



**LOS PINOS FIRE PROTECTION DISTRICT**

**2024-2029**

# **STRATEGIC PLAN**



Facilitated by



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Public Safety  
Excellence

The CPSE acknowledges and thanks the community and Los Pinos Fire Protection District (LPFPD) stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Lorenzen and all who participated for their commitment to this process.

This community-driven strategic plan was developed in June 2024, beginning with a meeting facilitated by representatives from the CPSE for community members, as named below. The community stakeholders' feedback considered by agency stakeholders in developing this strategic plan can be found in [Appendix A](#).

### **Community Stakeholders**

Randy Black	Mark Garcia	Dixie Melton	Dayna Talamonte-Montoya
Dixie Cook	Morgann Graham-Sunuk	Ember Michel	Travis Taylor
Elizabeth Edwards	TJ Herrera	Tracy Mickey	Paula Woemer
Bruce Evans	Elizabeth Lawyer	Ann Salviazul	Andy Young
Andrew Gallegos			

The agency stakeholder work sessions, conducted over three days, involved a group representing a broad cross-section of the LPFPD, as named below.

### **Agency Stakeholders**

Dakota Ballew	Craig Fischer	Beau Mattison	Brian Quintana
Thomas Barnes	Rebecca Flinders	Alissa Mendez	Preston Rea
Troy Brady	Kevin Griego	Devin Meeks	Laura Rodriguez
Scot Davis	Zack Hartwig	Ryan Mulay	Tyler St. Cyr
Callie Decker	Isaac Lorenzen	James O' Connor	Edna Tello
Dan Dosch	Joshua Lorenzen	Jim Owens	

# Message from the Fire Chief

I am proud to share the Los Pinos Fire Protection District Strategic Plan 2024-2029 with our community and stakeholders. We are honored to be able to present this strategic plan with input from our community members as well as our internal personnel. Los Pinos Fire Protection District will continue to be proactive, taking an innovative and diverse approach in the face of a continually changing economic landscape while continuing to deliver excellent customer service and EMS and fire response. I am privileged to serve as Chief of the organization and grateful for the opportunity to serve alongside men and women who embody integrity and professionalism.

Los Pinos Fire Protection District has undergone numerous changes over the last several years. We have seen an increase in our staff to meet a rising service demand. With this, we have opened and staffed an additional station to help meet this need. Sustainability in funding has been helped with the passage of voter approval mill levy increase. We have strengthened response agreements with our neighboring fire and EMS districts, which is beneficial for all involved when additional personnel and resources are necessary.

Additionally, we have worked with our dispatch/communications center to improve and upgrade technological aspects that have improved efficiency. These are just a few accomplishments that have been achieved to help continually ensure responder safety and contribute to financial stability. With the guidance of this strategic plan, we will continue to stay focused and strive to achieve critical initiatives that will help propel the organization forward over the next five years.

In viewing the strategic plan, you will note our goals and objectives over the next five years. We will be focusing on improvement in communication and transparency with the community and our community partnerships, strengthening recruitment and retention of our personnel, planning for continuous improvement of facilities, equipment, and fleet, and pursuing mechanisms for sustainable funding. We will achieve this by encouraging community and personnel involvement, ideas, and input, strengthening relationships with key stakeholders, and investing in our personnel to grow and build the next generation of organizational leadership.

We recognize that many challenges lie ahead; however, we also have many opportunities. The economic landscape is ever-changing and has had impacts not only on our organization but also on those within our community. We will continue to adjust to these changes and act in the best interests of the community we serve. Organizational membership and our Board of Directors will continually work to ensure that our objectives are being met so that we achieve our strategic goals. We will ensure our service to the community remains a priority and that we are fulfilling our vision of providing the highest quality protection to our constituents.

Respectfully,

A handwritten signature in black ink, appearing to read 'JL Lorenzen', with a stylized flourish at the end.

Joshua Lorenzen

Fire Chief

Los Pinos Fire Protection District

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# Introduction

The community serviced by the Los Pinos Fire Protection District (LPFPD) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, the LPFPD contracted with the Center for Public Safety Excellence® (CPSE®) to facilitate a community-driven strategic plan. The process utilized by CPSE aligns with the Commission on Fire Accreditation International's (CFAI®) fire and emergency services accreditation model but also considers all parameters prescribed by the authority having jurisdiction.

CPSE's approach to community-driven strategic planning gathers feedback and input from community and agency stakeholders while focusing on future change beyond the status quo. Beliefs, concepts, current processes, and values were among the many pieces considered and questioned to bring this planning document to reality. The LPFPD exhibited a commitment to the implementation and execution of this plan to become more efficient and effective in alignment with its community.

# Process

Understanding what the customer desires is vital to the success of any organization. In this case, the customer is the community that the Los Pinos Fire Protection District serves. This applies even if the service organization is a governmental entity. Community-driven strategic planning ensures the community remains a focus of the organization's direction, and community feedback is at the heart of all deliberations and development of this strategic plan.

The process of community-driven strategic planning and the plan itself represents the embrace of transition away from how an organization has always done things, seeking to find efficacies and outcomes based on change. The community-driven strategic plan provides a management roadmap built on a shared vision and structured for measurable results. With the involvement of a diverse group of agency stakeholders, the Los Pinos Fire Protection District's community-driven strategic plan encompasses various experiences, perceptions, and perspectives that can also work to build more internal organizational symbiosis. For the desired, measurable results to be realized, the process and the strategic plan must focus on substance, not form. Only then can the LPFPD truly benefit from the process and realize its ultimate vision.

## Community Stakeholder Findings

- ✓ Identify, from the community perspective, things the agency should and should not change.
- ✓ Identify the community's expectations for the agency, concerns about or for the agency, and aspects the community views as strengths or positives.
- ✓ Define the programs provided to the community.
- ✓ Establish the community's prioritized view of the programs and services provided by the agency.

## Agency Stakeholder Work

- ✓ Identify the agency's strengths, opportunities, aspirations, and results.
- ✓ Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
- ✓ Revisit the values of the agency's membership.
- ✓ Revisit the agency's current vision, considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency's challenges, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.



**Agency Stakeholders Work Session**

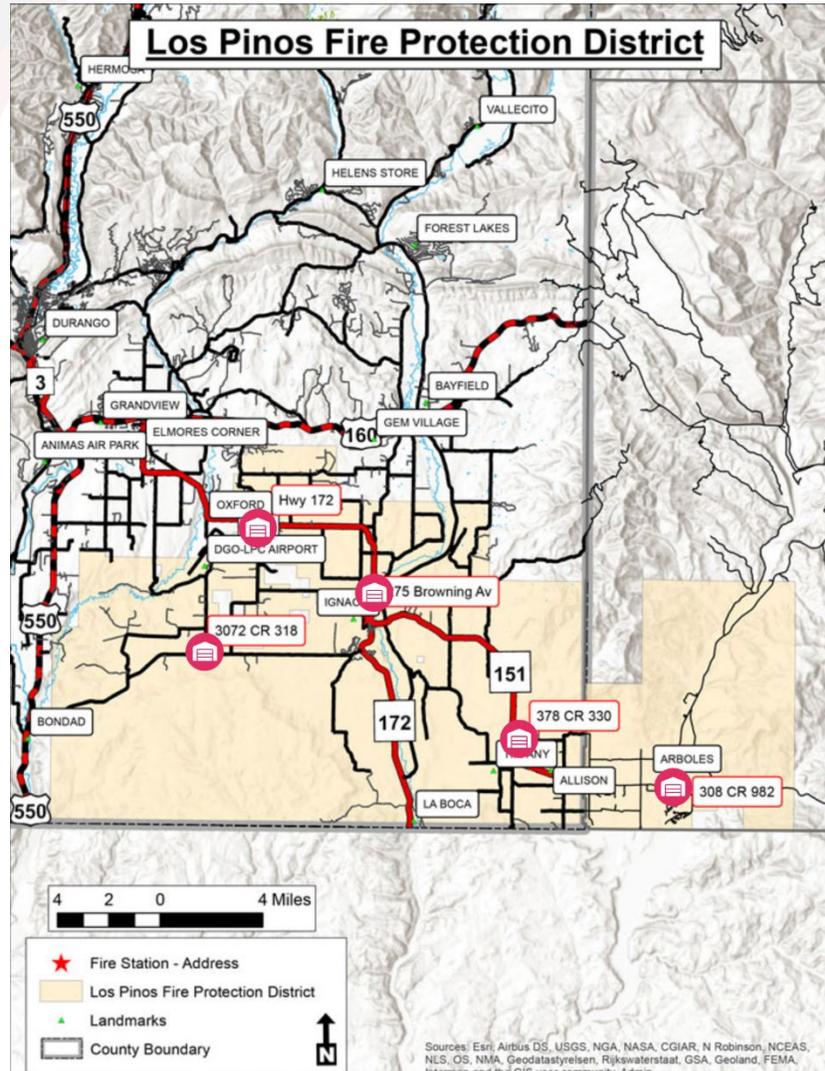
# Agency Background

The Los Pinos Fire Protection District provides fire suppression and emergency services to a 325-square-mile area of Southwest Colorado. The fire district encompasses portions of La Plata and Archuleta Counties and includes the communities of Oxford, Tiffany, Allison, Arboles, and the Town of Ignacio. A substantial portion of the response area consists of Southern Ute Tribal Lands, Bureau of Land Management property, territory belonging to the U.S. Forest Service, Division of Wildlife areas, and land owned by the State of Colorado.

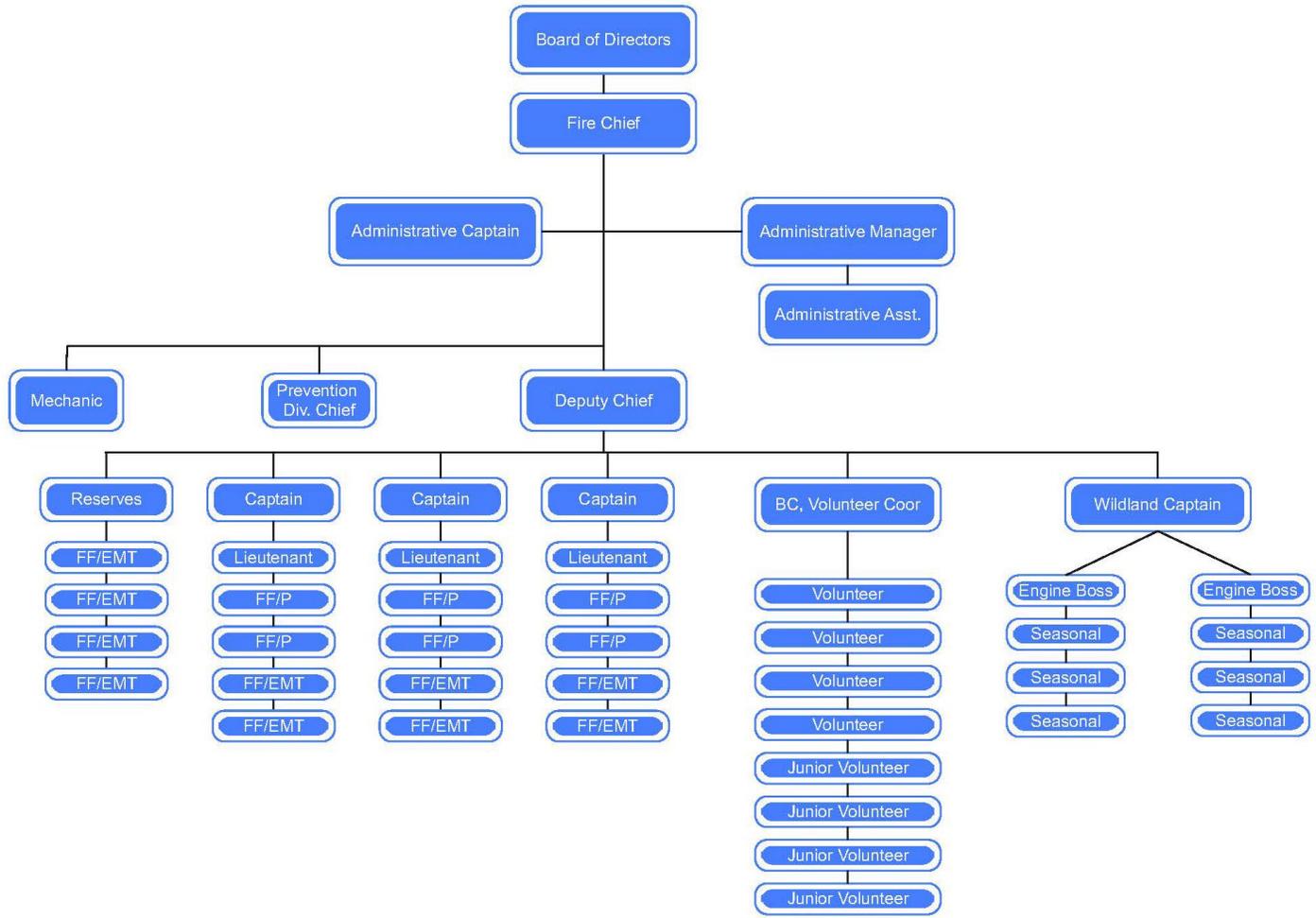
From humble beginnings of helpful residents staffing a hose cart to today’s staff of career firefighters/EMTs, the Los Pinos Fire Protection District remains ready to serve the citizens of the region in any situation. On November 16, 1917, the citizens of Ignacio formed a bucket brigade to save the Commercial Hotel and Aspaas Store from fire. In December of 1922, a fire hydrant was installed at the corner of what is now Goddard.

Prior to the arrival of the equipment, a fire destroyed Fabian Martinez’s restaurant in January 1923. A horse cart with 1,000 feet of hose arrived in February 1923. It wasn’t until 1948 that the Town of Ignacio purchased their first piece of motorized fire equipment, a 1936 Seagrave. In 1975 the Ignacio Volunteer Emergency Squad (IVES) was formed to provide emergency medical services, followed by the creation of the Ignacio Volunteer Fire Department (IVFD) in February 1977.

Recognizing the need for fire services outside the town limits, the Los Pinos Fire Protection District was established in 1985. In 1987, the LPPFD Station 1 in Ignacio and Station 2 in Oxford were completed and equipped. In 2002, the Allison and Arboles areas were incorporated into the district, and IVES was integrated into the LPPFD in 2005.



# Organizational Chart



Agency Stakeholders Participants

# Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all LPFPD members. The purpose of the mission is to answer the questions:

Who are we? Why do we exist? What do we do? Why do we do it? For whom?

A workgroup met to revisit the existing mission. After ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

**Los Pinos Fire serves and protects the community through prevention, preparedness, and exceptional emergency services. This is accomplished with professionalism, compassion, and dedication.**



Agency Stakeholders Work Sessions

## Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values agreed upon by the entire group.

### Reverence

We commit to upholding the trust placed in us by our family, community, and stakeholders while humbly maintaining a steadfast dedication to doing what is right.

### Service

We prioritize the safety and well-being of our community above all else, delivering honest and compassionate service with integrity and respect.

### Professionalism

We believe in the power of continuous learning, honing our skills, and expanding our knowledge base to provide unparalleled solutions, deliver exceptional service, and adapt swiftly to evolving changes.

### Community Engagement

We actively engage with and educate the community on fire safety, prevention, and preparedness, fostering a culture of safety and resilience. This is the foundation of the organization.

The mission and values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful to guide the individuals who make up the Los Pinos Fire Protection District to accomplish their goals, objectives, and day-to-day tasks.

# Vision

An organizational vision exists to keep all agency members focused on the successful futurity of the Los Pinos Fire Protection District and to guide quality change and improvement in alignment with the community. In support of the futurity created within the community-driven strategic planning process, CPSE facilitated the development of the LPFPD’s vision for the future. The agency will support the reality of this vision through successful plan implementation and goal achievement.

**Los Pinos Fire will provide the highest quality of protection to the communities we serve. We remain a progressive organization through enhanced training, knowledge, and equipment.**

# Goals

Community feedback and the SOAR process led to the determination of strategic initiatives representing the high-level issues the agency stakeholders developed into goals. The LPFPD must now make these goals a focus of efforts that will direct the agency to its desired future. Goals with complete objectives, tasks, timelines, and assignments are included in a separate **Management and Implementation Guide**.



**Improve community relations and communication to facilitate trust and understanding to build a safer community.**



**Enhance the use of personnel resources to ensure the longevity of the district and deliver excellent service to the community.**



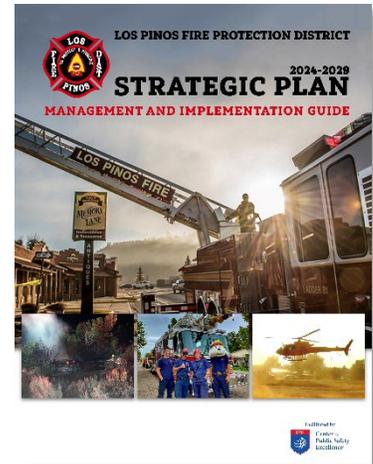
**Strengthen financial stability to ensure organizational solvency to better serve the community.**



**Optimize the use of physical assets and resources of LPFPD to improve organizational performance and efficiency within the community.**

## Conclusion

Working with community and department members from all levels, this strategic plan was developed...but the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the community's expectations and the Los Pinos Fire Protection District's vision remain congruent. The accompanying **Management and Implementation Guide** will assist the LPFPD in the mechanics of implementation. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.



“...we will chase perfection, and we will chase it relentlessly, knowing all the while we can never attain it. But along the way, we shall catch excellence.”

Vince Lombardi

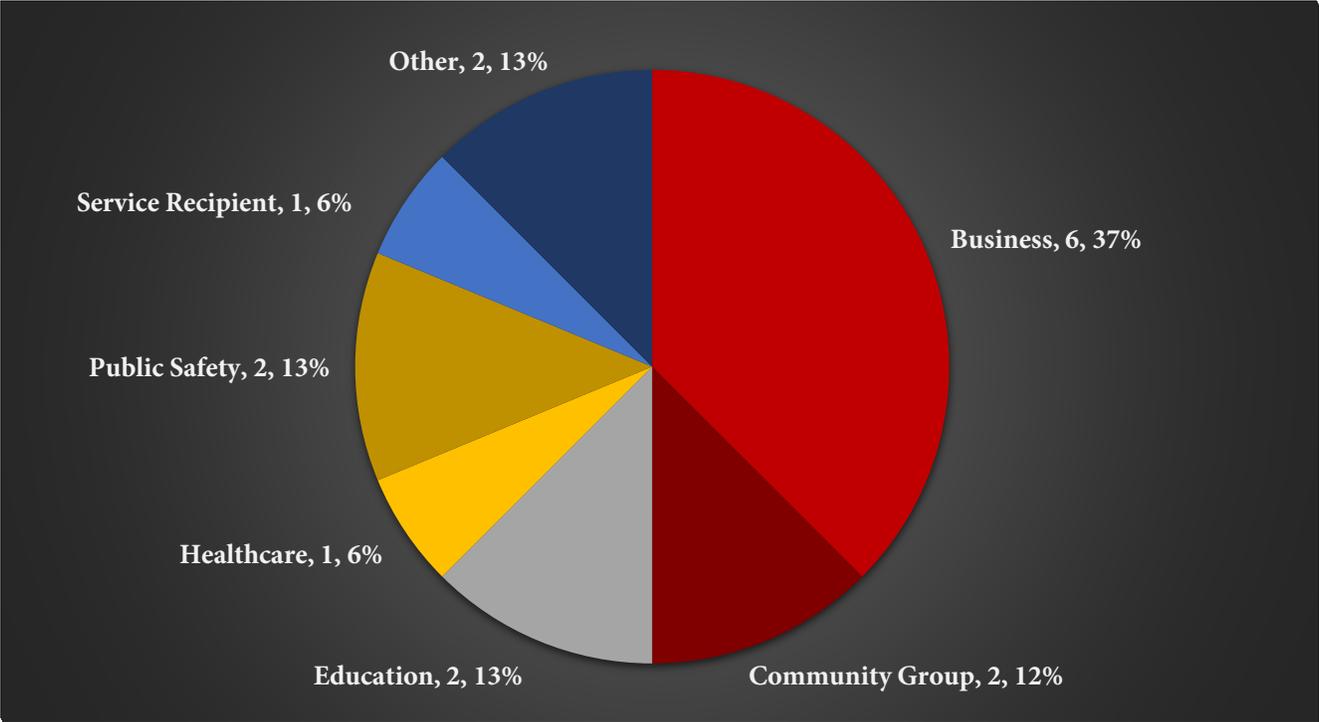
It must be remembered that during this journey of regeneration through change and improvement, recalculation may need to occur to find the success desired. This strategic plan is a roadmap to help the Los Pinos Fire Protection District navigate that change and futurity. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes and efficacies will be realized as envisioned.

# Appendices

## A. Community Stakeholder Findings

The Los Pinos Fire Protection District demonstrates a commitment to its community via a focus on community input and satisfaction. A community stakeholder session was held to gather feedback from the respondents on the agency and its various services delivered. The information gathered from the community stakeholder feedback provided understanding to the agency stakeholders of any misalignment with its organizational foundation and performance or values-based expectations or concerns from which new improvement strategies and processes may be created.

**Community stakeholders** were identified by the agency to ensure broad representation. The breakdown of groups represented is presented here:



Respondents were asked to list, in priority order, up to three subjects relative to expectations, concerns, and strengths or positives for the LPFPD. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted value that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents.

The specific data and findings from the community stakeholder respondents are provided to follow.

## Community Expectations of the Los Pinos Fire Protection District (in priority order)

1. Response Times. To respond quickly. Respond quickly to emergencies. Expeditions response times. Quick response time. Quick response. To have a quick response to any fire or medical emergency. Quick arrival during emergencies, and to know the facilities. Efficient and effective fire and EMS response. Quick response. (61)
2. Training. Highly qualified staff. Well trained. Knowledge (community/area, etc.). To have well-trained staff. Be professional and proficient in their jobs. Competent responders. Knowledge/training to stay fresh. (21)
3. Public Outreach. To keep me informed. Training and community outreach for the public. Good and frequent communication. To be present in the community. Community engagement. Community engagement/education. We can always improve our working relationships. (20)
4. Balanced budget. Sustainable funding. Try to find funds other than the tribe. (9)
5. To show up for emergency calls. Protection (hazard/emergency response). Response - fire and medical. Be prepared for all emergencies. Provide great services to the community. (8)
6. To understand my specific needs. Work alongside us with our unique needs. (4)
7. To have good equipment. Equipment up-to-date from a community perspective. (4)
8. Conduct inspections of structures. (3)
9. To prepare for fire season. (3)
10. Culture-driven treatment of the community - being aware of the different cultural perspectives. (3)
11. Represent the district with dignity and confidence. (1)
12. Safety. (1)
13. Adequate staffing. (1)
14. High customer service ratings. (1)

## Areas of Community Concern about the Los Pinos Fire Protection District (verbatim, in priority order)

1. **Funding.** Financial health of the district. Funding for equipment upgrades. Funding is adequate to maintain district needs and includes personnel and equipment. Lack of tribal funding. Funding from tribe paying their fair share. Funding to support the fire district as a whole. (28)
2. **Staffing.** Are they well-staffed/enough personnel? Adequate staffing to deal with multiple fire starts in heavy fire season. Does the district have enough staff? Staffing for major emergencies happening in the area. Small staff. (17)
3. The fire department should engage in more drills - businesses, schools. No community outreach. Who to contact in general? Communication. (10)
4. Do they have adequate equipment, especially if there is more than one fire? Ability to navigate challenging terrain and having the equipment to do so. (6)
5. Lack of access to water. Lack of water. (6)
6. A positive - the fire department conducts strategic planning meetings. (5)

7. Need to have more open (elections) - or provide information regarding elections - i.e., what seats are open, and how does one apply to run for an open seat? Alerting community of election dates to encourage increased participation in voting? (5)
8. I worry about the work environment, not that I don't think it is great, but because I don't know, and I value their service and more. (5)
9. The department/district functions in a professional manner with leadership that leads by example. (5)
10. Not providing services to Southern Ute members, Native Americans. (5)
11. I worry about the treatment of staff by local tribal members. Tribal influence on district functions is positive and not negative. (4)
12. "Good old boy" perception - board members. (3)
13. Will the district be able to deal with summer fire season? (3)
14. I don't know the fire district's capabilities to respond to industrial emergencies. Does the LPFFD have knowledge/resources of industrial responses such as oil/gas operations? (3)
15. Customer services sampling. (3)
16. Mental health as a priority. (3)
17. Bring all stakeholders' needs to the table. (1)
18. Do they get quick support from other fire companies? (1)
19. Better, more synchronized regional dispatch. (1)

**Positive Community Comments about the Los Pinos Fire Protection District** (verbatim, in no order)

- The staff is friendly and approachable.
- Emergency response equipment, including vehicles, are updated.
- Can-do attitude with neighbors.
- Strong wildland program.
- Good equipment.
- Good attitude and approachable.
- Not biased, help all.
- Work with tribes, state, and federal groups for big-impact events.
- Community stakeholder.
- Active in community activities.
- Provides good jobs and services.
- Los Pinos is always a great collaborator.
- Trustworthy and know our community.
- Creative with their ideas and participation,
- Quick response times.

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- Knowledgeable.
- Communication.
- Willingness to work with our unique needs.
- Willing to take phone calls/communication.
- Willingness to teach us and look at our property to find what will make their job better/easier.
- Don't approve plans that affect stakeholders without consultation.
- Excellent facilities, fire equipment, and vehicles.
- As a new member of the community, professionally and personally, I appreciate your engagement and prevention efforts.
- The department seems to have a successful history of response and containment of fires.
- Friendly staff.
- Professional and competent based on drill at Growth Fund building; keep it up!
- They listen to my concerns.
- They are always polite and get me answers over the phone.
- They are not condescending.

## **Other Community Comments about the Los Pinos Fire Protection District** (verbatim, in no order)

- Thanks for the meeting today.
- Thank you for reaching out to your community stakeholders! I am new to your protection district and appreciate the engagement.
- Participation in community activities.
- Kind and knowledgeable when on-site for response actions.
- Commitment to our community.
- Great staff.
- Have become much more organized in the last few years.
- The department was responsive, available immediately, and helpful at resolution for the Elliotts alarm this spring; no fire, but boiler safety was addressed.
- I have lived here 22 years and have very specialized needs; not once has a person been rude or dismissive.

**Things the Community Feels the Los Pinos Fire Protection District Should Change**

(verbatim, in priority order)

1. Standards of cover.
2. Fix funding equality within the district/tribe.
3. Bring fire training in-house for operators.
4. Running multiple vehicles on calls when not necessary.
5. More consultation with the Ute Tribe.
6. Open communication with us when there are active fires.
7. Budgeting process.
8. Engagement with Southern Ute Fund.
9. Better text alerts for fire locations.

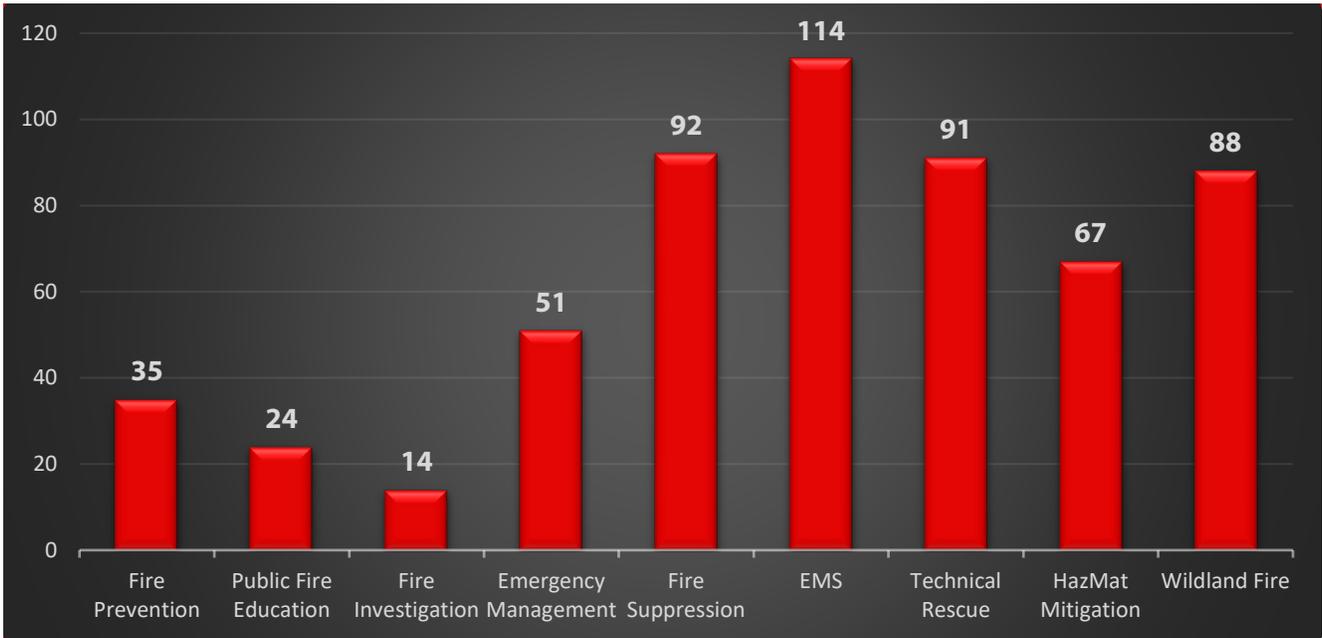
**Things the Community Feels the Los Pinos Fire Protection District Should NOT Change**

(verbatim, in priority order)

1. Commitment to the community.
2. Their response to concerned phone calls.
3. More community involvement.
4. Visibility.
5. Their community engagement.
6. Frequent text alerts with updates.
7. Being involved in community programs.
8. Great community focus.
9. Don't stop communicating.
10. Community engagement in the basin.
11. Great wildland team.
12. Caring and compassionate staff.
13. Community equipment.

## Community-Prioritized Programs

Understanding how the community prioritizes the agency’s programs and services allows the Los Pinos Fire Protection District to ensure its focus on resource allocation aligns. With that, prioritization feedback was garnered with an instrument that compared the prioritization of the programs and services offered by the LPFPD. The results were as follows:



## B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the LPFPD attended a three-day work session to review the community feedback, develop or revise the agency’s mission and values, and establish a quality focus on the way forward in developing this community-driven strategic plan. Additionally, the process included an environmental scan in the form of a strengths, opportunities, aspirations, and results (SOAR) analysis to better understand the current situational aspects impacting the agency.

### SOAR

The agency’s internal stakeholders utilized a strategic environmental analytic method known as SOAR: where members consider the organization’s current strengths, opportunities, future aspirations, and strategic results to formulate a path for continuous improvement. The SOAR process was conducted for reflection, focus, and alignment with the organization’s set of values, its vision, and its mission. This appreciative inquiry process provided environmental scanning for strategic direction, associated plans through the application of innovative ideas, and a positive strategic framework that brings clarity to the agency’s vision for leadership in day-to-day functions.

### Strengths

Overall pride as a department.	Good relationships with community partners.
Well-tenured, experienced institutional knowledge.	Strong community outreach.
New, younger staff, trained by our own organization.	Pathways for job opportunities and advancement.
Personnel motivated to improve and expand knowledge and skill levels within the department.	Previous life and job experience that brings depth and value to the organization.
Problem solvers – Professional.	Consistent and well-rounded training programs.
We do a lot with a little.	Creativity and research for multiple funding efforts.
Good working relationships with neighboring departments and organizations.	Actively engaged in improving relationships with community partners and groups.
Depth of experience and knowledge.	Administration is open to growth and development.
District growth based on community needs.	Preparedness for emergency responses.
Strength of our (fire department) family.	Adaptability of the organization.
Bureau of Indian Affairs relationships.	Attitude- open and willing to learn.
Open lines of communication.	Reputation within the community.
Keeping egos in check.	Previous administration’s vision.
Great wildland group.	Ability to bring new firefighters onboard safely.
Administrative Manager/Administrative Assistant	Familiarity with the community.
Always open to improvement throughout the organization.	

## Opportunities

Developing a better website.	Improve, enhance, and clarify social media presence.
Public education- what and why we do things the way we do.	Better fitness program; physical and mental.
Formalize the orientation process for new employees.	Develop a post-service customer service survey.
Thinking “outside of the box” for new staffing.	Using radio stations for community announcements.
Improve the communications relay from the communication center.	Missed opportunities to self-promote within The Herald, KSUT, Drum, media outlets, etc.
Educational opportunities in the schools.	Untapped career market.
Better relationship with the tribe.	Being more approachable to the community.
Bilingual community engagement.	Having an open-door policy to the public.
Continue developing training and qualification programs.	Growing and developing from within.
Better community notifications during emergency and non-emergency events.	

## Aspirations

Continue to be leaders in the community.	Provide the highest level of services in the community.
Further develop a healthy relationship with the tribe.	Better, sustainable funding.
Community members will understand what we do and who we are.	We will have a self-sustaining program to train career-seeking personnel.
Pay and benefits reflect the rest of the state.	Equipment and facilities: up-to-date and current.
Aspire to have seamless automatic/mutual aid agreements.	Better dispatching systems.
Inspire a higher level of knowledge and education (outside the comfort zone).	Development of a community paramedicine program in collaboration with Upper Pine.
Appropriate number of stations for broadening community.	Curriculum development with local schools.
Achieve an Insurance Services Office rating higher than 3.	Fire Station 1 improvements.
Appropriately staff stations in service to the community.	Develop a succession plan regarding leadership.
Expansion of the volunteer program.	

**Results**

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> <li>- Maintain retention with employees.</li> <li>- Focus on keeping positive relations with the community.</li> <li>- Faster and more efficient response.</li> <li>- Improved community awareness of the department and its activities.</li> <li>- More department visibility and public interaction.</li> <li>- Lower insurance rates for community members.</li> <li>- Improved public exposure and recruitment tools.</li> <li>- Continuity of department vision.</li> <li>- Improved health and safety for employees.</li> <li>- Alternative funding and reimbursement mechanism.</li> <li>- Improved, better services to the community.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue to nurture the relationship with the Bureau of Indian Affairs.</li> <li>- More community involvement and participation.</li> <li>- Better quality firefighters that hold higher standing.</li> <li>- New station, apparatus, and staffing meeting or exceeding national standards.</li> <li>- Professional language when communicating between fire and dispatch.</li> <li>- No staffing shortage. Improved minimum staffing and no brownouts.</li> <li>- Clear expectations and legal coverage with mutual and automatic aid.</li> </ul>	<ul style="list-style-type: none"> <li>- Employee satisfaction.</li> <li>- Continued drive to be the best.</li> <li>- Community trust.</li> <li>- Fewer staffing issues.</li> <li>- Improved, healthy relationship with the tribe.</li> <li>- Improved relationship with the community.</li> <li>- Improved patient outcomes and customer satisfaction.</li> </ul>

**Programs and Services**

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by the Los Pinos Fire Protection District and those supporting services that help the agency provide the core programs and services. With this understanding, the agency stakeholders can further define where the issues and gaps exist within the organization and provide more basis for the environmental scan that is conducted. To bring this understanding to fruition, CPSE provided guidance and gained consensus understanding with the entire group so that the difference between the deliverables and the supporting functions were understood.

## Challenges and Service Gaps

After sifting through data and feedback provided by the community stakeholders and the internal environmental scan conducted, the agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within the LPFPD. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the agency stakeholders.

Group 1	Group 2	Initiative Link
<b>Community Relations</b> <ul style="list-style-type: none"> <li>○ Improved tribal relations</li> <li>○ Community outreach and public education</li> <li>○ Improve public perception</li> </ul>	<b>Community Outreach</b> <ul style="list-style-type: none"> <li>○ Multicultural issues</li> <li>○ Lack of community involvement and knowledge</li> <li>○ Education</li> <li>○ Building inspections</li> <li>○ Mitigation</li> <li>○ Hosting events</li> <li>○ Use public relations to advantage</li> <li>○ Address identification</li> </ul>	<b>Community Relations</b>
<b>Personnel Management</b> <ul style="list-style-type: none"> <li>○ Formalized orientation program</li> <li>○ Recruiting quality personnel</li> <li>○ Retaining personnel</li> <li>○ Developing career tracks</li> <li>○ Mental and physical health</li> </ul>	<b>Human Resources</b> <ul style="list-style-type: none"> <li>○ Lack of quality individuals</li> <li>○ Retention and recruitment</li> <li>○ Staffing</li> <li>○ Career development/advancement</li> <li>○ Lack of incentives</li> <li>○ Location of district</li> <li>○ Multiple organizations pulling from a limited pool</li> <li>○ Work ethic- generational</li> </ul>	<b>Human Resources</b>
<b>Funding</b> <ul style="list-style-type: none"> <li>○ Tribal contract</li> <li>○ Additional funding/sources</li> </ul>	<b>Funding</b> <ul style="list-style-type: none"> <li>○ Lack of consistent cash flow</li> <li>○ Mill levies</li> <li>○ Internal billing follow-through on EMS/fire aid</li> <li>○ Grants</li> <li>○ Donations/sponsorships</li> <li>○ More money on out-of-district expenses</li> <li>○ Overall area economy</li> </ul>	<b>Funding</b>
<b>Physical Resources</b> <ul style="list-style-type: none"> <li>○ Apparatus replacement plan</li> <li>○ Improve dispatch and quality</li> <li>○ Station improvements</li> <li>○ Equipment/radios</li> <li>○ Improve communication systems</li> <li>○ Equipment exceeds national standards</li> </ul>		<b>Physical Resources</b>

## Strategic Initiatives

Based on all previously captured information and determining critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

**Community Relations**

**Human Resources**

**Funding**

**Physical Resources**

Complete goals with objectives, tasks, and outcomes can be found in the accompanying **Management and Implementation Guide**.

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# 2024-2029 STRATEGIC PLAN

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