

A large, dark silhouette of a person wearing a hard hat is centered against a large, glowing red circular background. The person's arms are slightly out to the sides, and they appear to be looking forward. The overall composition is centered and occupies the middle portion of the page.

**2025-2027**

# **LEADERSHIP INTENT & VISION**

Organizational and Community Members,

As we continue to move forward and progress as a unified organization, I am more than pleased with the second version of the District's leadership intent and vision document. Every current and future member of our organization must understand the intent, vision, and culture of the Board of Directors, Fire Chief, and Leadership Team of our one-of-a-kind organization. I appreciate all the involvement, time, and effort many of you dedicate daily to moving our organization forward. We have much more to accomplish in the coming years, and we will achieve those objectives by working together to achieve our mission and vision. We will always be stronger together when we embody our values and serve others before ourselves.

When I arrived eight years ago at the Frederick-Firestone Fire District (District), I wanted to learn about the organization from the ground up, with the overarching goal of developing future leaders, guiding our decisions and direction, building a team with passion and purpose, and taking us into the future. Most of all, we shall leave it better than we found it. We will always improve and add value to our customers and the people we serve. I value every member of our organization and the relationships we have fostered at all levels, especially those between management and labor. I am excited to continue our collaboration as we move our District forward.

We are all **LEADERS**, and as such, we have a responsibility to one another while demonstrating our core values of Service, Family, Professionalism, Compassion, and Integrity. As your Fire Chief, I expect us to lead with moral courage and humility. Our diverse staff and their various responsibilities are valued, and we will serve them all. Own your place within the organization. This is not the Fire Chief's organization; this is our organization, and we are all gatekeepers to what we hold dear to our hearts and souls. We each have a role to play and designated duties that contribute to our success as a team. Each member's duty is essential and contributes significantly to our overall success. Take ownership of your place within the organization, maintain pride in everything you do, and remain strong.

We will remain passionate about serving as members of an intricate and innovative organization that provides exceptional, community-centered emergency, preventive, and life safety services to enhance our community's quality of life. We will demonstrate social awareness by being less concerned about whose responsibility a specific issue falls to and remaining more focused on providing exceptional internal and external customer service to our community, each other, local governments, and visitors who work and travel through our District.

This introductory letter from Fire Chief Young outlines our intent and vision for the District. It shall be reviewed and revised at least every two years to ensure the District is living up to our adopted values and we remain current and relevant to our mission. This leadership intent document serves as an accountability tool to challenge, inspire, and drive all of us toward a mindset of daily self-awareness and improvement. The result is an outstanding accountability document created for our District members to translate where we are going, what we will achieve, and what kind of future organization we envision for our community.

***Vision + Strategy + Execution = Success***

## Frederick-Firestone Fire District Mission Statement

To enhance your quality of life by consistently earning trust, reducing loss of life, preventing harm, and protecting property with compassion and integrity.

## Frederick-Firestone Fire District's Vision Statement

The Frederick-Firestone Fire District and its members will be a model of excellence in emergency services, risk reduction, and life safety programs. We will strategically engage the needs of our community while remaining committed to continuous organizational development through trust, involvement, innovation, creativity, and accountability, while consistently remaining rooted in service.



*First, let's briefly break down our vision statement and then provide supporting goals as a district to explain the "why."*

## Members will be models of excellence in emergency services, risk reduction, and life safety programs.

- We will continue to provide our community with 5-minute and 30-seconds emergency response times greater than 80% of the time.
- We will continually improve ourselves through advanced training, personnel accreditation, higher education, and discipline enhancement.
- We will remain an accredited emergency services agency through the Center of Public Safety Excellence.
- We will provide our citizens and business owners with an Insurance Services Office (ISO) rating of a "1" on a 1-10 scale, where 10 is the lowest and 1 is the highest.
- We will continue to implement processes to ensure the continuous improvement of our members and the emergency services we provide.
- We will continue to revise and develop policies and guidelines to enhance efficiencies, meet state and national standards, and provide clear expectations for our members and the community.
- We will continue to provide transparency for each program and earn the trust of our members and citizens in everything we do.
- We will remain transparent and continue to monitor the landscape for new areas of technology and innovation to communicate with our citizens and businesses in the District.
- We will ensure that our members and their families are cared for appropriately through salary, benefits, and District programs.
- We will continue to work collaboratively with internal and external stakeholders of the District.
- We will continue monitoring the legislative landscape and actively participate in bipartisan politics, promoting firefighters, emergency medical care, risk reduction, and community safety.

***"People don't care how much you know until they know how much you care."***

*~John C. Maxwell*

**We will strategically engage the needs of our community while remaining committed to continuous organizational development.**

- We will continue to engage all internal and external stakeholders within all demographics to ensure their needs are recognized and met.
- We will utilize both quantitative and qualitative data to inform service delivery and identify areas for improvement.
- We will measure the outputs and outcomes of the services and programs provided to our community.
- We will continue to plan strategically for the short-term and long-term goals and objectives to maintain and enhance the service delivery to all our stakeholders.
- We will utilize data modeling and forecasting to establish financial success and ensure economic stability for the emergency services delivered today and in the future.
- We will implement programs, systems, and plans to ensure our organization's future leaders understand our history and how to sustain our legacy.
- We will leverage all communication channels within the community to reach and raise awareness among our citizens and business owners.
- We will ensure authenticity at every level of service by offering significant value to our community members who utilize or participate in our services.



**VISION**

**MISSION**

**VALUES**

**STRATEGY**

**Second, let's review the objectives currently provided with the "what and how" to produce success for the "why."**

These components are planned and divided into three categories: staffing, capital facilities, and capital fleet and equipment. As many of you are aware, predicting and preparing an organization for exponential growth for more than five years can be challenging. The District's current leadership team has developed a twelve-year plan (2025-2037) for the District, categorized within the three aforementioned areas. These plans were developed by reviewing data, creating forecasting models, conducting sensitivity studies, and comparing them to the District's priorities, goals, and objectives against national standards, as outlined by the National Fire Protection Association (NFPA) and the Center for Public Safety Excellence (CPSE).

***"A team is not a group of people who work together.  
A team is a group of people who trust each other."***

*~Simon Sinek*



### **Staffing Plan 2025-2027**

With the projected community growth in population and area over the next twelve years, the District will need to increase this staffing level to meet service demands and maintain the highest level of services and the quick response times we currently provide. The residential and commercial additions to Barefoot Lakes, Denmore, Vistosa, and Silverstone, along with many other planned or current subdivisions expanding or adding additional homes, will add over 10,000 residential units and increase the District's population base to over 70,000 residents.

- We will increase firefighter staffing by hiring at least 15 additional firefighters and paramedics over the next three years to increase daily minimum staffing and expand District services. The goal is to develop the line staff to at least 88 individuals, plus the three Battalion Chiefs.
- We will maintain current administrative staffing levels by adding two more positions in the next two years to support and create efficiency within the District's span of control.
- We will continually monitor and conduct salary and benefit studies to ensure the District stays within the ninetieth percentile of the Denver metro area competition, as agreed upon by the Board of Directors, Management, and Labor.
- We will, at a minimum, work towards six fire stations with the following outlined below:
  - Four ALS engines with a daily minimum staffing of twelve personnel.
  - Two aerial ladders with a daily minimum staffing of eight personnel.
  - Three ambulances with a daily staffing of six personnel.
  - One Shift Captain serving under the Training Division.
  - One Battalion Chief.
    - Total of 28 personnel per day (Full Staffing).
    - Total of 25 personnel per day (Minimum Staffing).

## Capital Facilities 2025-2037

- We will build a Fleet Maintenance and Training Complex to provide updated training opportunities. The complex will also house a maintenance building, where the District's Fleet Maintenance Division will provide preventive and scheduled maintenance for all apparatus and equipment.
- We will construct an additional fire station in the Town of Firestone (Barefoot Lakes), equipped with a minimum of one ALS engine and water rescue capabilities. Data may add additional apparatus and staffing as needed.
- We will build a new Fire Station 1 in downtown Frederick, replacing the oldest station in the District.
- We will renovate Fire Stations 3 and 4 to update standards for personnel safety and overall fitness.
- We will build a new Fire Station 2 on the same property as the Fleet Maintenance and Training Complex, which will be included in the Town of Firestone.



Leaders will remain diligent and forward-thinking in facility planning to meet the future service and staffing needs of our firefighters. The District is strategically planning fire stations based on the comprehensive build-out plans of the entire Carbon Valley area and the District's Standards of Cover and Community Risk Assessment.

The District plans to develop an area for training, including a burn tower and associated props, for fire companies to enhance their knowledge, skills, and abilities. The District will also design and construct a maintenance facility for the Fleet Maintenance Division on the property. The maintenance facility and training grounds will be in the western half of the Weld County 11 property, which the District owns. This will allow ample space for relocating Station 2 to the front of the property, facing WCR 11 (Silver Birch).

Station 6 is currently in the design phase for Ronald Reagan Blvd. and Barefoot Lakes Parkway. It will serve the final stages of the Barefoot Lakes community development and future growth along Colorado Highway 66 and WCR 13/Colorado Blvd. This area will feature a mix of residential, commercial, and recreational uses.

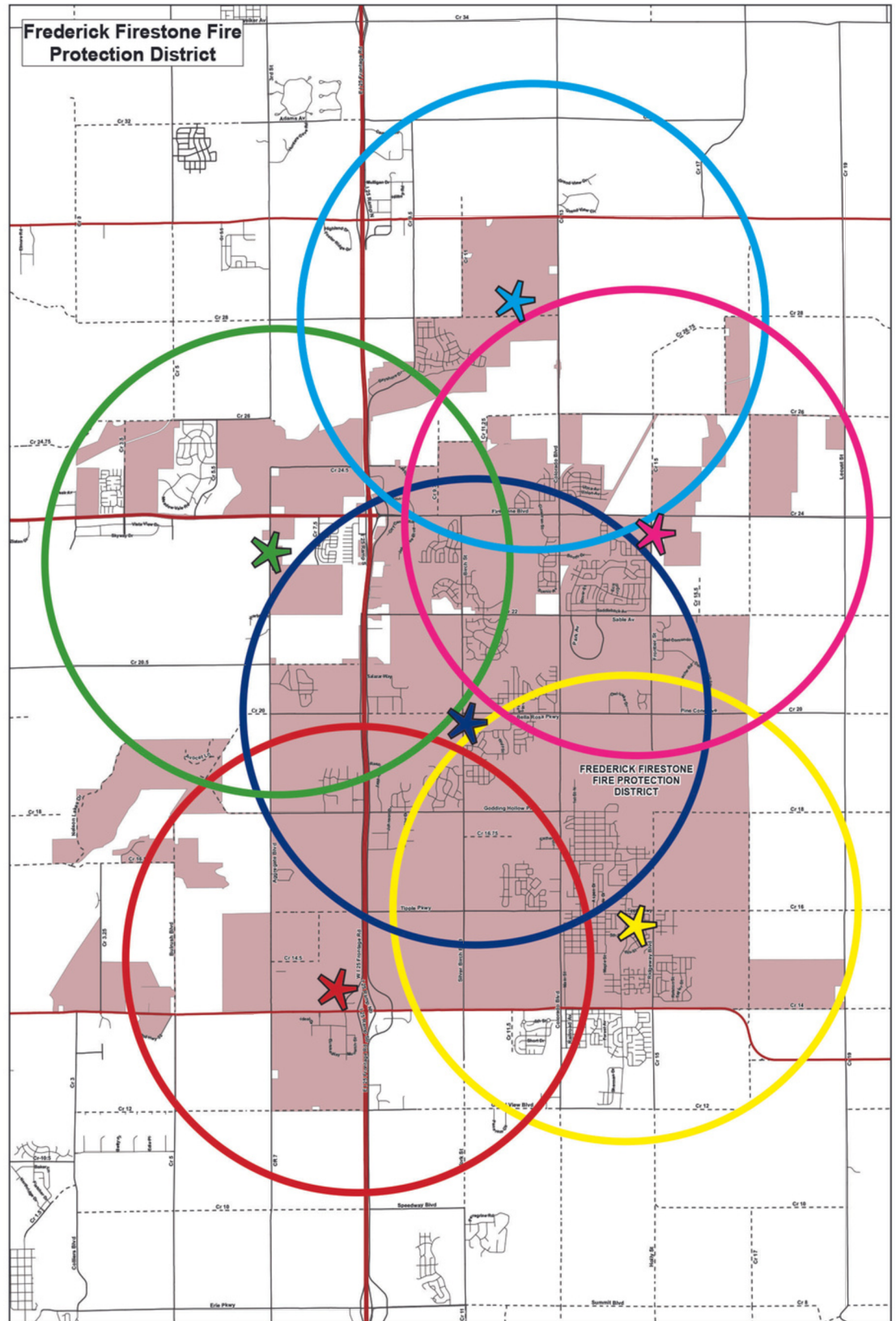


## Future Station Outlook

- Station 1**  
 31 Walnut Drive  
 Frederick, CO 80530
  
- Station 2**  
 3991 Rowe Street  
 Frederick, CO 80504  
  
 9551 WCR 11  
 Longmont, CO (Future)
  
- Station 3**  
 6800 Tilbury Avenue  
 Firestone, CO 80504
  
- Station 4**  
 10706 WCR 7  
 Frederick, CO 80504
  
- Station 5**  
 Wyndham Hill Area  
 Frederick, CO 80504
  
- Station 6 (Future)**  
 Barefoot Lakes Area  
 Firestone, CO 80504

### Administration Building

8426 Kosmerl Place  
 Frederick, CO 80504



## Capital Fleet and Equipment 2025-2037

- We will follow our current and updated capital fleet plan to replace or refurbish the District's current fleet, considering safety, call volume, hours of utilization, years of front-line service, and reserve status. During the capital infrastructure needs assessment, the District's apparatus fleet was also reviewed, and revisions were made to the current capital fleet plans.
- Based on the data analysis and identified gaps within the District's standards of cover and community risk assessment, we will specify, design, and purchase apparatus for new fire stations and service areas.
- We will replace fire, rescue, and emergency medical equipment by working with subject matter experts and specifying our equipment replacement plan within current industry standards.
- We will have at minimum, the following apparatus within our fleet at complete build-out:
  - Three Type 1 Engines/Rescue Engines
  - Four ambulances (three frontline, one reserve minimum)
  - Two aerial ladder devices – one >100 foot and one <100 foot
  - One Type 3 or quick-attack style engine
  - Two Type 6 Engines
  - One Tender - (Additional Tender may be added)
  - One medic fast response vehicle
  - Multiple operational and administrative staff vehicles
  - One special operations response box truck
  - One hazardous materials response truck
  - One all-terrain utility vehicle for special events – fire and EMS-capable
- We will monitor and plan for the following fire, rescue, and medical equipment:
  - Firefighter personal protective clothing and equipment
  - Radio communications - portable and mobile
  - Self-Contained Breathing Apparatus (SCBA)
  - Diagnostic medical devices
  - Thermal imaging cameras
  - Fire suppression equipment, tools, hose, and appliances
  - Rescue equipment – all special operations disciplines
  - Drones and digital media



## Funding

To fund this 12-year vision, the District must continually explore all forms of revenue generation. With the demands placed on general and capital funds to meet our community's current exponential growth, our leaders will remain vigilant and resilient to ensure the necessary financial means are available to achieve the objectives set forth.

- Fire District Operational Mill Levy Increase (Obtained in November 2019)
- General Obligation Loan (Fire Station Infrastructure) (Obtained in May of 2022)
- Fire District Impact Fees (Capital Only) (Obtained in August of 2023)
- Fire District Sales Tax (Obtained May 2025)
- Grant Funding – State and Federal (Continual process of applying at every opportunity as ROI)
- Lease Purchasing Equipment or Fleet – (The Board of Directors and Fire Chief do not currently favor lease/debt purchases. However, to meet the community's future needs, if specific funding metrics are not met, the Board and Fire Chief will research and explore other options to enhance service delivery.

District leadership continues to collaborate with legislators, local governments, and the community to ensure the organization's financial stability and that its vision remains solvent.

*“Alone, we can do so little;  
together, we can do so much.”*

*~Helen Keller*

## The End State = Vision Obtained.

You should now have a narrative visualization of how we, as the leaders, will strategically drive the organizational mission and vision forward. This will be no easy task. It will require thousands of hours and years of hard work, along with the dedication of everyone involved. It will take all members and leaders to remain focused on the mission and vision to move us forward.

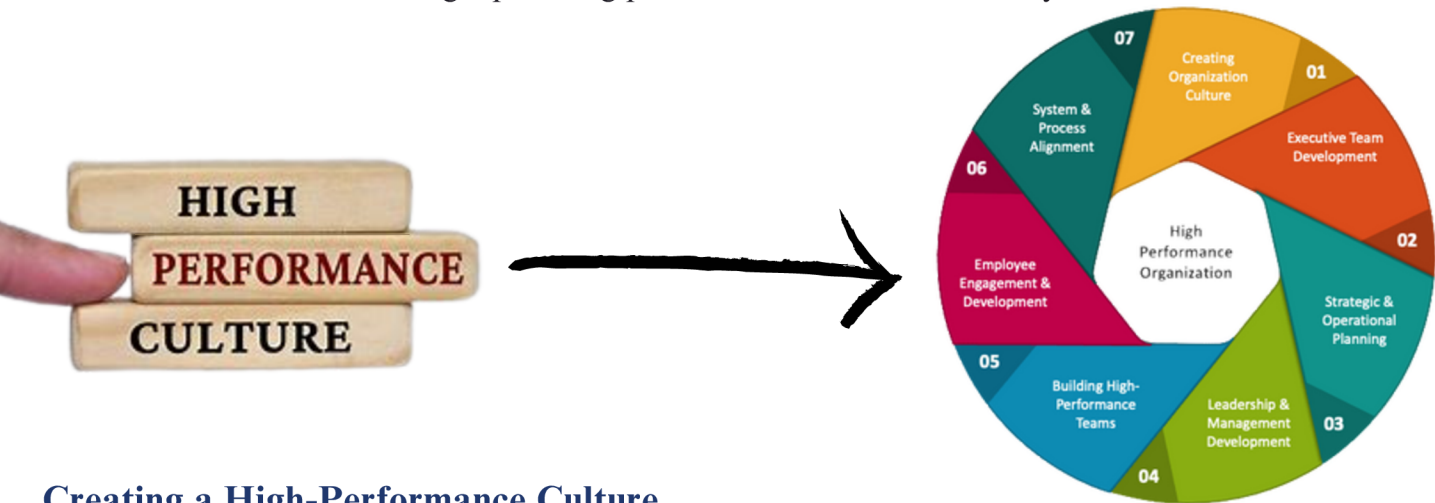
It will take every member working together and reminding one another of the end goal. It will take everyone within the organization to do their part to move us forward. The future is full of opportunities, and I hope it excites you as much as it does me. We have a lot of work to do. The organization's leaders cannot do it all, but we will succeed at every level, with everyone pitching in and serving one another. The model of excellence we will learn and build upon along the way will indeed be looked upon by others as excellence. The opportunities are unlimited; the only thing that limits us is our own limitations.

As a unified team, we must commit daily to operating within this leader's intent and vision. This document is more than just a set of words on paper; it is the vision, the way of life within our organization moving forward, and it is reflected in the ways we serve each other, the ways we serve our customers, and the legacy we build as an organization for tomorrow's leadership.

### Next Steps - Moving Forward Strategically

In 2026, the District will complete its current five-year strategic plan (2021-2026), and we will begin the process of developing the next five-year plan (2027-2032). We will set a new direction by capitalizing on past successes and addressing our challenges, and craft a thoughtful and forward-looking community-focused strategic plan. The new strategic plan will ensure sustained growth, competitiveness, and resilience in an ever-evolving emergency services industry.

We will define our wins from the last five years, analyze our success factors, and document our best practices. When identifying our new challenges through a Strengths, Opportunities, Aspirations, and Results (SOAR) analysis, we will locate our external challenges, assess unmet goals, and examine internal constraints. Shaping future intent will be accomplished through evaluating our mission, vision, and core values, setting new strategic objectives, and focusing on areas for the new strategic plan. These areas will focus on innovation, service expansion, sustainability practices, and service delivery transformation to enhance the quality of life in our communities. The strategic planning process will commence in May 2026.



### Creating a High-Performance Culture

Through the District’s leadership development, from firefighters to the executive suite, we continue to educate and instill current and future leaders of the organization, building a high-performance culture. The six characteristics of a high-performance culture for our district are:

- ✓ Members are given purpose and goals to unify and guide employees by the district’s organizational values.
- ✓ Strong leadership that inspires and motivates members to always be their best.
- ✓ Empowerment and engagement of members to make decisions and take ownership of their work, and service.
- ✓ Members will maintain a growth mindset that fosters learning, encourages feedback, and promotes innovation.
- ✓ Open and effective communication fosters collaboration and promotes healthy conflict resolution.
- ✓ Agility and security enable members to adapt to changing needs and challenges.

## Frederick-Firestone Fire District Values

*Organizational and team values serve as our foundation. Values are what we believe in, while our culture expresses those values. Our values are who we are.*

**Culture = (What we celebrate) – (What we tolerate).**

All organization members embrace these values, which are extremely important as they recognize the features of the organization's personality and culture.

### Service

Our members believe in selflessly standing ready with duty, honor, and loyalty to help others. This core value inspires our culture and is the cornerstone of our mission and vision.

### Family

Our members believe in developing emotional support, love, and respect relationships to serve one another, teach one another, and share life's joys and sorrows for personal growth.

### Professionalism

Our members believe in ownership, accountability, and mastery of their knowledge, skills, and abilities within our emergency services profession, even as expectations and demands continue in the ever-changing world around us.

### Compassion

Our members believe in empathy and kindness, which empowers us to do our best to relieve the suffering of physical, mental, and emotional misfortunes of others.

### Integrity

Our members believe in maintaining strong moral and ethical principles of honesty, fairness, and respect in all aspects of life.



## The Leader's Intent Values

The following values were identified within the Leader's Intent to be highly important and understood by all personnel. The Leader's Intent Values do not remove or minimize the District's core values. These five values are intertwined within this leader's intent and shall be defined by the Fire Chief below.

### Humility

Humility empowers servant leadership; without it, one cannot hope to turn a collection of individuals into a unified team. Humility puts others above and before self and, therefore, breeds faithfulness to the mission and loyalty to one another. No member or leader can ultimately be simultaneously concerned about themselves and the team's mission. Humility seeks to listen and understand without demanding to be heard and understood. Humble leaders acknowledge their limitations and emphasize the team's capabilities. Humility is glad to fade into the background for the mission and the team; it promotes the organization's success over personal success or accomplishment.

### **Social Awareness**

Social awareness is the ability to comprehend and respond appropriately to both broad societal issues and interpersonal struggles. This means that being socially aware involves being aware of your environment and what is happening around you, as well as accurately interpreting the emotions of people with whom you interact. Social awareness requires competency in areas such as emotional intelligence and empathy, encompassing the interworking of insight and communication. Don't forget how powerful our nonverbal communication can be and the impact it has. When wearing our uniform, we are always expected to adhere to the highest standard, and we shall.

### **Passion**

Passion is an internal catalyst for success, originating from a deep moral drive and a strong work ethic, always striving to do your best while supporting those around you, including your organization. Passion supports others who share a mission, vision, and values, while also embracing alternative ideas and methods. We are a team-oriented profession focused on delivering exceptional service, and we will strive to exceed expectations for our residents and businesses. We all have individual reasons for choosing this career. However, our commonality should be an unending desire to serve others, fueled by dedication and enthusiasm at every level.

### **Exceptionality**

Exceptionality is characterized by behavior and actions that exceed standard expectations, delivering outstanding results to our community. It involves going above and beyond to provide what is possible, not just what would be acceptable. As a model of excellence, we can never rest on our past achievements, we can never be delighted with where we are, and we shall always strive to improve and create efficiencies. Exceptional leaders recognize that we must take our team's initiative and facilitate collaboration to develop exceptional members and deliver outstanding service.

### **Legacy**

Legacy does not encompass who you were and what you did, but who you inspired and how you did it. The bonds created, the trust built, and the skills acquired when an organization is dedicated to systemic improvements at every level are unbeatable. Legacy is selfless. The ability of each of us to leave our organization and our community better than we found is an incredible responsibility, honor, and duty. We will demonstrate our legacy through our performance, attitudes, and the service we provide to each other, our community, and its visitors.

***“The true meaning of life is to plant trees  
under whose shade you do not expect to sit.”***

*~ Nelson Henderson*



As a symbol of our dedication to you and the values we instill daily, we are committing to this leadership intent and vision of the Frederick-Firestone Fire District.

**FFFD Organizational Motto**  
*“Leading Together, by Serving Together.”*

Our organizational motto signifies that effective leadership is built on collaboration and mutual support, where leaders and team members prioritize the common good and uplift each other through service to others.

**Shared Leadership:** Leadership is not a solitary role but a collective effort where everyone contributes their skills and talents to achieve shared mission and goals.

**Mutual Support:** When members serve together, they create an environment of trust and respect, where everyone feels valued and supported in their roles.

**Common Good:** Serving together means prioritizing the needs of the team and organization over individual ambitions, fostering a culture of collaboration, shared values, and centralized focus.

**Empowerment:** By serving together, leaders empower their team members by allowing them to take on more responsibility and contribute to the organization's success.

**Accountability:** Leading together also implies a shared accountability, where everyone is responsible for the team's and the organization's success.

**Transformational:** Our organizational motto aligns with transformational leadership, where leaders prioritize the needs of their members and strive to empower them to drive both individual and organizational success.



Jeremy A. Young EFO, CFO  
Fire Chief



Doug Prunk CFO  
Assistant Chief of Operations



Steven R. Iacino CFO, FM  
Assistant Chief of Planning



Mike Cummins  
Finance Director



Summer Campos EPIO, CPC-PIO  
Public Relations Director



Kara Docheff CCP, IPMA-CP  
Human Resources Manager

## Fire Service and the Maltese Cross

The American Fire Service has been revered and honored since its inception in Philadelphia, Pennsylvania. Fast-forward to today, and the fire service continues to enjoy a high approval rating from citizens, businesses, and elected officials alike. The Maltese Cross is the international symbol of the fire service's willingness to make great sacrifices to protect life and property. The Maltese Cross features eight points, each with a distinct meaning. These eight points are: Gallantry, Perseverance, Loyalty, Dexterity, Explicitness, Observation, Tact, and Sympathy. As with any honorable profession, our core values are critical in meeting our priorities, goals, and objectives by maximizing organizational effectiveness at every level. Please never take your position and responsibility lightly.





*“Leading Together,  
by Serving Together”*