



Lower Valley Fire District

Strategic Plan

2026-2030



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“Driven by Mission, Defined by People” Our all-hazard emergency response and community risk reduction services are driven by a deep commitment to the people we serve. We ensure the safety and wellbeing of our team and community while recognizing that it is people who shape and define our work.

February 11, 2026

Members of Lower Valley Fire Protection District and the Communities We Proudly Serve:

On behalf of the Lower Valley Fire Protection District, I am proud to share our continued efforts to strengthen our organization through thoughtful planning, evaluation, and commitment to service. Our responsibility to protect our communities continues to evolve, and this strategic direction reflects our dedication to meeting today’s challenges while preparing for the future.

At the center of our strategic direction is our mission:

Our all-hazard emergency response and community risk reduction services are driven by a deep commitment to the people we serve. We remain focused on ensuring the safety and wellbeing of both our team members and our community, recognizing that it is the people within our organization and the communities we protect who shape and define our work.

“Driven by Mission, Defined by People.”

This mission reflects our belief that strong service begins with strong relationships, trust, and shared purpose. It serves as a reminder that our effectiveness is measured not only by how we respond to emergencies, but by how we support, connect with, and serve our community every day.

Equally important are the shared values that guide our culture and decision-making. While each member of Lower Valley Fire Protection District brings unique experience, perspective, and strength, these values establish the standard we collectively strive to uphold.

Integrity requires us to act with honesty and strong moral principles in every interaction and decision.

Accountability ensures we take ownership of our responsibilities and follow through on our commitments to one another and to those we serve.

Commitment to Service challenges us to bring our best efforts forward while always placing the mission and the community first.

Humility reminds us to remain grounded, respect our teammates and community members, and place the success of the team above individual recognition.

Growth drives us to continuously learn, mentor, innovate, and share knowledge to strengthen our organization and the services we provide.



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These guiding principles serve as the foundation of our strategic planning efforts. Our plan establishes clear priorities focused on strengthening emergency response capabilities, enhancing responder safety and wellness, expanding community risk reduction efforts, and investing in training, equipment, and organizational sustainability. This roadmap is designed to ensure Lower Valley Fire Protection District remains prepared, adaptable, and responsive to the needs of our growing and changing communities.

Public safety is strongest when built through collaboration and trust. We remain committed to working alongside our residents, partner agencies, and community stakeholders to deliver high-quality, reliable emergency services. Your continued engagement, support, and partnership are essential to our success.

Thank you for your trust in Lower Valley Fire Protection District and for allowing us the privilege of serving this community.

Sincerely,

A handwritten signature in blue ink, appearing to read "MKATZENBERGER".

Matt Katzenberger
Fire Chief
Lower Valley Fire Protection District



Executive Summary

Lower Valley Fire Strategic Plan (2026–2030)

Lower Valley Fire serves a dynamic and evolving district. Significant growth across the service area, combined with a complex mix of rural and suburban response environments, has increased demands on response capability, staffing, infrastructure, and organizational systems. These conditions created a clear need for the department to move beyond reactive decision-making and intentionally chart a course that aligns resources, risk, and service expectations.

This strategic plan was developed to meet that need. It establishes a five-year roadmap to guide leadership decisions, prioritize investments, and support consistent, defensible choices over time. While conditions will inevitably change, this plan provides a disciplined framework for adapting to those changes without losing strategic intent.

A Guided and Deliberate Planning Process

This plan was not produced through a single retreat or delivered as a prepackaged solution. Instead, it was developed through a structured, multi-session process designed to build shared understanding and ownership across the planning team. Participants were guided through foundational strategic concepts, including mission, values, goals, objectives, environmental scanning, and strategy formulation, and then applied those concepts directly to Lower Valley Fire's operational reality.

Throughout the process, the department worked to:

- Clarify the difference between aspirational language and functional strategic tools
- Identify and prioritize internal and external factors shaping future risk and demand
- Translate broad goals into measurable objectives
- Evaluate strategic options using structured decision tools rather than intuition alone

This approach ensured the final plan reflects not only agreed-upon outcomes, but also the reasoning and discipline behind them.

Mission and Values as Strategic Anchors

At the core of this plan is the department's mission:

Our all-hazard emergency response and community risk reduction services are driven by a deep commitment to the people we serve. We ensure the safety and wellbeing of our team and community while recognizing that it is people who shape and define our work.

This mission serves as the foundation for all strategic decisions contained in the plan. It reinforces the connection between service to the community and care for department members, and it provides a clear reference point for future priorities and tradeoffs.

Supporting the mission are five shared values that define the department's cultural expectations and decision-making standards: Integrity, Accountability, Commitment to Service, Humility, and Growth. Together, these values establish a common understanding of how work is performed, how decisions are made, and how members are expected to treat one another and the community.

Strategic Direction and Priorities

Using the mission, values, and environmental analysis as a foundation, the department identified six strategic goals that define the outcomes it seeks to achieve over the next five years:

1. Respond to all calls in a manner that provides the best attainable outcome
2. Reduce the overall risk for the district in terms of property and life safety
3. Build and maintain strong relationships with the community, neighbors, and partners
4. Ensure the department is fully trained to respond to calls and requests for support
5. Increase the effectiveness of core operational efforts with supporting functions
6. Provide for the wellbeing of staff and protect organizational culture

Each goal is supported by measurable objectives that translate intent into action. Collectively, these goals address service performance, risk reduction, community trust, workforce readiness, organizational capacity, and member wellbeing.

Strategy Formulation and Strategic Choice

Rather than immediately identifying individual projects or staffing actions, the department explored multiple strategic approaches to understand tradeoffs and resource implications. Three illustrative strategy packages were developed to reflect different operating environments, ranging from constrained conditions to unconstrained growth, with a balanced option between the two.

These packages were evaluated using structured decision tools, including impact-versus-effort analysis, qualitative comparison of advantages and disadvantages, alignment with the mission and goals, and a weighted decision matrix informed by the department's SWOT analysis. Through this comparative process, the department selected the **Balanced Growth Strategy**.

The Balanced Growth Strategy focuses on **increasing response capability and supporting functions to meet current needs while preparing for future growth**. This approach provided the strongest alignment with the department's mission, strategic goals, and operational realities, while maintaining flexibility as conditions evolve. It represents an intentional leadership decision to improve capability and performance in a disciplined and sustainable manner.

Implementation, Evaluation, and Accountability

This strategic plan is intended to be used as an active leadership tool, not a static document. Implementation translates strategic direction into programs, policies, resourcing decisions, and

actions that support operational readiness and organizational effectiveness. To support execution, the plan is designed as a single, integrated reference that connects strategic intent to practical application.

Progress will be monitored through defined performance measures, regular review, and ongoing evaluation. This evaluation and control process allows leadership to track outcomes, adjust to changing conditions, and remain accountable to both the community and department members, while preserving the strategic intent established in this plan.

Looking Forward

This strategic plan reflects a proactive commitment by Lower Valley Fire to understand its environment, define its priorities, and lead deliberately into the future. It demonstrates a department that recognizes the challenges ahead and has chosen to address them through thoughtful analysis, shared ownership, and disciplined decision-making.

By grounding future actions in this plan, Lower Valley Fire positions itself to meet evolving service demands while maintaining community trust, operational effectiveness, and a strong organizational culture.





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Mission & Values



Mission

The Mission of Lower Valley Fire is:

Our all-hazard emergency response and community risk reduction services are driven by a deep commitment to the people we serve. We ensure the safety and wellbeing of our team and community while recognizing that it is people who shape and define our work.

This mission defines why the department exists and serves as the primary reference point for strategic decision-making. It intentionally connects service to the community with responsibility for the wellbeing of department members, reinforcing that organizational effectiveness depends on both outcomes and people.

Throughout the strategic planning process, the planning team emphasized the importance of developing a mission that functions as more than a slogan. Rather than focusing on aspirational language alone, the team worked to articulate a mission that can be used as a practical decision filter. Strategic priorities, goals, and resource decisions are expected to align with and support this mission over time.

Department Identity Statement

In addition to the formal mission statement, the department uses the phrase:

“Driven by Mission, Defined by People.”

This statement reflects how members understand and express the department’s identity. While the mission establishes purpose and direction, this phrase reinforces a core belief that it is the people of Lower Valley Fire who ultimately shape how that mission is carried out day to day.

Used in this way, the statement complements the mission rather than defining it. It emphasizes accountability, professionalism, and the role of individuals and teams in living out the department’s purpose through their actions, decisions, and conduct.



Values

Values are a foundational element of organizational identity. While a mission defines why an organization exists, values define how that mission is carried out, especially when leaders and members are making decisions under pressure. In a complex and evolving operating environment, clearly articulated values help establish expectations for behavior, leadership, and professional conduct, and they provide a common reference point when formal policies or procedures do not offer clear answers.

As part of the strategic planning process, the department emphasized that values must be more than aspirational words. They must reflect a shared standard that guides decisions, shapes culture, and reinforces accountability at every level of the organization.

The department articulated the following values statement to provide context for how its values are understood and applied:

Shared values help shape the culture of an organization. While the unique perspectives and strengths of our members only make us stronger, the values below represent the standard that we all aspire to. We use these values to help guide our decisions, and we recognize when one of our fellow team members exhibits these values. We strive to live out these values while fulfilling the mission.



The department's values are:

Integrity

- Act with honesty and strong moral principles.

Accountability

- Take ownership of actions and deliver on commitments.

Commitment to Service

- Strive to bring the best version of yourself while placing the mission and community first

Humility

- Stay grounded, respect others, and put the team before ego.

Growth

- Commit to learning, teaching, and sharing knowledge.

Together, these values establish clear expectations for how members of Lower Valley Fire serve the community, support one another, and uphold the department's mission over time.



Strategic Environment and Key Considerations

Effective strategic planning requires a clear understanding of the environment in which an organization operates. For Lower Valley Fire Protection District, this meant deliberately stepping back from individual program ideas or desired outcomes and first examining the internal and external conditions shaping the department's current and future operating reality.

Throughout the planning process, the strategic planning team examined a wide range of factors that influence service delivery, organizational capacity, and community expectations. This work was intentionally structured to move beyond anecdote or intuition and toward a shared, evidence-informed understanding of the department's strategic environment.

Internal and External Environment

The planning team assessed both internal and external factors affecting the department. Internal considerations included organizational structure, leadership capacity, culture, administrative systems, data capabilities, and training readiness. External considerations included growth trends, service demand patterns, funding constraints, regulatory requirements, regional dependencies, and the evolving expectations of the community and partner agencies.

Rather than treating these factors as isolated issues, the team explored how they interact. For

example, increasing service demand was discussed not only as an external pressure, but also in terms of its implications for staffing, training, data tracking, and administrative support. This approach reinforced the understanding that strategic challenges are rarely singular or linear.

Call Data Analysis and Service Demand Trends

To ensure the environmental scan was grounded in operational reality, the planning process incorporated a detailed analysis of six years of historical call data. This analysis was used not only to report activity levels, but to inform discussion of workload, system stress, service mix, and future demand.

Total call volume increased from 2,250 incidents in 2020 to 3,004 incidents in 2025, representing an overall increase of approximately 33 percent over five years. The department surpassed the 3,000-call threshold for the first time in 2025, including a nearly 14 percent increase over 2024 alone. Average daily call volume rose from approximately 6.2 calls per day in 2020 to approximately 8.2 calls per day in 2025, reflecting sustained and accelerating service demand rather than episodic fluctuations.

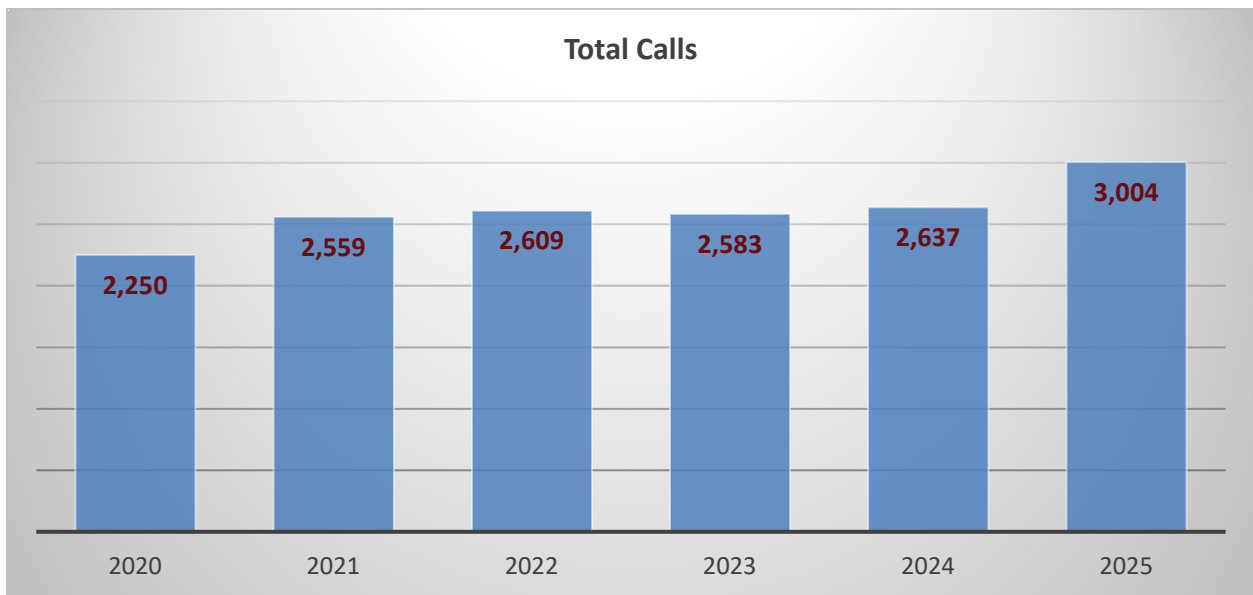


Table 1- Call Volume

When analyzed by type, emergency medical and rescue responses clearly dominate service demand. EMS and rescue incidents account for approximately 73 percent of all calls, representing more than 11,400 incidents during the 2020–2025 study period. In contrast, true fire-related responses (100-series incidents) account for just over 4 percent of total activity. False alarms and good-intent calls together account for approximately 15 percent of responses. While these incidents often do not require intervention upon arrival, they still generate full response activity, apparatus utilization, and staffing impact. Hazardous materials, weather-

related, and other special-category calls occur in comparatively low numbers, reinforcing that the department operates within a low-frequency, high-consequence risk environment.

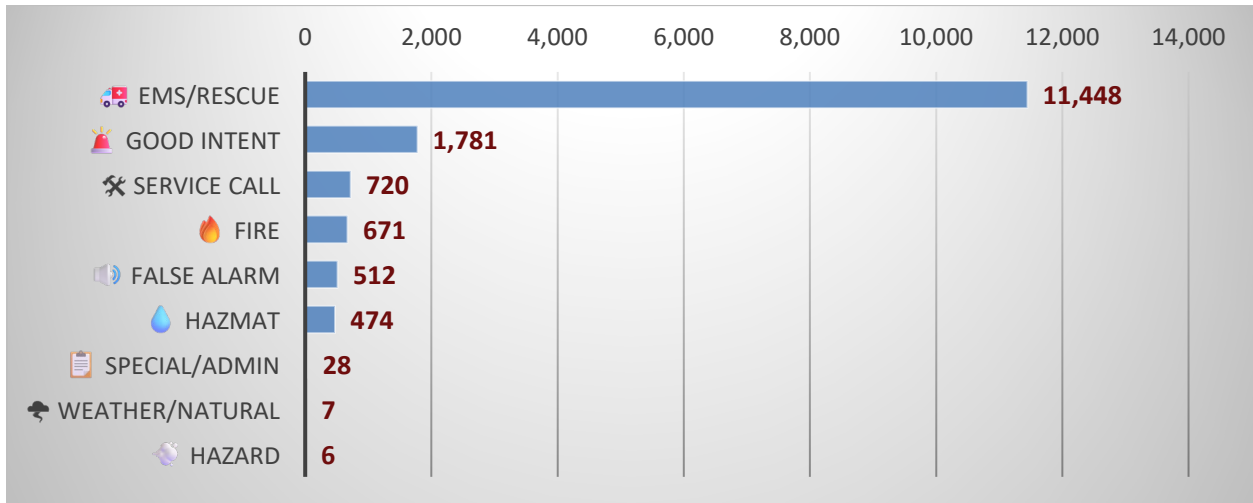


Table 2- Call Volume by Type

Apparatus activity data further illustrated how service demand is distributed across units. A relatively small number of front-line apparatus account for the majority of responses, while other resources are used less frequently. This concentration prompted discussion about unit availability, staffing models, training exposure, fleet wear, and how readiness expectations should be evaluated across the department.

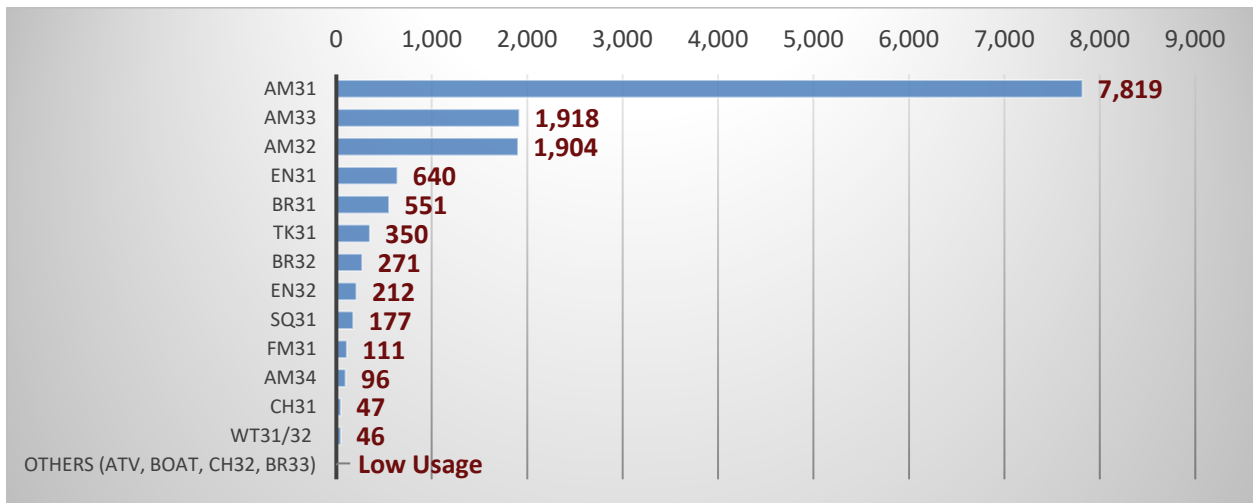


Table 3- Apparatus Activity

Geographic Distribution and High-Demand Locations

In addition to tabular and chart-based analysis, the planning team reviewed an interactive, multi-layered call data map developed using Google Earth. This mapping tool displayed call clustering, response trends, and the geographic distribution of service demand across the district.

Viewing call data spatially shifted the conversation from averages to geography. The map highlighted areas of sustained call concentration, long travel distances, and uneven demand across the district's mix of rural and suburban environments. This reinforced the challenge of applying generalized response-time standards uniformly across a large and diverse service area.

The analysis also examined the department's top ten call locations, revealing a significant concentration of incidents at a small number of sites. Rather than treating these locations as anomalies, the planning team used them to explore the operational implications behind the data. Discussions focused on why demand was concentrated in those areas, what types of calls were occurring, and how repeat locations should influence prevention, pre-planning, staffing, training, and resource deployment decisions.

Strategic Takeaways from the Data

Taken together, the analysis highlighted several strategic realities that influenced subsequent stages of planning:

- Service demand is increasing materially, with recent acceleration and a record high of 3,004 calls in 2025.
- EMS response constitutes the dominant share of workload, even as the department must retain full all-hazard capability.
- Geographic distribution of calls complicates the uniform application of performance benchmarks across a large and diverse service area.
- Operational data exists to inform decision-making, but systems and practices for leveraging that data must be strengthened to support future growth.

These insights were intentionally integrated into the broader environmental scan rather than treated as a standalone technical exercise. They directly informed the identification and prioritization of strategic factors and reinforced the importance of strengthening data collection, analysis, and reporting as foundational capabilities for future decision-making.

From Environmental Scan to Strategic Factors

Input from the environmental scan, call data analysis, prior survey results, and department-wide feedback were used to identify a broad list of internal and external strategic factors. These factors were not treated equally. Instead, the planning team applied a structured, points-based weighting process to prioritize the issues with the greatest strategic impact on the department's ability to achieve its mission.

The result of this refinement process was a focused set of strengths, weaknesses, opportunities, and threats that most directly influence Lower Valley Fire’s strategic choices. These prioritized factors served as a critical bridge between environmental analysis and the development of goals, objectives, and strategy options.

Final SWOT Summary

The final Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis represents the synthesis of the department’s environmental scan and analytical work. The SWOT does not attempt to capture every issue facing the organization. Instead, it highlights the most influential strategic factors that informed subsequent goal development and strategy selection.

The final SWOT is presented graphically on the following page.



The final refined SWOT for Lower Valley Fire is:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Energized and Credible Leadership Team The Chief, Deputy Chief, and line leaders are viewed as stable, forward-looking, and capable of guiding the department through transition and growth. • Strong Culture of Pride, Camaraderie, and Commitment Members demonstrate operational pride, loyalty to the organization, and a strong sense of team cohesion. 	<ul style="list-style-type: none"> • Limited Administrative Capacity and Staffing Depth Critical administrative and support functions are understaffed, resulting in key personnel carrying excessive workload and limiting organizational scalability. • Challenges with Organizational Cohesion A component of our workplace culture that can inhibit standardization and collaboration, where some individuals or crews operate in isolation, resist compromise, and demonstrate limited ability to integrate effectively with other teams—particularly part-time or cross-assigned personnel. This culture may result in inconsistent operations, reduced interoperability, weakened trust, and barriers to unified mission execution. • Inconsistent Data Tracking and Performance Measurement Systems for collecting, analyzing, and leveraging operational data are underdeveloped, limiting informed decision-making and long-term planning.
Opportunities	Threats
<ul style="list-style-type: none"> • Diversification of Funding Sources Expanding revenue streams beyond traditional mechanisms to strengthen long-term financial stability and flexibility. 	<ul style="list-style-type: none"> • Rising Service Demand and Increasing Operational Complexity Population growth and a growing proportion of EMS-related calls are placing sustained pressure on staffing, response capacity, and system design.



Strategic Goals and Objectives



Strategic goals and objectives define what the department intends to achieve over the life of this plan. They translate the department's mission and values into clear outcomes and provide the framework for developing strategies, prioritizing resources, and evaluating progress over time.

The goals and objectives below were developed using the department's mission statement, the environmental scan, the weighted SWOT analysis, and input from the strategic planning committee. Collectively, they represent the outcomes the department must pursue to effectively serve the community, manage risk, and sustain organizational health.

While the goals articulate broad, long-term outcomes, the associated objectives describe specific, measurable results that indicate progress toward those outcomes. Together, they serve as the foundation for strategy formulation and implementation.

Goal #1: Respond to all calls for service in a manner that provides the best attainable outcome.

1. Deliver consistent, timely, and effective emergency response and patient care that meets current and future service-performance standards.
2. Establish and adopt service-performance standards aligned with community expectations and district capabilities.
3. Implement a reliable performance-measurement system that collects, analyzes, and reports turnout, response, and service-performance data.
4. Apply validated performance data to inform staffing, response, and training decisions.
5. Evaluate and report organizational performance annually to drive continuous improvement.

Goal #2: Reduce the district's overall risk in property and life safety.

1. Achieve risk-informed reductions in preventable incidents and losses across the district.
2. Establish and sustain a comprehensive Community Risk Reduction (CRR) program.
3. Implement a risk-analysis and tracking system for high- and moderate-risk occupancies and hazard areas.
4. Develop and maintain operationally accessible pre-incident plans for target hazards and high-risk occupancies.
5. Deliver a targeted public education and mitigation program promoting home safety.
6. Evaluate CRR effectiveness annually and re-prioritize efforts using data and outcomes.

Goal #3: Build and maintain strong relationships with our community, neighbors, and partners.

1. Strengthen collaboration and interoperability with regional and mutual-aid partners.
2. Establish and sustain a transparent communication and information-sharing program with the community and governing board.
3. Implement a customer-feedback system to capture and analyze community input.
4. Foster meaningful community engagement through events and civic participation.
5. Evaluate the effectiveness of partnership and community relationship annually.

Goal #4: Ensure the department is fully trained to respond to calls and/or requests for support.

- Ensure all personnel maintain proficiency and certification in required JPRs and operational roles.
- Develop and sustain a qualified instructor and training cadre.
- Establish standardized training plans, evaluation methods, and documentation systems for consistent performance.
- Provide reliable access to appropriate training facilities and resources through partnerships or internal assets.
- Integrate leadership, communication, and professional development into the training continuum.
- Implement a system to measure and report training program effectiveness, driving continual improvement.

Goal #5: Increase the effectiveness of core operational efforts with supporting functions.

- Establish and maintain a comprehensive fleet and equipment management program.
- Develop and implement capital planning and replacement processes.
- Strengthen administrative and logistical capacity to support operational readiness.
- Integrate capital financial planning with operational priorities.
- Ensure accurate and timely EMS documentation and billing processes.

Goal #6: Provide for the well-being of our staff and protect our culture.

1. Establish and sustain a comprehensive wellness and resilience program.
2. Implement a proactive occupational health and safety program.
3. Maintain a peer support and critical incident response program.
4. Foster an inclusive and connected workplace.
5. Establish a professional development program to maintain and improve the department's culture.



Strategy Formulation

Strategy formulation focused on translating the department's mission, environmental realities, and prioritized strategic factors into coherent strategic options. Rather than moving directly from goals to individual initiatives or projects, the planning team was guided to think deliberately about strategic posture, tradeoffs, and alignment across the organization.

At this stage of the process, the emphasis was not on deciding what to implement, but on exploring how the department could respond to its strategic environment in different ways. This distinction was important in avoiding both single-issue outcomes and long, disconnected lists of actions.

Framing Strategic Options

To support disciplined strategic thinking, the planning team considered multiple dimensions of strategy rather than focusing on individual initiatives in isolation.

Directional considerations focused on the overall posture the department might take in response to growth, risk, and service demand, such as expanding capacity, maintaining current levels, or constraining growth in response to resource limitations.

Competitive considerations addressed how the department positions itself within its operating environment. These discussions focused on regional relationships, interoperability with

neighboring agencies, expectations of the community and governing board, and how Lower Valley Fire differentiates itself through reliability, professionalism, and service delivery in a shared-response landscape.

Functional considerations examined how core operational and support areas, including operations, training, staffing, data, administration, prevention, and wellness, would need to align under different strategic approaches.

By examining directional, competitive, and functional considerations together, the team was able to view strategy as an integrated system rather than a collection of independent decisions. This reinforced the understanding that choices in one area inevitably create implications in others.

Development of Strategy Packages

Using this framework, the planning team developed multiple strategy packages to represent distinct approaches to meeting the department's goals under different operating conditions. Each package was intentionally constructed to reflect a complete and internally consistent strategic approach, rather than a collection of isolated ideas.

The use of strategy packages served several purposes:

- It encouraged holistic thinking across operational and support functions
- It made tradeoffs between capability, capacity, and resources explicit
- It prevented the plan from defaulting to either a single desired outcome or an unfocused list of initiatives

Importantly, these packages were designed as planning tools rather than predetermined recommendations. Their purpose was to help the department explore implications, test assumptions, and prepare for informed decision-making in the next phase of the process.

Preparing for Strategic Choice

By developing and comparing multiple strategic approaches, the planning team created a structured foundation for strategic choice. This work ensured that subsequent decisions would be based on a clear understanding of available options, associated tradeoffs, and alignment with the department's mission, goals, and strategic environment.

The strategy formulation phase set the conditions for disciplined evaluation and selection, which is addressed in the following section.





Strategic Choice

The strategic choice phase focused on evaluating the strategy packages developed during formulation and selecting a clear strategic direction for the department moving forward. Rather than relying on preference or intuition, the planning team applied structured decision-making tools to compare each package against shared criteria rooted in the department's mission, goals, and operating environment.

This phase of the process was intentionally designed to ensure that the final strategy reflected informed tradeoffs and collective judgment, rather than isolated priorities or individual perspectives.

Strategy Package Overview

Three strategy packages were developed to represent distinct approaches to meeting the department's goals under different operating conditions:

- **Constrained Environment**
Represented how the department could strengthen core capabilities while operating within limited or uncertain future resources.
- **Unconstrained Environment**
Represented a best-case scenario in which revenue and resources would allow the department to significantly expand capability and capacity to meet current and future

demands.

- **Middle Ground Approach**

Represented a deliberate balance between the constrained and unconstrained options, preserving feasibility while addressing the most pressing operational and organizational needs.

Each package was intentionally constructed as a complete and internally consistent strategic approach, incorporating directional posture and supporting functional strategies across key areas such as operations, staffing, training, logistics, prevention, and data.

Evaluation Criteria and Decision Framework

To evaluate the strategy packages, the planning team applied a weighted decision matrix. Evaluation criteria were selected to reflect both practical constraints and long-term organizational priorities. Each criterion was assigned a relative weight based on its importance to the department's mission and future sustainability.

The criteria used in the evaluation included:

- **Impact to the District** (Higher is better)
- **Sustainability** (Higher is better)
- **Cost** (Less expensive is preferred)
- **External Stakeholder Buy-In** (Higher is better)
- **Internal Stakeholder Buy-In** (Higher is better)
- **Ease of Implementation** (Simpler is better)

This approach ensured that strategic choice balanced effectiveness, feasibility, and organizational alignment rather than prioritizing any single dimension in isolation.

Selection of the Balanced Growth Strategy

Following the evaluation and comparison of all three strategy packages, the planning team selected the **Middle Ground Approach**, which was formally adopted as the department's **Balanced Growth Strategy**.

The Balanced Growth Strategy was determined to provide the strongest overall alignment with the department's mission, goals, and prioritized strategic factors. It demonstrated the ability to improve response capability and supporting functions in the near term while establishing a foundation for future growth as conditions allow.

This strategy reflects a conscious decision to:

- Address current operational and organizational gaps
- Maintain fiscal and organizational sustainability
- Preserve flexibility to adapt as service demands, staffing, and resources evolve

The selection of the Balanced Growth Strategy represents a clear strategic direction for the department and serves as the basis for the implementation planning described in the following section.

Balanced Growth Strategy Overview

The Balanced Growth Strategy establishes an intentional and measured path forward for the Lower Valley Fire Protection District. It is designed to increase response capability and strengthen supporting functions to meet current service demands while deliberately preparing the organization for future growth.

This strategy balances operational need, organizational sustainability, and fiscal responsibility. It avoids both minimal incremental change and overextension, focusing instead on targeted improvements aligned with the department's mission and strategic priorities.

Key elements of the Balanced Growth Strategy include:

People and Staffing

- Increase line staffing by two personnel per shift to strengthen response capability.
- Implement a part-time incentive and qualification program that provides increased pay for credentials and holiday coverage.
- Add administrative and prevention support positions, including one Community Risk Reduction position and one Executive Assistant.
- Enhance the wellness program by including cancer screenings and improving benefits education.

Operations

- Increase hazardous materials response capability within existing operational resources.

Training

- Establish a dedicated training ground to support consistent, high-quality training and professional development.

Logistics and Capital Planning

- Utilize NFPA recommendations to guide apparatus replacement planning.
- Develop a comprehensive equipment replacement plan to support long-term readiness.

Data, Planning, and Performance Management

- Develop a foundational system for service-performance standards, including turnout and response data.
- Improve deployment and performance insight to support informed staffing, training, and operational decisions.

Together, these elements define the department's adopted strategic direction and provide the foundation for translating strategy into execution in the implementation phase that follows.





Strategy Implementation

The Strategy Implementation phase translates the **Balanced Growth Strategy** into executable actions with defined timing benchmarks. This section captures the implementation work completed by the planning team and serves as a practical reference to guide execution throughout the life of the plan.

Rather than functioning as a theoretical discussion of implementation, this section documents the specific actions the department committed to pursuing, organized by functional area and sequenced over time. While responsible parties are intentionally omitted, the actions and timing outlined here reflect deliberate planning decisions and provide a clear roadmap for execution.

Implementation Structure and Phasing

Implementation actions are grouped by functional area and phased across multiple time horizons. This approach recognizes that not all initiatives can or should be executed simultaneously and allows the department to align execution with staffing capacity, funding availability, and operational priorities.

Timing is expressed in relative terms (near-term, mid-term, and longer-term) or fiscal-year ranges to preserve flexibility while maintaining accountability and momentum.

People and Staffing

Implementation actions related to people and staffing focus on strengthening response capability, supporting recruitment and retention, and protecting the well-being of department members. These actions represent a core investment area within the Balanced Growth Strategy and were prioritized accordingly.

Actions in this area include staffing increases, incentive and qualification programs, support positions, and wellness enhancements. Timing reflects the need to balance immediate operational improvement with sustainable growth and fiscal responsibility.

Increase Staffing – Phase 1 (1 CRR Staff and 3 Full-Time Ops Personnel)	
Identify and formalize minimum on-shift certification and qualification requirements	Q2 FY 2026
Update the Minimum Staffing Policy to reflect revised staffing targets	Q2 FY 2026
Secure funding for position, including PPE, equipment, space, etc.	Q3 FY 2026
Post open positions	Q4 FY 2026
Complete hiring process	Q1 FY 2027
Increasing Staffing – Phase 2 (1 Executive Assistant)	
Secure funding for position, including office space, equipment, etc.	Q2 FY 2027
Develop job description	Q2 FY 2027
Post open position	Q4 FY 2027
Complete hiring process	Q1 FY 2028

Increase Staffing – Phase 3 (3 Full-Time Ops personnel)	
Secure funding for position, including PPE, lockers, etc.	Q2 FY 2028
Identify and formalize minimum on-shift certification and qualification requirements	Q3 FY 2028
Update the Minimum Staffing Policy to reflect revised staffing targets	Q3 FY 2028
Post open positions	Q4 FY 2028
Complete hiring process	Q1 FY 2029
Implement Part-Time Incentive and Qualification Program	
Conduct a compensation and salary survey to benchmark part-time pay structures	Q3 FY 2026
Develop and adopt a step-based compensation policy for part-time personnel	Q3 FY 2026
Evaluate and revise holiday compensation policy as needed	Q3 FY 2026
Incorporate program funding into the FY 2027 budget	Q1 FY 2027
Improve Member Wellness Program	
Research available cancer screening options and best practices	Q2 FY 2026
Conduct a gap analysis of the current wellness program	Q2 FY 2026
Develop or update Standard Operating Guidelines (SOGs) for critical incident defusing and peer support	Q2 FY 2026
Identify department-specific cancer and occupational health risk factors	Q3 FY 2026
Submit wellness program funding requests through the FY 2026 budget process	Q3 FY 2026
Develop and implement a comprehensive cancer prevention program, including screening protocols	Q1 FY 2027

Operations

Operational implementation actions are designed to improve service delivery capability within existing resources while preparing the department for future demand. These actions align staffing, training, and operational readiness to ensure that increased capacity translates into

meaningful performance improvement.

Operational initiatives are sequenced to support near-term capability gains without creating unsustainable operational complexity.

Increase Hazardous Materials (HazMat) Capabilities	
Analyze current HazMat incident data to determine program needs	Q2 FY 2026
Identify target hazards within the district	Q2 FY2026
Inventory existing HazMat equipment	Q2 FY 2026
Develop a list of required equipment and training needs	Q3 FY 2026
Submit HazMat program funding requests through the appropriate budget process	Q3 FY 2026
Identify HazMat training gaps and develop a training program	Q4 FY 2026
Develop a HazMat Standard Operating Guideline (SOG) with clearly defined scope	Q4 FY 2026
Develop a HazMat resource list	Q4 FY 2026
Develop pre-incident plans for identified target hazards	Q1 FY 2027

Training

Training implementation focuses on building durable training capacity that supports operational readiness, professional development, and leadership growth. Actions in this area reflect the department’s commitment to consistency, quality, and long-term skill development.

Training-related actions are phased to align with staffing growth and facility development, ensuring that expanded capability is supported by appropriate infrastructure and instructional capacity.

Establish Training Grounds	
Identify training ground requirements	Q2 FY 2026
Conduct a location analysis	Q2 FY 2026
Develop a training facility plan	Q3 FY 2026
Submit funding requests for phased training development through the appropriate budget process	Q3 FY 2026
Secure a training ground location	Q3 FY 2027
Complete construction of the training grounds	Q3 FY 2028

Logistics and Capital Planning

Logistics and capital planning actions support long-term operational readiness and fiscal sustainability. These actions translate strategic intent into disciplined planning for apparatus, equipment, and facilities.

Timing benchmarks reflect the reality of procurement cycles, capital planning processes, and external dependencies while maintaining alignment with operational priorities.

Apparatus Replacement Plan Guided by NFPA Recommendations	
Review applicable NFPA recommendations related to apparatus replacement	Q3 FY 2026
Revise the Apparatus Replacement Plan with NFPA guidance	Q1 FY 2027
Conduct a cost-of-ownership study, including annual inspection considerations	Q1 FY 2027
Analyze apparatus utilization data to inform replacement timing	Q1 FY 2027
Research alternate funding sources	Q4 FY 2027
Develop and submit budget proposals to support apparatus replacement planning	Q4 FY 2027

Develop Equipment Replacement Plan	
Review existing equipment replacement recommendations	Q3 FY 2026
Identify equipment items to be included in the replacement plan	Q3 FY 2026
Conduct required annual inspections to inform replacement decisions	Q1 FY 2027
Draft the Equipment Replacement Plan	Q2 FY 2027
Secure budget allocation through the appropriate budget process	Q4 FY 2027
Research alternate funding sources	Q4 FY 2027

Data, Planning, and Performance Management

Implementation actions in this area establish the systems and practices necessary to support data-informed decision-making. These actions enable the department to measure performance, evaluate progress, and adjust strategy as conditions change.

The development of service-performance standards and data systems is foundational and supports implementation across all other functional areas.

Develop a Foundational Service-Performance and Data Framework	
Develop a public-facing annual report	Q1 FY 2026
Identify required software and process changes to support improved data tracking and analysis	Q3 FY 2026
Submit funding requests for data tracking improvements through the appropriate budget process	Q3 FY 2026
Draft a Standard of Cover	Q4 FY 2026
Develop a customer satisfaction survey	Q4 FY 2026
Develop a Fire service improvement plan	Q4 FY 2027
Develop an EMS service improvement plan	Q4 FY 2027
Implement service improvement plans	Q1 FY 2028

Using This Implementation Plan

The actions and timing outlined in this section represent the department's strategic commitments under the Balanced Growth Strategy. While specific methods and sequencing may evolve, this implementation framework provides a durable reference for aligning annual work plans, budgets, and performance reviews with the strategic direction established in this plan.

This section is intended to be used actively and revisited regularly to ensure continued alignment between strategy, execution, and outcomes.



Evaluation & Control

Evaluation and Control are the ongoing processes that ensure the strategic plan remains relevant, effective, and aligned with the department's mission over time. Rather than representing a final step, evaluation and control function as a continuous leadership responsibility throughout the life of the plan.

During the planning process, this concept was framed using the analogy of a fire engine pump panel. Gauges provide real-time information about system performance, while controls allow operators to make deliberate adjustments based on conditions. In the same way, effective strategic leadership requires both reliable information and the ability to adjust course as circumstances change.

Evaluation: Understanding What the System Is Telling Us

Evaluation focuses on gathering information that helps leadership understand how the organization is performing relative to its strategic goals. This information includes both quantitative and qualitative inputs.

Quantitative measures may include data such as response and turnout performance, staffing levels, training completion, apparatus readiness, budget execution, and community risk

indicators. Qualitative inputs may include feedback from personnel, observations from leadership, community input, and governing board perspectives.

Rather than prescribing a fixed set of metrics in advance, the department recognizes that evaluation measures will evolve as data systems mature and strategic priorities advance. The emphasis is placed on using meaningful information to inform decisions, not on collecting data for its own sake.

Control: Making Informed Adjustments

Control refers to the actions leadership takes in response to what evaluation reveals. Just as pump operators adjust flow, pressure, or configuration based on conditions, organizational leaders must be prepared to adjust priorities, sequencing, and resource allocation as new information emerges.

Control actions may include:

- Adjusting the timing or phasing of implementation initiatives
- Reallocating resources or budget priorities
- Modifying programs, policies, or procedures
- Reassessing assumptions based on changes in demand, staffing, or funding

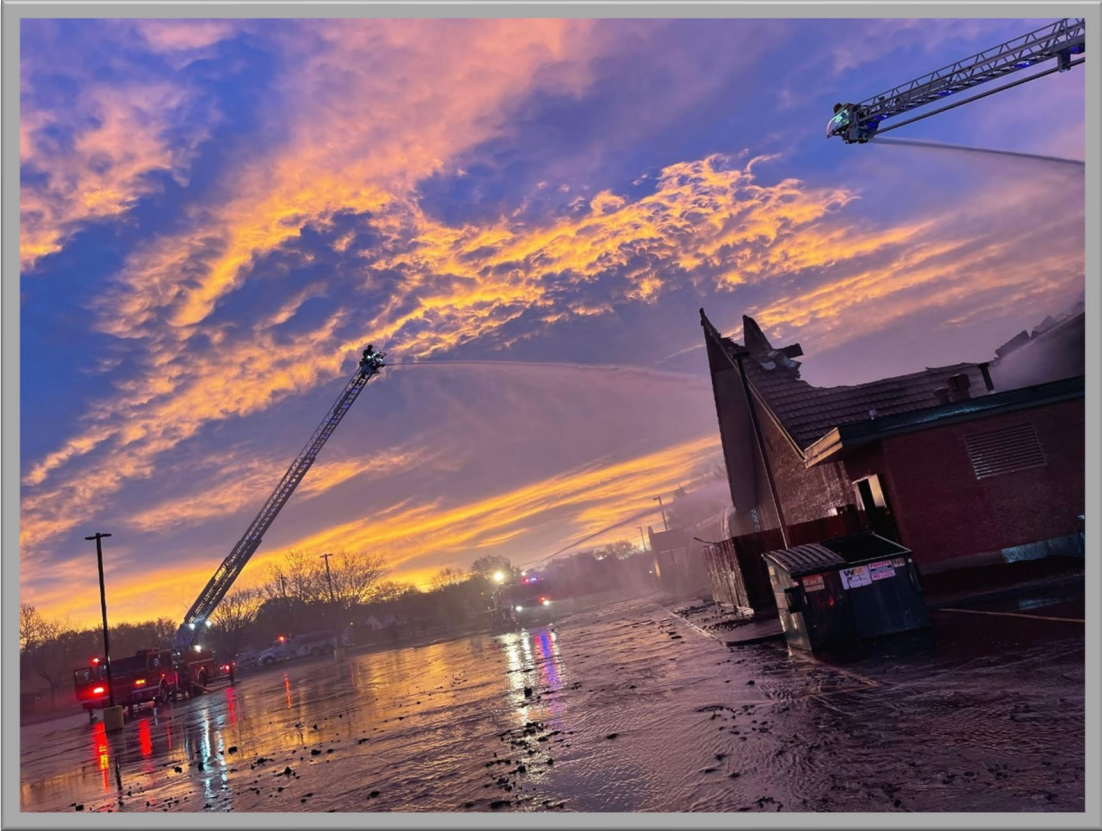
These adjustments are not indications that the plan is failing, but rather evidence that it is being actively managed.

Maintaining Strategic Alignment Over Time

Evaluation and control ensure that implementation remains aligned with the department's mission, goals, and Balanced Growth Strategy. Leadership is expected to revisit the plan regularly as part of annual planning, budgeting, and performance review cycles.

As conditions change, the department may refine how success is measured and how control actions are applied, while maintaining alignment with the strategic direction established in this plan.

Through disciplined evaluation and thoughtful control, Lower Valley Fire Protection District can ensure that this strategic plan remains a practical tool for guiding decisions, adapting to change, and continuously improving service to the community.





Plan Ownership and Use

This strategic plan reflects a deliberate and collaborative effort to chart a clear course for the Lower Valley Fire Protection District. It is intended to serve as a practical guide for leadership decision-making, resource alignment, and organizational development over the coming years.

The plan is not meant to sit on a shelf or represent a one-time exercise. Its value comes from being actively referenced, revisited, and applied as conditions change. Leaders at all levels are encouraged to use this document to understand the department's strategic direction, evaluate tradeoffs, and maintain alignment with the mission and values that define the organization.

While specific actions and timing will continue to evolve, the intent, priorities, and strategic discipline captured in this plan are meant to endure. Through consistent use, evaluation, and adjustment, this plan provides a foundation for thoughtful leadership and continuous improvement in service to the community.



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