emergency medical first response, and complete all elements of maintaining active membership status.

3) Response

- Operate safely with zero deaths or disabling injuries.
- Respond to alarms with appropriate fire fighter, EMS and equipment resources. The appropriate number of responders should be reviewed and accepted in order to obtain an appropriate number of qualified responders.
- Establish and maintain preplans for all likely incidents.
- Maintain comprehensive operational guidelines and update them at least annually.
- Enforce incident command discipline and extend fairness to the team members.
- Document incidents and training activities.

4) Recovery

- Apply lessons learned from incidents to planning for future incidents.
- Provide personnel support through the provision of on scene rehabilitation, including the development of the auxiliary, gear replacement, and Critical Incident Stress Management (CISM).

5) Finance and Administration

- Take full advantage of non-tax revenue opportunities including formal grant reviews and requests for grants each year. The grants should be related to the various short and long term plans of the District. Community members can serve to help obtain District financing.
- Take advantage of neighboring districts' special resources to reduce duplication of effort and cost. This can be completed with limiting various administration costs. The philosophy is stronger community interaction will build volunteers and reduce the need for a top heavy paid staff.

- Maintain an information tracking system for planning purposes. This will help with accounting, firefighter training records, long range planning, short term planning, follow up procedures, consistency in decision making, and accountability.

DISTRICT OBJECTIVES

The following objectives serve as measurable levels of service. These objectives were developed with guidance from documents provided by the Insurance Services Organization (ISO) and the National Fire Protection Association (NFPA). It is the intent of this plan to apply objectives to operations and then use the objectives to monitor and improve services.

Technology:

The District must continue to evaluate new technologies and produce plans to incorporate them into daily operations. This evaluation process should include streamlining the incident scene and management issues. Statistical analysis should be brought into determining locations, resource allocation, risk assessment, and other information to manage the District. A Specific five year plan should be prepared and updated each year to determine expenditures if any in this area.

Communications:

Maintenance of the District's ability to respond within necessary time objectives is critical.

- I. Firefighters shall aim to respond to 100% of calls based upon a goal of 24/7 coverage and have contact with one another as frequently as possible on calls, in training, and in meetings.
- II. Any new radio systems will be designed to maximize interface capability with surrounding fire districts, law enforcement partners, and other agencies. Currently a new 800MHz system is implemented within the District.
- III. Emergency dispatching shall meet established standards for: minimum staffing of the dispatch center, time to answer of emergency calls, time from receipt of call to dispatch of emergency resources, and 24/7 coverage as much as practical.
- IV. The District has developed an enhanced website to help all constituencies of the FFPD and FFR with current information. You can review information at the <http://www.foothillsfire.org/>.

**Foothills Fire Protection District
2008**

OPERATIONS

The FFPD responds to all fire and medical related calls within the District and responds primarily with Highland Rescue Team Ambulance District (HRTAD) that has primary EMS responsibilities within the District. The operational arm of the District, Foothills Fire & Rescue, does maintain primary scene command on emergency calls per legal agreement with HRTAD.

Calls per year have ranged from around five hundred to well over six hundred in the last several years. The call volume and dangers on Interstate 70 have remained though call volume has decreased in the last few years. CDOT has developed a program to add Magnesium Chloride to the highway during severe weather and has added many current and planned safety features to the I-70 Mount Vernon Canyon corridor. FFR has developed procedures to help mitigate the dangers as much as possible on the highway with severe weather protocols and highway safety operations. These procedures have received national recognition. This has also meant that additional apparatus are needed to protect department members on the highway.

Additional operational plans and specific policies and requirements of members can be found in the Appendices of this document as well as the Standard Operating Guidelines (SOG's) for members of FFR. Also various operational considerations and challenges are outlined in the appendices of this document.

Present organizational changes and recent topics impacting the operational arm of the District include purchases for the stations, truck replacement, Personnel Protective Equipment, 800 MHz radio equipment, and station upgrades.

The development of grants will be an important element to improve the operation of the District. The operation of FFR can be enhanced greatly by developing grants for a variety of capital purchases. It is suggested that the operation of the FFR partner specifically with the Auxiliary, Business Manager, Chief, and Treasurer of the Board to help facilitate plans and grant approvals in this area. Grant planning will be an essential part of future budget planning cycles.

The officers have also completed a review of the SOG's in May of 2008.

TRAINING

The training of department members both paid and volunteer is rigorous and the members must maintain a variety of certifications in order to perform the duties of Fire and Emergency Service Providers (EMS). The officers and in particular the Chief has authority and responsibility to insure the membership effectively carries out the mission

of the organization. A professional organization will help build the trust of the community and the entire organization. A variety of specific requirements and responsibilities of typical firefighters are outlined in the Standard Operational Guidelines of the FFR and in the appendices of this LRP. Continuing education is an important part of developing and maintaining skills of firefighters.

Training volunteers and paid staff will continue to be an important element of the organization. In addition, recruiting and retaining volunteers in an environment where the current national trend is fewer volunteers are volunteering will be a challenge for the District. It will be necessary to be creative and innovative in developing additional recruits for the District. FFR should work with the auxiliary, community, and other Fire and EMS organizations to build commitment for recruiting and retention.

As of the final draft date of the LRP in 2008 the FFR has 47 volunteers and 3 paid members of the District. With the changes in structure of the FFR in 2008, the Chief of the department has responsibility and accountability to ensure all members of the department have met and are meeting training requirements as outlined in the SOG's.

ADMINISTRATION

In 2008 the Board modified the paid organizational structure so that operationally the paid positions report directly to the Chief of FFR. It was felt that this would not only facilitate a more smooth running organization, it would facilitate a better chain of command for operational and administrative issues. The responsibilities of the Chief are operational and administrative in nature. Balancing these responsibilities and having the Chief report directly to the Board will help insure a smooth running organization.

The Business Manager will help facilitate the administrative functions of the District. Additional responsibilities are clearly spelled out in the job description for the Business Manager. In addition, the Business manager can facilitate the administration by helping with the budget process, work with the Board Treasurer and other Board members on various tasks. The Chief will help provide for staff scheduling, ensuring effective communication from the operation to the Board, assist the Board with public relations, and provide for personnel management of paid and volunteer members.

The billing of the District is currently maintained by the Treasurer of the District with assistance from the Business Manager. It is planned that the Business Manager will eventually fulfill this role. The data and administrative systems of the department have been updated comprehensively and now the challenge is to plan for data storage and retrieval systems. The website has been updated and the plan is to continue to move any and all information to online access for the Board, members, and community to best serve the needs of each constituency.

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BOARD OF DIRECTORS

In order to enhance the planning process each year and to help allocate appropriate roles and responsibilities of the Board of Directors to specific functions the following Suggested Responsibilities are encouraged. Not only will following these responsibilities help improve the planning process each year to meet long range planes, they will also serve as complements to the various statutory authorities that are inherent in each Board of Director position.

The purpose of the Board of Directors is to provide direction and oversight to Foothills Fire & Rescue as it carries out the Mission of the organization. It is critical that the Board help balance the needs of Foothills Fire & Rescue personnel and the needs of the community. Foothills Fire & Rescue is the operational arm of the District. Various partnerships and teamwork will be needed with other organizations as well to help carry out the mission of FFPD. Being an elected member of the community is not only a major responsibility it is an earned privilege and the decisions made can impact the organization and the community at large for long periods of time. Subsequently, establishing a firm resolve to provide outstanding leadership to the organization is important for long term success.

Primary Leadership responsibilities for the Board of Directors in facilitating the mission of FFPD are to provide representation for the community taxpayers that support the organization; maintain fiduciary responsibilities for taxpayer funds; maintain oversight for various District functions; and help facilitate operational decisions by balancing operational and community interests.

The Board of Directors as a function does not serve in some capacities related to operational issues, personnel issues and other matters that are merely operational in focus. On the other hand issues such as the Standard Operating Guidelines and other issues are periodically brought to the Board for decision and opinion. In order to have the best running organization it is important to have the operational group and Board working together to move the organization forward to reach District objectives.

Suggested Responsibilities:

I. Board President

The President of the Foothills Fire Protection District is the primary elected representative of the Foothills Fire Protection District and duties shall include but not limited to:

- Primary spokesperson for the FFPD to the community;
- Leads by example to reach the long term success of the District;

- Lead facilitator at all Board meetings;
- Delegates authority to the Vice President as needed if unable to perform responsibilities for any reason;
- Serves as liaison with Business Manager of the District;
- Has primary responsibility to maintain knowledge of various changes that could adversely impact the District;
- Will provide guidance to the Vice President, Treasurer, Secretary and Assistant Secretary as needed;
- Will serve on various committees within the Board and community;
- Will be a member in good standing of the community and will reside in the District in accordance with state law.

II. Vice President

The Vice President of the Foothills Fire Protection District is the secondary elected representative of the Foothills Fire Protection District and duties shall include but not limited to:

- Secondary spokesperson for the FFPD to the community;
- Leads by example to reach the long term success of the District;
- Lead facilitator at all Board meetings when President not available;
- Delegates authority to other Board members as needed if President is unable to perform responsibilities for any reason;
- Facilitates as liaison with Business Manager of the District at the discretion of the President;
- Has secondary responsibility to maintain knowledge of various changes that could adversely impact the District;
- Will provide guidance to the President, Treasurer, Secretary and Assistant Secretary as needed to improve functioning of the District;
- Will serve on various committees within the Board and community;
- Will be a member in good standing of the community and will reside in the District in accordance with state law.

III. Treasurer

The Treasurer of the Board will be the primary representative of Foothills Fire Protection District in all financial matters of the District and duties shall include but not limited to:

- Primary spokesperson for financial matters of the FFPD;
- Serves as chairperson for the annual budget committee and maintains that all budget materials are prepared and posted in accordance with and compliant with various applicable statutes;

- Partners with the Business Manager and the Chief of the District to build the budget and insure the budget plan maintains the integrity of the Long Range Plans of the District;
- Develops and maintains the investment policy of the District;
- Leads by example to reach the long term success of the District;
- Facilitates financial discussions at the request of the President;
- Delegates financial authority to President's designee if unable to perform the financial responsibilities of the District for any reason;
- Maintains that every year a formal audit is completed of FFPD. The audit will be provided to the full Board for consideration and implementation of various recommendations as deemed necessary by the Board;
- Will provide guidance to the President, Treasurer, Secretary and Assistant Secretary as needed to improve functioning of the District;
- Will serve on various committees within the Board and community;
- Will be a member in good standing of the community and will reside in the District in accordance with state law.

IV. Secretary

The Secretary of the Board shall serve as the primary representative of FFPD for providing accurate and timely summaries of all Board meetings and decisions. The primary duties of the Secretary shall include but not limited to:

- Primary spokesperson for the FFPD relating to the minutes, summaries, and decisions of the District;
- Leads by example to reach the long term success of the District;
- Board minutes should be provided to Board members prior to the next scheduled Board meeting for review so they may be approved or amended at the subsequent meeting;
- At a minimum, all copies of the minutes and recordings will be available for public review in accordance with all applicable laws. These copies are also maintained on the FFPD website for ease of review by the community and department members;
- Shall insure that the current copies of all public meetings are posted in locations as necessary to meet posting requirement of public meetings and meet requirements of applicable laws;
- Provides discussion as needed regarding Board matters at Board meetings;
- Delegates authority to Assistant Secretary as needed with President approval if unable to perform responsibilities for any reason;
- Provides original copies of Board minutes to the Business Manager of the District for safe keeping;
- Will serve on various committees within the Board and community;
- Will be a member in good standing of the community and will reside in the District in accordance with state law.

V. Assistant Secretary

The Assistant Secretary of the Board shall serve as the secondary representative of FFPD for providing accurate and timely summaries of all Board meetings and decisions. The primary duties of the Assistant Secretary shall include but not limited to:

- Secondary spokesperson for the FFPD relating to the minutes, summaries, and decisions of the District;
- Leads by example to reach the long term success of the District;
- Assists Secretary in providing Board minutes to Board members as needed prior to the next scheduled Board meeting;
- Helps insure that all copies of the minutes and recordings will be available for public review in accordance with all applicable laws. These copies are also maintained on the FFPD website for ease of review by the community and department members;
- Supports that the current copies of all public meetings are posted in locations as necessary to meet posting requirement of public meetings and meet requirements of applicable laws;
- Provides discussion as needed regarding Board matters at Board meetings;
- Assumes Secretary responsibilities as needed with President and Secretary approval if Secretary is unable to perform responsibilities for any reason;
- Supports providing original copies of Board minutes to the Business Manager of the District for safe keeping;
- Will serve on various committees within the Board and community;
- Will be a member in good standing of the community and will reside in the District in accordance with state law.

FFPD Board of Directors



Dick Bartlett



T.J. Carney



Steve Close



Julie Ann Courim



Patrick Smith

With the addition of 3 newly elected board members May 2008, we believe we have a board team in place to take the progress of the past and move more directly forward. This will result in better planning for the future (staffing, facilities & equipment,) better use of the district's limited resources, and better ideas from all levels of the department and community. All to help the district support the volunteer and paid responders in its commitment to the protection and welfare of the community we serve. Board members are voted for by the residents in the communities the fire department serves. Thank you for voting May 6th!

Our Goals for 2008

- * To increase communication and transparency between the district, the department and the community.
- * To increase the involvement of the community.
- * Bring department costs under control and inline with other local fire districts.
- * Develop and implement a long range plan.
- * Review tax levies and allow valuable community input on operations and spending.
- * Foster a "Spirit of Volunteerism" and refine marketing efforts to Increase recruitment of in-district firefighters.
- * Increase efficiency and improve accountability by modifying the organizational structure to better meet district wide need.

5 YEAR FORECAST

The Board feels it is important to maintain a Five Year Plan in order to help the District maintain the mission of the organization and meet long term objectives. The operational arm of the District is an integral part of the organization and the operation will develop various considerations and provide additional recommendations to the Board each year in the Budget process to help the Board meet the objectives and mission of the District. An initial direction for discussion and planning should include the following considerations and should be developed and implemented between 2008 and 2013:

OPERATIONAL CONSIDERATIONS

- **Purchase of additional apparatus and in particular a Type 1 engine. Refer to the truck replacement schedule for additional plans.**
- **Using ISO requirements to help improve ISO ratings for the District when recommending apparatus and other equipment for the District.**
- **Improved facilities with updates to the stations including addition of separate kitchen space at Idledale, two to four bay additions at the Rainbow Hills station, exterior siding at Lookout, and additional space and bay at Lookout.**
- **Maintain sufficient financial resources to purchase capital items with cash and or favorable lease purchase arrangements according to the investment policy.**
- **Continued development of recruitment program with Auxiliary and Highland Rescue Team Ambulance District to build interest of community and obtain members. An emphasis will be made to obtain in district members.**
- **Removal of temporary facility at the Lookout station.**

ADMINISTRATION

- **Develop data storage solution whether online or physical storage of various District and personnel documents. This may require additional capital resources for appropriate storage.**
- **Economic review of Pension funding and implementation of recommendations to ensure financial soundness in light of current economic downturns in investment performance.**
- **Develop an organized and efficient business operation of the administrative functions of the department utilizing the Business Manager to develop these efficiencies and recommend changes for improvement.**
- **Review the investment policy of the District funds and maintain appropriate oversight to conservatively maximize the growth of the taxpayer funds prior to investment in capital items.**

TRAINING

- **Continuing partnership with Genesee Fire Protection District to complete academy training for new recruits.**
- **Continue to build partnerships with other organizations to build strong mutual aid relationships.**
- **Provide personnel updates to members at least semi annually to ensure compliance with training requirements of members.**

**Foothills Fire Protection District
2008**

FINANCIAL CONSIDERATIONS

The Investment Policy of FFPD shall be conservative and cash basis as much as practical for purchasing as much of the materials for the District as possible. Based upon this philosophy at times larger cash balances will be included in the overall assets of the District in order to reduce debt service and interest for large capital expenditures. The largest expenditures of stations, trucks, radios, equipment, and training will be some of the largest expenses for the District. The Treasurer will be reviewing various options for the funds of the District to ensure these funds are invested in very conservative obligations to protect taxpayer funds and improve interest rates as much as practical. The amount of funds in any one institution should also be evaluated at least annually to ensure the funds are protected as much as practical. See the attached consolidation order.

The District was founded by a voter approved measure during the consolidation which does give the District various options regarding tax levies and changes that can be made for the District in order to keep the funding and service level of the District at an acceptable level. The county may make changes in calculations impacting positively or negatively the tax levies and the budget process should review any potential changes each year. The voter approved measures and language of the agreement can be reviewed online. It is felt the agreement does help ensure services as the District has limited commercial structures and cannot benefit from certain changes in commercial taxing schedules. In fact changes in property values may even have adversely impacted the District services without appropriate measures taken from the original consolidation and approved by voters.

The following cash flow analysis is what the Board and Treasurer are currently using to help base long term decisions. These cash flows are used as a guide to help the Board create the rationale for large capital purchases.

Foothills Fire Protection District Version 2
Long Range Plan - 10 Year projections
Nov-08
Cash Flow Projections for Equipment Acquisition

Description	Projected			
	2008	2009	2010	2011
Funds From				
1993 G O bonds	80,000	80,000	80,000	80,000
1999 truck lease	-	Paid off	57,200	57,200

2003 radio lease		-	Paid off	16,700	16,700
Grant from Clear Channel	\$ 115,000	115,000			
FFPD Funds set aside for Station	\$ 80,000	80,000			
Operations Savings		20,000	20,000	-	
Administrative Savings					
Cash from Savings			550,000		
		Total Funds Provided			
			<u>295,000</u>	<u>650,000</u>	<u>153,900</u> <u>153,900</u>

Description of Capital Outlay

4 Bay Garage Rainbow	\$150,000	\$	150,000		
Office Space, Tng Space Rainbow					

530		Structural Interface Engine					
		SIE +					
544		Extrication					
		Rescue					
543		Pumper					
	\$	Structural	\$				
531	40,000	Engine	400,000				
551		Wildland Brush Truck					
561		Water Tender					
		Wildland					
570		Tender					
57x		Water Tender					
	\$		\$				
58x	244,000	Heavy Rescue	30,594	\$	30,594	\$	30,594
581		Heavy Rescue					
		Command					
582		Vehicle					
583		Rescue Vehicle					
	\$		\$				
UV	16,000	Command Vehicle - 2	16,000				
			\$ -	\$ -	\$ -	\$ -	\$ -
		Total Capital Outlay	<u>16,000</u>	<u>580,594</u>	<u>30,594</u>	<u>30,594</u>	<u>30,594</u>
		Projected Capital Outlay	279,000	69,406	123,306	123,306	123,306

Factors:

Int.	4.02%	4.58%
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\$ - \$ - \$ - \$ - \$ - \$ - \$ -

30,594 30,594 30,594 30,594 30,594 30,594 30,594

123,306 **123,306** **123,306** **123,306** **123,306** **123,306** **123,306**

**Foothills Fire Protection District
2008**

TRUCK REPLACEMENT SCHEDULE

	Truck #	Cost	2008	2010	2012	2014	2016	2018	2020	2022	2024
Utility	520	5	5						5		
Utility	523(583)	5	5						5		
Type III	530	350									
Type III	531	350			350						
Type I	543	400									400
Type I	544	400					400				
Type VI	551	150									
Tender	560	200									
Tender	561	200									
Tender	570	200									
Lt. Rescue	582	150							150		
Heavy Rescue	580	400	400								
Heavy Rescue	581	400							400		
				200	420	290	510	330	550	210	430
				200	70	290	110	330	-10	210	30
80k/yr in 09											
110/yr in 10+											
	2026	2028	2030	2032	2034	2036	2038	2040	2042	2044	2046
Utility				5						5	
Utility			350	5						5	
Type III								350			
Type III											
Type I											400
Type I	150										
Type VI									200		
Tender		200									
Tender				200							
Tender									150		
Lt. Rescue						400					
Heavy Rescue											
Heavy Rescue											
Heavy Rescue	250	320	340	210	220	440	260	480	350	220	430

	100	120	-10	0	220	40	260	130	0	210	30
80k/yr in 09											
110/yr in 10+											
	2048	2050	2052	2054	2056	2058					
Utility					5						
Utility					5						
Type III						350					
Type III											
Type I				400							
Type I											
Type VI					150						
Tender											
Tender											
Tender											
Lt. Rescue											
Heavy Rescue											
Heavy Rescue		400									
	250	470	290	510	330	390					
	250	70	290	110	170	40					
80k/yr in 09											
110/yr in 10+											

The truck replacement schedule has been prepared considering a variety of scenarios and should bring the apparatus at or above normal life expectancies for particular apparatus. The apparatus purchased by the District are some of the largest expenses the Board will need to consider. It is important to develop a variety of funding options including grants and budget planning.

Message from the Fire Chief



Welcome to The Foothills Fire and Rescue team!

My name is Brian Zoril. I have been elected by the members to represent and lead the district through 2009.

I am a third generation volunteer firefighter in the Lookout Mountain community. It is a great honor to serve my fellow volunteers and the community in this capacity.

You will see many changes during the year. We are expanding our facilities at the Rainbow Hills station to provide better administrative and training space. We are in the process of acquiring a new rescue truck with partial grant funding. Our administrative team is in a time of change. It is an exciting time for the department and community alike.

As Fire Chief, it is my goal to provide the highest quality service possible to our customers, the community. We will achieve this by maintaining a high level of training, community interaction, and safe operation.

Please feel free to stop in any time. We always welcome the opportunity to meet our neighbors. Please feel free to contact me or any of the members if you would like more information about the District.

Wishing you a safe 2008 and beyond,

Brian J. Zoril

Fire Chief

**Foothills Fire Protection District
2008**

General Appendices

ABOUT THE FOOTHILLS AREA

Foothills Fire Protection District (FFPD) includes a portion of Bear Creek Canyon on the South and extends to Clear Creek on its northern border. Its rolling hills and rugged mountains range in elevation from approximately 6,400 feet on the east end and along Clear Creek to over 8,000 feet on the mountains that dot the District's west end. The District extends from Highway 26 at the Morrison Junction of I-70 (Milepost 259) west past El Rancho to approximately Milepost 251 on I-70. These eight miles of I-70 are some of the most dangerous in the State, particularly during adverse weather conditions. The District is also responsible for Colorado Highway 74, and Bear Creek Canyon, from the town of Morrison west nearly to the town of Kittridge.

The District includes areas formerly in the Idledale, Lookout Mountain and Mount Vernon Fire Protection Districts. The Foothills District encompasses a total area of 25.2 square miles. A sizable percentage of this area is non-tax generating public space. The District protects 8 miles of Interstate 70 from Milepost 259 to Milepost 251. The District also protects the east face of Lookout Mountain from the Lariat Trail to the "M." This includes access to the Beaver Brook Trail and the steep forested lands on the South side of Clear Creek. Major tourist attractions within the District include the Mother Cabrini Shrine, Red Rocks Park, Buffalo Bill's Grave, the buffalo pens, and elk herd enclosures along Interstate 70 near exit 254. Various residential developments, some dating back to the cabin era of development, and other more modern city-like subdivisions, require residential fire protection and emergency medical coverage. The District has very little commercial real estate as it is primarily residential in character. However, most Denver television and radio stations have their antennae and transmitting equipment either on Lookout Mountain, or Mount Morrison; both of which are within the District. It is important to review agreements with Lake Cedar to determine the organizations responsibility to balance community and fire protection issues. In addition, future agreements and discussions with outside groups doing business within the community will be discussed openly in public meetings to determine the best courses of action for the District and community.

Additional research needs to be completed regarding any concerns for response on Interstate 70. It appears at present FFPD has a duty to respond in the area. Apparatus has been provided to the District via grants and this may continue in the future. Various benefits are possible for the community members based upon lowering District obligations when these apparatus are received.

The new combined station Digital tower has been completed for operation in 2008. In the next two years the remaining towers will be removed from the mountain per various agreements.

**Foothills Fire Protection District
2008**

Operational Appendices

Wildfire: The District is divided by numerous canyons, many of which are heavily forested, with steep walls creating major fire hazards during the dry season. Mountain winds occasionally fan Wildland fires which could endanger numerous residences. The area along the entire northern border drops into the Clear Creek area and wildfires within it can only be fought on foot and by air. Much of the rugged area is legally outside the District's boundaries, but is not covered by other agencies, and presents a major threat that must be included in Foothills Fire Protection District planning. Any sizable Wildland fire threatening the District will be difficult to control, particularly if fire danger and winds are high. Significant fires could result in property loss before any kind of an effective stand could be made.

Traffic: An Interstate Highway, a twisting and turning deep canyon highway and a mix of bicycles, cars, hikers, truckers, skiers and gamblers passing through the area causes numerous vehicle and pedestrian accidents. Winter weather can cause treacherous conditions. I-70's six percent grades followed by dead man's curve at the bottom results in numerous incidents, some which are quite serious. Recent improvements in Interstate 70 have contributed to increased trucking. In addition the advent of limited stakes gaming in the towns of Black Hawk and Central City has increased traffic related to gaming. Trucks move at speeds of 10 to 35 miles per hour on the steep grades. They mix with gaming and ski traffic moving at rates of 55 to 90 miles per hour resulting in an increase in incidents on I-70 each year. Plans for construction of a new road linking I-70 traffic directly to Black Hawk will further increase gaming related traffic and gaming related incidents. A hazardous material spill along any of our major highways (74, 26, 93, I-70) could require evacuation of 1000's of residents. Understanding these issues and increased traffic in the corridor must be balanced with the response requirements, if any, as well as the costs associated with response. It is important to address the growing concerns of the community taxpayers that have questions about paying their tax money to cover response on the Interstate. A dramatic amount of expenditures and resources is associated with response on the highway.

Weather: Significant snowfalls are commonplace in our District. Likewise, intense lightning storms and bitter cold can cause numerous problems with respect to response capabilities. Fierce, dry windstorms due to pressure gradients pose a risk to the District. Although most frequent in late fall and winter, the area can be windy at any time of the year. During a severe wind storm (20-30 mph winds with 60-80 mph gusts) even the smallest fire or hazmat spill could be extended by miles.

Water Supply: The District is served by five public water districts. Structures not served by public water generally have their own well or cistern. Those districts are:

1. The Lookout Mountain area is served by the Lookout Mountain Water District which operates the Beaverbrook water line.

2. The Mount Vernon area is served by a water system operated by the Mount Vernon Metropolitan District.
3. Riva Chase is served by the Forest Hills Water and Sanitation District.
4. Water in Idledale is provided by the Idledale Water District. A sizeable increase in the supply for the water District is currently being proposed in 2008.
5. The Genesee Crossing development and Ralston School are served by a 6 inch water main from the Genesee Water and Sanitation District.

All other water in the District comes from privately owned wells or cisterns. Most areas of the District served by public water systems have standard type hydrants, but a few hydrants do not have steamer connections. The laterals in District vary from 1 inch to 8 inches in diameter. Lines fewer than 4 inches in diameter are inadequate for fire flows. Several cisterns have been installed in the District with varying results. Two 10,000 gallon cisterns are located in Sunset Hills and one 10,000 gallon cistern is located in Summit Ranch. A 30,000 gallon cistern is located on the Rainbow Hills Road and a dry hydrant has been installed in the Cold Springs Ranch area at the pond.

The fire district requires cisterns at private residences without adequate water supplies. Further plans will be developed by the Chief in order to provide consistency and accountability to District residents requiring Fire suppression services. The services of Fire Marshall, fire investigation, and preplans of buildings should be delivered primarily by volunteers as available and by reasonable providers of the service if not available within the District. In addition, the Board and District compliance should be in accordance with the most recent fire code, which at present is the 2006 Fire Code. The Chief will monitor these activities.

SURROUNDING DISTRICTS AND MUTUAL AID RESOURCES

Foothills Fire Protection District is served by emergency response agencies covered by The Jefferson County Annual Operating Plan for Wildfire and individually signed mutual aid agreements with surrounding agencies that include the following:

- Highland Rescue Team Ambulance District
- Genesee Fire Protection District
- Evergreen Fire Protection District
- Alpine Rescue Team

Genesee, Highland Rescue and Foothills train together frequently. Training with other surrounding agencies is much less frequent.

In addition, the following agencies provide support to the District:

- The Jefferson County Type III Incident Management Team (IMT)
- Jefferson/Gilpin County Combined Arson Response Team (CART)
- Jefferson County Fire Council
- Jefferson/Adams County HazMat Authority
- Colorado State Patrol HazMat Team
- North Jeffco Wildland Team
- 285 Wildland Team (this team has not been used in recent years)
- I-70 Corridor Wildland Engine Task Force
- Lutheran Medical Center (medical advisor)
- Flight for Life (medical helicopter)
- Air Life (medical helicopter)
- Jefferson County Sheriff's Department (radio dispatch)
- Jefferson County Sheriff's Department mobile command post
- Golden Fire Department
- Pleasant View Fire Department
- Denver Fire Department
- Other mutual aid organizations as indicated in the Mutual Aid agreements as amended between the District and those entities.
- Denver Mountain Parks
- Jefferson County Open Space
- State Patrol
- Colorado State Forest Service - Golden District
- Aerial Water Tanker Support based at Jeffco Airport
- Colorado State Department of Transportation

BOARD EXPECTATIONS REGARDING THE NEXT TEN YEARS

Development: The Foothills District consist of a blend of preserved open space, developed areas, areas that will be developed within the next ten years, and areas that cannot be developed. Development has been steady over the past ten years, and we expect a steady and only modest growth if any for the next ten years, or until the remaining space capable of being developed is entirely consumed. We expect continued steady growth in highly valued residential structures. It should be tasked by the District to obtain an appropriate tax and property development study of the expectations for the District over the next five and ten years in order to help plan for future financial accountability of the District. In the current economy two primary issues need to be addressed at the Board level including appropriate tax mill levy, and development and maintenance of District property.

Economy: The economy in the State of Colorado, and especially in Jefferson County, has, in recent years and 2008, taken a downturn. While this trend has slowed the trend in increasing property values, we do not foresee a radical decline in those values but rather a plateau. The rate of building and road construction may vary, but not enough to impact Fire District operations. However, a thorough economic study should be used at least annually to substantiate the economic forecasts in order to help better prepare the current and future Boards for dealing with the accountability of running the District.

Population: The population of the District may continue to increase though a population study should be completed to determine this fact at the end of 2009. The District projects a growth rate of no more than 2 to 5% over the next ten years leading to an anticipated growth in our District from an estimated (2,244 households times the county average household size of 2.51) 5,600 to an estimated 7,200 people by December of 2013.

Traffic: The growth in traffic on I-70 is dramatic and should continue due to predicted growth. I-70 has been improved over the past few years including recent guardrail, median, signage, and rumble bar additions. A corresponding increase in heavy trucking has been noted. Increased numbers of accidents may result in increased calls and, hence, increased cost (and corresponding cost and revenues) for the District.

Highway 74 through Morrison, Idledale and Evergreen, is expected to remain the same two-lane highway as it is today, however increased traffic volume can be expected due to continued growth in Evergreen.

Recreation and Tourism: Recreational activities in areas served by the District should continue to increase. Recreational use of Jefferson County Open Space, Denver Water Property, and Denver Mountain Parks should continue to increase. The District expects hang-gliding use on Lookout Mountain to continue. Bicycling should increase on roads throughout the District. Red Rocks Park was eliminated by agreements with Denver recently. Buffalo Bills Grave, the Buffalo Herd Overlook, Mother Cabrini Shrine and the Lariat Loop all continue to attract both local residents and out of town visitors to the area. These resources draw individuals who may not be prepared for the effects of exertion at altitude and the associated medical results.

Wildfire Potential: The District, due to its topography and settlement patterns, possesses a significant Wildland interface area. Some areas will improve their Wildland hazard status through development and mitigation forestry (Mount Vernon, Denver Owned Properties, and Jefferson County Open Space). Other areas will continue to deteriorate due to significant fuel buildup without mitigation efforts. This will present significant fire suppression challenges.

Violent Crime/Terrorism: As Jefferson County continues to grow, urban crime could increase in the Foothills District resulting in more crime related medical calls such as assaults, domestic violence, firearms wounds, traffic accidents and arson. Traffic on I-70 includes radioactive waste, military cargo, illegal drugs, illegal aliens, violent criminals, stolen vehicles and occasionally crimes being committed including assault and murder. This traffic is expected to increase in proportion to traffic volume. Also, there are areas in the District which could pose as a potential target for Weapons of Mass Destruction / Weapons of Mass Effect.

Public Expectations: As the District's composition continues to change, we expect there to be a corresponding change in the public expectations of the operational arm of the District. These expectations could include shorter response times, more public services, and possibly a progression towards a paid staff. It will be a primary objective of this Board to increase the public's acceptance of the District Board and firefighters in all decisions and practices of the Board.

Social Trends: Changing social trends may impact the future availability of volunteers. There is an increasing trend toward dual income families. Employees are driving further to their place of business, and are working longer hours while there, reducing their availability as volunteers. However, involving the community in these challenges and allowing participation with local residents to help provide services will help reduce taxes and increase the effectiveness of the District operation. An increase in home businesses and telecommuting may help to offset these trends.

DISTRICT ABSTRACT

FFR has had the following calls over the past several years: 1997 = 500, 1998 = 513, 1999 = 647, 2000 = 647 calls, 2001 = 558 calls, 2002 = 623 calls, 2003 = 553 calls, 2004 = 491 calls, 2005 = 447 calls, 2006 = 530 calls, 2007 = 635 calls. Increased cooperation with Genesee Fire Rescue, Highland Rescue, and Evergreen Fire Rescue has improved emergency services to the area. The consolidation of the Foothills District originally relieved some of the pressure on individual firefighters because more firefighters were available to respond to the heavy call load. FFR has adopted a policy of insuring 24/7 coverage for the District to serve and protect District residents and assure the District remains intact to outside intervention for all new firefighters joining the District. Paid staffing versus volunteer, 24/7 coverage, developing a clear process of accountability and follow-up, water needs, community communication and interaction, and development of adequate roads in remote areas of the District are all areas of focus in the next five to ten years. The need to constantly recruit and train new members is a continuing challenge to the District. It is important to embrace the community to help build volunteers for the District. This will increase the effectiveness of operations and administration.

Global Operational Issues:

The District is a part of a larger fire service community; including surrounding districts, surrounding counties and other departments along the Front Range. The cost of fire protection will continue to climb, possibly beyond the ability of the District to maintain services. The District must think beyond it's boundaries in order to meet the diversity of current and future emergencies. This responsibility includes maximizing financial responsibility, accountability, and reducing duplication between the District, its neighbors, and agencies that are reliant on the District's services. Maintaining the safety of all personnel and community members will be of paramount importance throughout responding to all emergencies in the District.

- I. The District Board of Directors should develop agreements with other surrounding boards on sharing services and resources.
- II. The District should continue to support Jefferson County Fire Council, Jefferson County Wildland Fire Committee, Jefferson County Wildland Task Force and other appropriate committees & organizations.

Structural Firefighting:

Structural firefighting is hazardous to both civilians and members of the department. Successful structural operations are based on a rapid response to the scene and competency after arrival. The following objectives can be applied to all types of structures found in the District.

- I. FFR goal will establish Incident command on all incidents.
- II. FFR goal will maintain apparatus in-service time within 8 minutes of alarm 100% of the time on all incidents,
- III. FFR goal will have a maximum response time of 7.5 minutes on 100% of responses. This is the time from apparatus in-service time to time on scene.
- IV. FFR goal will strive to access any address in all weather or hazardous conditions.
- V. FFR goal will, upon assembling the necessary resources, initiate initial attack within 2 minutes 100% of the time will commence. Initial attack operations shall be organized to ensure that at least four members are assembled before initiating interior fire suppression operations at a working structure fire: Two members for interior operations and two on standby for assistance-RIT team or rescue of the team operating on the interior.
- VI. FFR goal will be able to maintain 250 gallons per minute fire flow within five minutes after the first apparatus arrives on scene and for two hours there-after. Additional requirements are based on the 2006 Fire Code.

VII. FFR goal will be able to maintain 500 gallons per minute fire flow within 1000 feet of a hydrant capable of supporting that flow within five minutes of the first apparatus arrival for two hours and then increase the flow to 1000 gallons per minute fire flow within five minutes of the second apparatus arrival.

VIII. FFR goal shall have the capability for sustained operations, including fire suppression; engagement in search and rescue, forcible entry, ventilation, and preservation of property; accountability for personnel; a dedicated rapid intervention team (RIT); and provision of support activities for those situations that are beyond the capability of the initial attack.

IX. FFR goal will call for mutual aid very early in the process and many structures currently have automatic mutual aid for obtaining significant resources quickly. This will improve the delivery of fire suppression services to the community.

Wildland Firefighting:

Wildfires are a significant danger in our District. Our District's biggest threat is a conflagration resulting from a wildfire. Because of this threat, our first Wildland firefighting priority will be to safely locate and extinguish small wildfires before they can become significant fires. When a significant fire occurs, our first priority will be the evacuation of residents in cooperation with the Jefferson County Sheriff's Department. Establishing a reasonable line of defense is the next priority, along with massive mutual aid and protection of our escape routes. Living with this threat means our members must be continually trained in Wildland firefighting. We must continually train with our neighboring districts and Wildland firefighting agencies, our equipment must match our Wildland firefighting and urban interface requirements.

The most effective method of suppression of Wildland fires is to stop the fire prior to or soon after ignition. The most cost-effective method to accomplish this goal is to mitigate the fuels. It is the intent of this plan to support all operations to reduce the fuel around structures and strategic fuel reduction in developments. It is understood the District will may have a significant Wildland fire on the scale of the Buffalo Creek or Hi Meadow fires within the time established by this plan. The District has two types of Wildland exposures, fires within the urban/interfaces and fires on public lands that can spread to structures, each of these types may require different tactics. The following objectives will assist the District with Wildland fire suppression:

- Non-Urban/Interface Wildland Fires

1. FFR goal will complete a size-up and have the wildfire scouted by basic Wildland qualified personnel within 30 minutes of the arrival of the first unit on scene.

2. FFR goal will have an initial attack hand crew on the fire line within one hour of the arrival of the first unit on scene.
3. FFR goal will be able to supply 30 gallons per minute from at least two 1 ½" lines within 2000 feet of access of apparatus.
4. FFR goal will have qualified personnel predict fire behavior using weather information, fuel loading, and fire danger ratings and communicate the prediction to operations/planning within 30 minutes of the arrival of the first unit on scene.
5. When deemed necessary by qualified personnel, FFR goal will be able to activate air support within 30 minutes of the arrival of the first unit on scene.
6. FFR goal shall have the capability for sustained operations when the fire moves into extended attack operations. FFR will be able to maintain Incident Management until relieved by the Jefferson County IMT Type III teams.

- Urban/Interface Wildland Fire

1. FFR goal will complete a size-up and have the wildfire scouted by basic Wildland qualified personnel within ten minutes of the arrival of the first unit on scene.
2. FFR goal will strive to have National Wildland Coordinating Group (NWCG) red card certified personnel, sufficient for initial attack, at staging within 20 minutes of the arrival of the first unit on scene.
3. FFR goal will be able to prepare a single complex of structures (up to four structures) for structural protection within 20 minutes of assembly on scene. This includes having two 1 ½" lines surrounding the complex, placement of a wet line, strung out for a distance to safely protect the structure without direct intervention by the engine crews, and preparing the structure for the fire front.
4. FFR goal will use direct fire attack whenever possible to stop the fire prior to the need to perform indirect structural protection.
5. FFR goal will have qualified personnel predict fire behavior using weather information, fuel loading, and fire danger ratings and communicate the prediction to operations/planning within 20 minutes of the arrival of the first unit on scene.

6. FFR goal will be able to activate air support within 10 minutes of the arrival of the first unit on scene.
7. FFR goal shall have the capability for sustained operations when the fire moves into extended attack operations. FFR will be able to maintain an Incident Management Team Type IV organization until relieved by the Jefferson County IMT Type III.

Rescue Operations:

FFR rescue exposures are extremely wide-ranging due to the terrain within the district. Rescue operations include vehicle extrication, technical and non-technical rope rescue, medical carry-out assistance, swift water rescue, ice rescue and many other anticipated and unanticipated situations. The District maintains a working relationship with the Alpine Rescue Team to provide extended technical rope rescue and search and rescue capability. FFR has had multiple incidents within Jefferson County Open Space and the Denver Mountain Parks lands, and include search and rescue, injured hikers, falls and technical rope rescue.

The intent of this plan is to maintain a close relationship with all outside organizations to assist FFR to meet its mission.

- Rescue Response Time

1. FFR goal will maintain apparatus in-service time within 8 minutes of alarm 100% of the time on all incidents.
2. FFR goal will have maximum response time of 7.5 minutes on 100% of responses. This is the time from apparatus in-service time to time on scene.

- Water Rescue

1. FFR goal will accomplish ice (with victim exposed within hole) rescue within 10 minutes of the arrival of rescue vehicle.
2. FFR goal will complete water rescue within 30 minutes after the first apparatus arrives on scene.
3. FFR's goal called dive team will complete underwater recovery within the first operational period.
4. FFR goal will complete swift water rescue within 30 minutes after the first apparatus arrives on scene.

- Rope Rescue

1. FFR goal will set up a low angle rescue with safety line within 10 minutes of arrival of a rescue equipped vehicle.
2. FFR's Rope Rescue Team will accomplish high angle rescue within 60 minutes of arrival of a rescue equipped vehicle. FFR will coordinate with HRTAD EMS personnel with the victim within a goal of ten minutes of arrival.

- Auto Extrication

1. FFR goal will be able to complete stabilization, scene protection, door(s) removal, roof removal, and dash roll-up within 15 minutes of arrival of a rescue equipped vehicle. Other operations may be necessary.

Hazardous Materials:

FFR is able to recognize and identify potentially hazardous materials and situations and to keep firefighters and the general public out of danger. The Department will be responsible for handling minor situations and have all firefighters trained to an operations level by June 2009. The District will utilize the Jefferson/Adams County, Clear Creek County or State Patrol Hazardous Material Teams for significant situations.

Floods:

FFR has an established plan for monitoring and responding to imminent flood conditions within the flood plains of the district. This plan is aligned with the Jefferson County Emergency Operations Plan. The plan includes monitoring water levels and rainfall during high-risk time frames and, under imminent flood conditions, dispatching apparatus to safe ground, alerting flood plain occupants, and implementing post-flood recovery operations. Post-flood recovery operations may require all District resources. The county emergency operations resources will assume command and gather assistance of outside agencies.

Trench Rescue:

FFR does not maintain significant trench rescue capability to withstand a sustained rescue operation. Cooperative efforts should be developed with local contractors and neighboring districts that have the resources and training to handle a trench rescue. The District should explore options to enable FFR to initiate a rescue until other resources arrive. This effort should include training and automatic aid agreements.

- I. FFR will complete support functions prior to automatic-aid departments.
These include:

1. Size-up
2. Scene control
3. Site preparations
4. Initial rescue operations (refer to operational guidelines of FFR)

Emergency Medical Services:

The primary goal of the Emergency Medical Services is to respond to medical and traumatic emergencies, provide proper interventions and transport when necessary. In the District, this involves the initial response of FFR's personnel to provide first aid and initial patient stabilization and the response of our partner and separate tax special district HRTAD. Currently, the District's EMS and transport services are provided by Highland Rescue Team Ambulance District so that three levels of EMS intervention are provided:

1. First Responder
2. Basic Life Support (BLS) (Emergency Medical Technician)
3. Advanced Life Support (ALS) (Paramedic)

The first responder is capable at initiating basic care, i.e. CPR, bandaging and splinting, etc. The BLS responder is capable of all the first responder care, oxygen, Automatic Defibrillator (AED) and additional care. ALS is capable of using heart monitors and drug therapy. These services are provided by HRTAD.

The EMS systems must maintain the following objectives:

- I. FFR will provide a first responder on scene with the first arriving apparatus on 100% of the incidents.
- II. The District may implement a public access AED program for schools and other large commercial complexes including Mount Vernon Country Club, Rockland Community Church, Buffalo Bills Grave, and Cabrini Shrine in 2010.
- III. The District's partner HRTAD provides an ALS response within eight minutes on 100% of the incidents and is mandated by the public special district taxing authority to be responsible for medical care.
- IV. FFR will provide a quality management program to ensure appropriate response times and training for medical personnel and coordinate annually with the medical director to ensure all members have adequate EMS training certifications.

Fire Prevention and Public Education:

The District's primary objective is to respond to emergency situations, but it also strives to prevent emergency situations such as fires and accidents. Prevention of an event is preferable and more cost effective. The District recognizes there will always be emergencies, but it will always work toward preventing them or reducing their severity. The District will work toward the following objectives:

- Fire Prevention

1. The District will ensure commercial and residential developments meet the District's Adopted Fire Code 2006 as amended.
2. The District will ensure new residential development meets the District's requirements for provision of fire water and emergency vehicle access.
3. The District will assist in the enforcement of fire ban laws.
4. The District will offset the cost of plan reviews by recouping the cost of these reviews through user fees.
5. The District will inspect every commercial structure once per year.
6. The District will inspect all special permit sites once per year.

- Injury Prevention

1. The District will ensure all paid staff are trained Child Passenger Safety Technicians (Car Seat Technicians) within one year of hire and will encourage volunteers to obtain this level of training as well. Residents will be encouraged to utilize these technicians to be trained in Child Passenger Safety Systems. This program should be reviewed in 2009.
2. The District will work with local partners to sponsor at least one child safety seat checkpoint a year.
3. The District will support efforts to bring vehicle, home, and business safety messages to the District's residents at least quarterly in the firefly.

- Public Education

1. The District will work with schools within the District boundaries to develop ongoing relationships to ensure a fire prevention message is delivered at least once a year to all students at fire prevention week.

2. The District will work with its wildfire prevention committee to keep the wildfire danger signs up-to-date.
3. The District will work with its wildfire prevention committee of residents to reach homeowners with information on Wildland fuel reduction around their structures.
4. The District will contact each business to educate their personnel on fire prevention and extinguisher use bi-annually.

Technology Plan

Below are technologies which the District will investigate to evaluate the relevance to the Districts Operations.

- Radios – first-time clear communications from all locations in district to all other locations and headquarters. This remains a significant issue and the 800 MHz system is hoped to improve this situation. Team members have also been issued alpha numeric pagers.
- Computers in trucks radio updated with GPS – Computers in trucks show truck location and location of all other trucks on map anywhere in Jefferson County and trucks should able to transmit text messages between trucks and to stations. New technology makes it relatively inexpensive to have small GPS units in each vehicle if desired (see below).
- Computers in stations – call reports and information provided to computers in each station. No new computers should be purchased until 2011 so that other areas of the budget may benefit.
- Two computer GPS units/mapping units from a grant were installed in two vehicles in the last year. A review of the use of the system should be commenced in 2008 to determine if the system is being used. If it is used adequately then within the next five years, GPS units will be installed in all Department vehicles which can show that vehicle's location from a satellite view.
- E-mail, voicemail and text paging for all members have been provided. Updating the web page and emailing community members and the members is being enhanced.
- Infrared imaging was received via grant in 2007.
- Additional items of operational value should be explored to determine any weaknesses in the FFR.

Appendix A

Land Distribution

Of the 25.2 Square miles that the District protects approximately 3.2 square miles are Denver Mountain Park land and 2.2 square miles are Jefferson County Open Space. The District also provides fire suppression for approximately an additional 6.4 square miles of unprotected property. The majority of this unprotected property is in public ownership (Denver Mountain Parks and Jefferson County Open Space each own approximately 2.2 square miles each of this unprotected property.)

Geographic Distribution of Land Protected by District (Square Miles)

Within District boundaries		Outside District boundaries but protected by the District Resources
City and County of Denver	3.2 Sq. Miles	2.2 Sq. Miles
Jefferson County Open Space	2.2 Sq. Miles	2.2 Sq. Miles
Other Tax Exempt Properties (Schools, Churches, Non-Profit held properties, etc.)	0.6 Sq. Miles	0.0 Sq. Miles
Commercial (Retail, Communications, etc.)	.2 Sq. Miles	0.0 Sq. Miles
Residential and Other	19.0 Sq. Miles	2.0 Sq. Miles
Total	25.2 Sq. Miles	6.4 Sq. Miles

FLEET STATUS REPORT

As of 8/13/08 the following is our current fleet status report.

- 1) 530 – 2000 International, Type 2 Engine - Rainbow - In Service
Purchase Year - 2000
Engine Mileage/Hours to Date – 8779/883
Service Items Year to Date:
 1. Inspection, oil and trans change 3/19/2008 \$597.45
 2. Replace one tire and rotate 5/1/2008 \$463.29**Total Year to Date: \$1,060.74**

- 2) 531 – 1986 International, Type 2 Engine - Idledale – In Service
Purchase Year - 1986
Engine Mileage/Hours to Date - 24170
Service Items Year to Date:
 1. Troubleshoot RPM issue when in pump gear 1/11/2008 \$405.74
 2. Install pump packing 1/24/2008 \$294.00**Total Year to Date: \$699.74**

- 3) 543 – 1994 E-1 Hybrid, Type 1 Engine - Lookout – In Service
Purchase Year - 1994
Engine Mileage/Hours to Date – 15361/ 1781
Service Items Year to Date:
 1. Repaired speedometer, drive train noise, pump shift 3/12/2008 \$255.00
 2. Adjust pump packing, repair front drive shaft 3/19/2008 \$616.33
 3. Engine oil change and inspection 3/10/2008 \$510.26
 4. Replace sending units for speedo and oil pressure 5/1/2008 \$ 2,334.62**Total Year to Date: \$3,716.21**

- 4) 544 – 1990 FMC Hybrid, Type 1 Engine - Grapevine – In Service
Purchase Year - 1990
Engine Mileage/Hours to Date – 34244/3290
Service Items Year to Date:
 1. Repair air leak and air dryer 1/22/2008 \$798.68
 2. Repair and install speedometer 1/25/2008 \$361.92
 3. Fix air leak in system 2/14/2008 \$582.46**Total Year to Date: \$1,743.06**

- 5) 551 – 2002 Ford F-550 Hybrid, Type 6 Engine - Idledale - In Service
Purchase Year - 2002
Engine Mileage/Hours to Date - 7514
Service Items Year to Date:
 1. Engine oil change and inspection 3/25/2008 \$94.46**Total Year to Date: \$94.46**

- 6) 560 – 2005 Kenworth, Type 2 Tender with Pump – Grapevine – In Service
Purchase Year - 2006
Engine Mileage/Hours to Date – 2721/217
1. Repair all air leaks under warranty 4/24/2008 \$0.00
Total Year to Date: \$0
- 7) 561 – 1997 International, Type 2 Tender - Rainbow - In Service
Purchase Year - 1997
Engine Mileage/Hours to Date – 5061/555
Service Items Year to Date:
Total Year to Date: \$0
- 8) 570 – 2001 International, Type 2 Tender with Pump – Idledale – In Service
Purchase Year - 2000
Engine Mileage/Hours to Date – 6812/383
Service Items Year to Date:
Total Year to Date: \$0
- 9) 572 – 1952 AM General 2 ½ Ton, Type 3 Engine - Mt. Vernon – In Service
Engine Mileage/Hours to Date – 23337/1297
Service Items Year to Date:
Total Year to Date: \$0
- 10) 581 – 1997 SuperVac Hybrid, Heavy Rescue Truck - Lookout – In Service
Purchase Year - 1997
Engine Mileage/Hours to Date – 24368/2561
Service Items Year to Date:
1. Repair and assemble mounting bracket for EM lighting 4/2/2008 \$221.00
2. Repair speedometer and shaft assembly 4/1/2008 \$1,143.13
3. Diagnose and repair fuel gauge and door ajar issue 4/9/2008 \$255.00
4. Repair generator problem 4/09/2008 \$212.50
Total Year to Date: \$1,831.63
- 11) 582 – 2003 Ford F-350 4X4, Command or Personnel Transport - Lookout - In Service
Purchase Year - 2003
Engine Mileage/Hours to Date -60491
Service Items Year to Date:
1. Oil change, tire rotation, front brake and rotor replacement 12/28/07 \$399.49
Total Year to Date: \$399.49
- 12) 583 – 1992 GMC Suburban, Rope Rescue Truck - Idledale – In Service
Purchase Year - 1996

Engine Mileage/Hours to Date – 111332
Service Items year to Date:
Total Year to Date: \$0

Total Fleet Expenditures to Date: \$9,545.33

Total Fleet Expenditures for Previous Year (2007): \$76,727.52

Stations / Apparatus

Foothills Fire & Rescue currently operates five fire stations:

Lookout Mountain Station

67 So. Lookout Mtn. Road

The structure has four truck bays, an office, a kitchen, a dayroom, a rest room and a shower.



Idledale Station

South of Highway 74

The station has four truck bays, a meeting area, kitchen, a rest room.

Grapevine Station

893 So. Grapevine Road
(North side of District near I-70 exit 256)

The Station has two large truck bays. There is no office or meeting space at the Grapevine station.



Mount Vernon Station

Mount Vernon Country Club
(Space loaned by Mt. Vernon Metro Dist.)

The station consists of two bays and storage within Mount Vernon's maintenance building

Rainbow Hills Station

South Side of I-70, off Exit 252.
(Near El Rancho)

This structure has 3 truck bays, an office and storage room, a hose tower, and a rest room.



Additional Facilities/Property

* The Alpine Rescue Building is located on Foothills property and is on a 40 year lease to Alpine Rescue Team.

* The Foothills Fire Protection District also owns undeveloped property on Lininger Mountain and in Idledale.

Current Apparatus:

530



572



570



543



544



583



551



561



582



581



531



560

