Vail Fire and Emergency Services
Strategic Plan 2015
PURPOSE
Prevent loss, serve others, protect and enhance the quality of life

MOTTO
“We move mountains to save life”

VALUES-V.F.E.S

Virtue/Vision – With respect for tradition and an eye towards the future, we stand on a foundation of wisdom, courage, diligence and justice that informs our decision-making and guides our behavior.

Family – Our actions and existence connect us as family to a noble cause. We treat others as we would our own.

Ethical – With bravery and integrity, we are uncompromising in our efforts to do the right thing.

Selfless service – We will sacrifice our comforts, our significance and ourselves to the service and wellbeing of others.

VISION
Vail Fire and Emergency Services will be recognized in our community and region for consistent rapid response using state of the art equipment and tactics. Vail Fire is committed to employee development. We will provide a supportive environment promoting physical and mental fitness that allows for growth and competence in the ever changing demands of the fire service. We will strive to become a leader in interagency collaboration and partnership by providing necessary resources and sharing information.
Executive Summary

This strategic plan is the result of a collaborative process that included all ranks of Vail Fire and Emergency Services as well as input from stakeholders. The intent of the plan is to provide a roadmap for VFES to continue to provide emergency services which not only meet, but exceed both community expectations and industry standards.

The Strategic Planning process was initiated in early 2014. Due to various factors, including a change in leadership, the process stalled in the fall of 2014. In April, 2015 an outside consultant was brought in to revitalize the planning process. With the assistance of the consultant the strategic plan development group was able to lay the foundation for this plan and establish the purpose, values and vision statements.

To maintain focus on the VFES vision, seven core objectives were developed. These objectives provide the framework for the VFES Strategic Plan.

1. VFES will recognize that our mission can only be achieved through a concerted effort to provide services in a manner which focuses on operational effectiveness.

2. VFES will recognize that our ability to fulfill our mission is enhanced by maintaining a positive work environment in which all employees are valued and aligned with our purpose, vision and values.

3. VFES will develop strategies to maintain and strengthen relationships with cooperators and other stakeholders.

4. VFES in cooperation with the Town of Vail, we will maintain state of the art fleet and facilities consistent with the delivery of services necessary to support the goals of the strategic plan and consistent with the purpose and vision of VFES.

5. VFES will involve stakeholders in developing realistic budgets that provide for the financial resources necessary to support the goals of this plan.

6. VFES will make a coordinated and concerted effort to build our relationship with the community, maintain a conspicuous positive presence and deliver consistent safety messages using a broad spectrum of communication techniques.

7. VFES will provide resources and programs necessary to ensure that our employees are “ready to respond”, recognizing that our most important resource is our employees.
The following plan belongs to both the members of the fire department and to our stakeholders, review it often, provide honest feedback, live our values and work toward our vision.

Implementation Notes:
1) Functional work-groups will be formed to address areas of responsibility delineated in the plan. Most work-groups will be responsible for multiple action areas, generally these will be within the same broad goal. A lead has been identified for each work-group; their role is to solicit participation and organize meetings as necessary.
2) Following each action item, responsibility for that item is assigned. When the name of an individual is identified they are the lead for that committee or project. It is not intended that they are solely responsible for the decision-making or outcome related to the identified action item.
3) It is recognized that this plan should guide the actions of VFES for the next three to five years. Timelines will be re-evaluated on an annual basis and adjusted as necessary.
Strategy Statements and Goals:

1. VFES will recognize that our mission can only be achieved through a concerted effort to provide services in a manner which focuses on operational effectiveness.

   Goal: Provide safe staffing model for employees and citizens

   Action: Review previous staffing and deployment assessments
   Timeframe: 2016, 1st Quarter
   Responsibility: Operational Effectiveness Committee (Bridges)

   Action: Conduct staffing assessment
   Timeframe: 2016, 1st Quarter
   Responsibility: Operational Effectiveness Committee

   Action: Develop long-term plan for implementation of new staffing plan
   Timeframe: 2016, 2nd Quarter
   Responsibility: Operational Effectiveness Committee

   Action: Develop organizational priority list
   Timeframe: 2016, 2nd Quarter
   Responsibility: Operational Effectiveness Committee

   Action: Review staffing plan
   Timeframe: 2017, 2nd Quarter and 2018 2nd Quarter
   Responsibility: Operational Effectiveness Committee
Goal: Provide service and resources consistent with community needs

Action: Conduct community survey of expectations of fire department
Timeframe: 2017, 3rd Quarter
Responsibility: Operational Effectiveness Committee

Action: Conduct risk assessment
Timeframe: 2017, 4th Quarter
Responsibility: Operational Effectiveness Committee-Prevention

Action: Conduct standards of cover analysis
Timeframe: 2017, 4th Quarter
Responsibility: Operational Effectiveness Committee, outside consultant

Goal: Focus on professional and workforce development

Strategy: Recruit high quality candidates who desire to stay at VFES
Action: Develop or document a standardized and consistent recruitment process
Timeframe: 2016, 1st Quarter
Responsibility: Workforce Committee (Olson, Talbot, Knudsen)

Strategy: Improve employee retention
Action: Conduct survey of current employees regarding motivation to stay/leave VFES.
Timeframe: 1st quarter annually
Responsibility: Workforce Committee

Action: Conduct survey of previous employees regarding reasons for leaving
Timeframe: 2016, 1st Quarter
Responsibility: Workforce Committee
Action: Conduct internal exit interviews  
Timeframe: Ongoing- establish process  
Responsibility: Workforce Committee

Strategy: Develop a robust and effective succession plan

Action: Conduct a review of taskbooks  
Timeframe: 3rd Quarter Annually  
Responsibility: Training Division

Action: Develop a mentoring program for employees of all ranks  
Timeframe: 2017, 3rd Quarter  
Responsibility: Workforce Committee (Petterson)

Action: Implement “professional development plans” (PDP) for all employees  
Timeframe: 2nd Quarter Annually  
Responsibility: Training Division

Action: Establish expectations regarding acting out of class, incorporate in job description  
Timeframe: 2016, 1st Quarter  
Responsibility: Fire Chief, Talbot

Strategy: Develop realistic model for the Resident Program

Action: Conduct analysis of resident program that evaluates short and long term strategies for recruitment as well as entry level training requirements and in-service training.  
Timeframe: 2016, 1st Quarter and re-evaluate as needed  
Responsibility: Resident Program Committee (Olson, Eaton, Elliot)

Action: Evaluate long-term viability of resident program including alternate staffing solutions.  
Timeframe: 2016, 1st Quarter  
Responsibility: Resident Committee, Training Division

Goal: Evaluate current professional standards

Action: Review qualification matrix on annual basis  
Timeframe: 1st Quarter Annually  
Responsibility: Officers’ Group
Vail Fire and Emergency Services - Strategic Plan

Action: Review training plan, develop annual training plan based upon employee input, required training and professional development plans
Timeframe: 3rd Quarter Annually
Responsibility: Training, Jones

II. VFES will recognize that our ability to fulfill our mission is enhanced by maintaining a positive work environment in which all employees are valued and aligned with our purpose, vision and values.

Goal: Develop strategies to preserve appropriate traditions

Action: Identify important/appropriate traditions
Timeframe: 2016, 2nd Quarter
Responsibility: Tradition and History Committee (Burtar, Eaton)

Action: Research and preserve history of VFES
Timeframe: 2016, 2nd Quarter
Responsibility: Tradition and History Committee

Action: Continue signature events such as Wounded Warriors Dinner, MDA weekend, and golf tournament.
Timeframe: Ongoing
Responsibility: Burtar and Eaton, Savona, Pettersen, and Eich

Goal: Foster a family environment

Action: Hold at least two family events per year.
Timeframe: Ongoing
Responsibility: Burtar and Eaton

Goal: Instill new vision/values/purpose into VFES culture

Action: Post purpose/vision and values in each VFES station
Timeframe: 2016, 1st Quarter
Responsibility: Jones
Action: Create VFES challenge coin  
    Timeframe: 2016, 1st Quarter  
    Responsibility: Jones

Action: Include purpose, values and vision as part of new employee orientation  
    Timeframe: 2016, 1st Quarter  
    Responsibility: Jones

Action: Develop “the Vail Way” document  
    Timeframe: 2016, 1st Quarter  
    Responsibility: Fire Chief, Talbot

III. VFES will develop strategies to maintain and strengthen relationships with cooperators and other stakeholders.

Goal: Build community relationships

Action: Increase our presence at community events  
    Timeframe: Ongoing  
    Responsibility: VFES leadership

Action: Reinforce culture of active engagement of community members at community events  
    Timeframe: Ongoing  
    Responsibility: VFES leadership

Action: Post Town Council Members pictures in each station  
    Timeframe: 1st Quarter Annually  
    Responsibility: KD

Action: Host at least one community event in a fire station each year.  
    Timeframe: Fall, 1st week of October  
    Responsibility: Fire Chief, Prevention and Eaton
Goal: Build cooperator relationships

Action: Expand cooperative training exercises
  Timeframe: Ongoing
  Responsibility: Training Division/Wildfire Mitigation

Action: Invite cooperator agencies to a fire station for a meal at least twice per year
  Timeframe: 1st Quarter Annually
  Responsibility: Captains

Action: Invite appropriate cooperators to officers meetings periodically (i.e. CDOT Supervisor, EC Emergency Manager)
  Timeframe: Ongoing
  Responsibility: Fire Chief

Action: Continue leadership role as Blue Card training center
  Timeframe: Ongoing
  Responsibility: Captains

Action: Make cooperators feel welcome in fire stations (i.e. PD)
  Timeframe: Ongoing
  Responsibility: Everyone

IV. VFES in cooperation with the Town of Vail, we will maintain state of the art fleet and facilities consistent with the delivery of services necessary to support the goals of the strategic plan and consistent with the purpose and vision of VFES.

Goal: Improve communication, tracking and accountability with fleet services

Action: Meet with fleet at least once per year to maintain relationships
  Timeframe: 4th Quarter Annually
  Responsibility: Equipment Committee (Davis)

Action: Research and implement software tracking program that will provide real time communication, tracking and accountability of maintenance issues
  Timeframe: 2016, 1st Quarter
  Responsibility: Equipment Committee
Action: Encourage/support engineers and fleet personnel to attend trade shows to maintain high level of awareness of issues regarding fire service equipment and development of new technologies.
Timeframe: 3rd-4th Quarter Annually
Responsibility: Equipment Committee, Engineers

Action: Conduct periodic assessment of buildings to evaluate condition and continued effectiveness of the physical plant and technology
Timeframe: 2nd Quarter Annually
Responsibility: Facilities, Captains

V. VFES will involve stakeholders in developing realistic budgets that provide for the financial resources necessary to support the goals of this plan.

Action: Provide education to members of VFES on the budget and the budgeting process
Timeframe: 2nd Quarter Annually
Responsibility: Fire Chief

Action: Develop realistic budgets which support the delivery of service in accordance with this plan without exceeding line item budgets
Timeframe: 2nd Quarter Annually
Responsibility: Fire Chief and Project Leads

Action: Develop replacement schedules for all equipment
Timeframe: 2nd Quarter Annually
Responsibility: Fire Chief and Project Leads

Action: Evaluate the need and implementation alternatives for an out of class pay methodology
Timeframe: 2nd Quarter Annually
Responsibility: Fire Chief and Captains

VI. VFES will make a coordinated and concerted effort to build our relationship with the community, maintain a conspicuous positive presence and deliver consistent safety messages using a broad spectrum of communication techniques.
Goal: Develop a comprehensive public education plan
   Action: Actively use the Town of Vail weekly ad for public education
   Timeframe: 2nd Quarter Annually
   Responsibility: Public Education Committee (Eaton, KD, Vaughan and Cada)

Action: Review the inventory of public education programs currently delivered and modify as necessary
   Timeframe: 2nd Quarter Annually
   Responsibility: Public Education

Action: Develop public education/media calendar for delivery of messages
   Timeframe: 2nd Quarter Annually
   Responsibility: Public Education Committee

Action: Develop hotel guest public education strategies
   Timeframe: 2nd Quarter Annually
   Responsibility: Public Education Committee

Action: Develop strategies to reach seasonal populations
   Timeframe: 2nd Quarter Annually
   Responsibility: Public Education Committee

Goal: Develop public relations strategy
   Action: Evaluate materials currently used and develop plan for future
   Timeframe: 2018, 1st Quarter
   Responsibility: Public Education Committee

VII. VFES will provide resources and programs necessary to ensure that our employees are “Ready to Respond”, recognizing that our most important resource is our employees.
Goal: Provide the resources to maintain a high level of fitness among all employees
   Action: Provide education and training that supports our mandate to be occupational athletes
   Timeframe: 4th Quarter Annually
   Responsibility: Peer Fitness Group (Davis, JP, Savona)

Goal: Establish programs to provide for the health and safety of employees

   Action: Establish VFES Health and Safety Committee
   Timeframe: 1st Quarter 2016
   Responsibility: VFES Health and Safety Committee (Jones, Cada, Ocepek)

   Action: Identify strategies to emphasize safety culture
   Timeframe: 1st Quarter Annually
   Responsibility: VFES Health and Safety Committee

   Action: Evaluate stations and apparatus for ergonomics
   Timeframe: 2016, 3rd Quarter
   Responsibility: VFES Health and Safety Committee

   Action: Evaluate peer support program
   Timeframe: 2016, 1st Quarter
   Responsibility: VFES Health and Safety Committee
I. VFES recognizes that our mission can only be achieved through a concerted effort to provide services in a manner which focuses on operational effectiveness.

<table>
<thead>
<tr>
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| B. Provide service and resources consistent with community needs-regularly evaluate | |
|----------------------------------------------------------------------------------------------------------------|
| 1. Conduct community survey of expectations of fire department | x    |
| 2. Conduct risk assessment                                    |      |
| 3. Conduct standards of cover analysis                        | x    |

| C. Focus on professional and workforce development | |
|-----------------------------------------------------|
| 1. Recruit high quality candidates who desire to stay at VFES | |
| i. Develop/document standardized/consistent recruitment process | x    |
| 2. Increase retention of employees                     | x    |
| i. Conduct survey of current employees regarding motivation to stay/leave VFES. | x    |
| ii. Conduct survey of previous employees regarding reasons for leaving | x    |
| iii. Conduct internal exit interviews | Ongoing- establish process |

| D. Develop a robust and effective succession plan | |
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| 1. Conduct a review of taskbooks                  | x    |
| 2. Develop a mentoring program for employees of all ranks | x    |
| 3. Implement program of “professional development plans” for all employees | x    |
| 4. Establish expectations regarding acting out of class, incorporate in job description | x    |
## E. Resident program

1. Conduct analysis of resident program that evaluates short and long term strategies for recruitment as well as entry level training requirements and in-service training.  
   
2. Evaluate long-term viability of resident program including alternate staffing solutions.

## F. Professional standards

1. Review qualification matrix on annual basis
2. Review training plan, develop annual training plan based upon employee input, required training and profession development plans

## II. VFES will recognize that our ability to fulfill our mission is enhanced by maintaining a positive work environment in which all employees are valued and aligned with our purpose, vision and values.

### A. Develop strategies to preserve appropriate traditions

1. Identify important/appropriate traditions
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### B. Foster a family environment

1. Hold at least two family events per year.

### C. Instill new vision/values/purpose into VFES culture

1. Post purpose/vision and values in each VFES station
2. Create VFES challenge coin
3. Include purpose, values and vision as part of new employee orientation
4. Develop “the Vail Way” brochure

## III. VFES will develop strategies to maintain and strengthen relationships with cooperators and other stakeholders.

### A. Community

1. Increase our presence at community events
2. Reinforce culture of active engagement of community members at community events
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VI. VFES will make a coordinated and concerted effort to build our relationship with the community, maintain a conspicuous positive presence and deliver consistent safety messages using a broad spectrum of communication techniques.

A. Develop a comprehensive public education plan
   1. Actively use the Town of Vail weekly ad for public education
   2. Document the inventory of public education programs currently delivered
   3. Develop public education/media calendar for delivery of messages
   4. Develop hotel guest public education strategies
   5. Develop strategies to reach seasonal populations
      a. Public relations strategy-advertising and marketing
   6. Evaluate materials currently used and develop plan for future

VII. VFES will provide resources and programs necessary to ensure that our employees are “Ready to Respond”, recognizing that our most important resources is comprised of our employees.

A. Fitness
   1. Recognize that all members of VFES are occupational athletes
   2. Provide education and training that supports this

B. Health and safety
   1. Establish VFES Health and Safety Committee
   2. Identify strategies to emphasize safety culture
   3. Evaluate stations and apparatus for ergonomics
   4. Evaluate peer support program