

# Vail Fire and Emergency Services Strategic Plan 2015



# Vail Fire and Emergency Services - Strategic Plan

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## 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

# Vail Fire and Emergency Services - Strategic Plan

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## 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.

# Vail Fire and Emergency Services - Strategic Plan

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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.



# Vail Fire and Emergency Services - Strategic Plan

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## Strategy Statements and Goals:

- I. 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, 1<sup>st</sup> Quarter

Responsibility: Operational Effectiveness  
Committee (Bridges)

Action: Conduct staffing assessment

Timeframe: 2016, 1<sup>st</sup> Quarter

Responsibility: Operational Effectiveness  
Committee

Action: Develop long-term plan for implementation of new  
staffing plan

Timeframe: 2016, 2<sup>nd</sup> Quarter

Responsibility: Operational Effectiveness  
Committee

Action: Develop organizational priority list

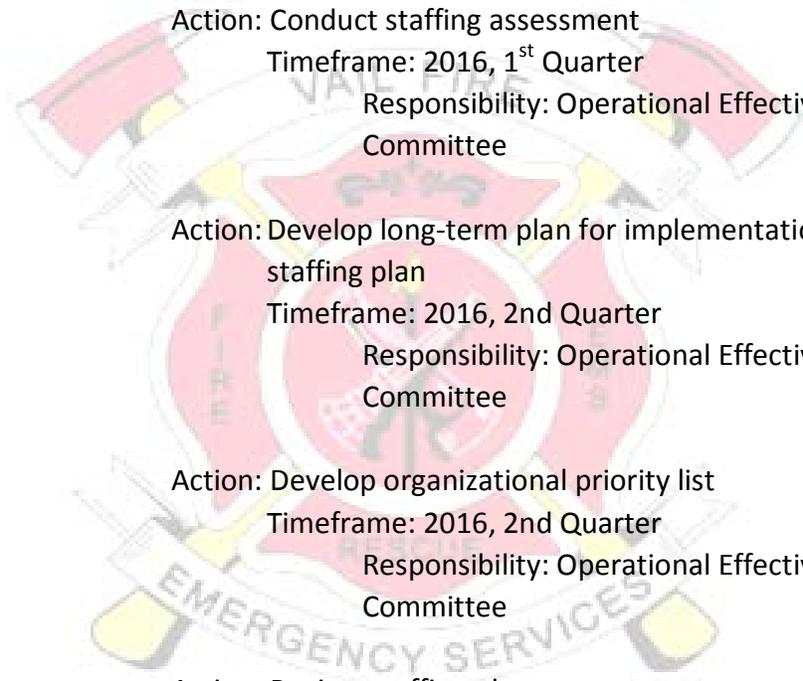
Timeframe: 2016, 2<sup>nd</sup> Quarter

Responsibility: Operational Effectiveness  
Committee

Action: Review staffing plan

Timeframe: 2017, 2<sup>nd</sup> Quarter and 2018 2<sup>nd</sup> Quarter

Responsibility: Operational Effectiveness  
Committee



# Vail Fire and Emergency Services - Strategic Plan

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Goal: Provide service and resources consistent with community needs

Action: Conduct community survey of expectations of fire department

Timeframe: 2017, 3<sup>rd</sup> Quarter

Responsibility: Operational Effectiveness Committee

Action: Conduct risk assessment

Timeframe: 2017, 4<sup>th</sup> Quarter

Responsibility: Operational Effectiveness Committee-Prevention

Action: Conduct standards of cover analysis

Timeframe: 2017, 4<sup>th</sup> 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, 1<sup>st</sup> Quarter

Responsibility: Workforce Committee (Olson, Talbot, Knudsen)

Strategy: Improve employee retention

Action: Conduct survey of current employees regarding motivation to stay/leave VFES.

Timeframe: 1<sup>st</sup> quarter annually

Responsibility: Workforce Committee

Action: Conduct survey of previous employees regarding reasons for leaving

Timeframe: 2016, 1<sup>st</sup> Quarter

Responsibility: Workforce Committee

# Vail Fire and Emergency Services - Strategic Plan

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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: 3<sup>rd</sup> Quarter Annually  
Responsibility: Training Division

Action: Develop a mentoring program for employees of all ranks  
Timeframe: 2017, 3<sup>rd</sup> Quarter  
Responsibility: Workforce Committee (Pettersen)

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

Action: Establish expectations regarding acting out of class, incorporate in job description  
Timeframe: 2016, 1<sup>st</sup> 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, 1<sup>st</sup> 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, 1<sup>st</sup> Quarter  
Responsibility: Resident Committee, Training Division

Goal: Evaluate current professional standards

Action: Review qualification matrix on annual basis  
Timeframe: 1<sup>st</sup> Quarter Annually  
Responsibility: Officers’ Group

## Vail Fire and Emergency Services - Strategic Plan

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Action: Review training plan, develop annual training plan based upon employee input, required training and professional development plans

Timeframe: 3<sup>rd</sup> 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, 2<sup>nd</sup> Quarter

Responsibility: Tradition and History Committee  
(Burtar, Eaton)

Action: Research and preserve history of VFES

Timeframe: 2016, 2<sup>nd</sup> 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, 1<sup>st</sup> Quarter

Responsibility: Jones

# Vail Fire and Emergency Services - Strategic Plan

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Action: Create VFES challenge coin  
Timeframe: 2016, 1<sup>st</sup> Quarter  
Responsibility: Jones

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

Action: Develop “the Vail Way” document  
Timeframe: 2016, 1<sup>st</sup> 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: 1<sup>st</sup> Quarter Annually  
Responsibility: KD

Action: Host at least one community event in a fire station each year.

Timeframe: Fall, 1<sup>st</sup> week of October  
Responsibility: Fire Chief, Prevention and Eaton

# Vail Fire and Emergency Services - Strategic Plan

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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: 1<sup>st</sup> 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: 4<sup>th</sup> 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, 1<sup>st</sup> Quarter

Responsibility: Equipment Committee

## Vail Fire and Emergency Services - Strategic Plan

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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: 3<sup>rd</sup>-4<sup>th</sup> 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: 2<sup>nd</sup> 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: 2<sup>nd</sup> 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: 2<sup>nd</sup> Quarter Annually

Responsibility: Fire Chief and Project Leads

Action: Develop replacement schedules for all equipment

Timeframe: 2<sup>nd</sup> Quarter Annually

Responsibility: Fire Chief and Project Leads

Action: Evaluate the need and implementation alternatives for an out of class pay methodology

Timeframe: 2<sup>nd</sup> 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.

## Vail Fire and Emergency Services - Strategic Plan

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Goal: Develop a comprehensive public education plan

Action: Actively use the Town of Vail weekly ad for public education

Timeframe: 2<sup>nd</sup> 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: 2<sup>nd</sup> Quarter Annually

Responsibility: Public Education

Action: Develop public education/media calendar for delivery of messages

Timeframe: 2<sup>nd</sup> Quarter Annually

Responsibility: Public Education Committee

Action: Develop hotel guest public education strategies

Timeframe: 2<sup>nd</sup> Quarter Annually

Responsibility: Public Education Committee

Action: Develop strategies to reach seasonal populations

Timeframe: 2<sup>nd</sup> Quarter Annually

Responsibility: Public Education Committee

Goal: Develop public relations strategy

Action: Evaluate materials currently used and develop plan for future

Timeframe: 2018, 1<sup>st</sup> 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.

## Vail Fire and Emergency Services - Strategic Plan

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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: 4<sup>th</sup> 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: 1<sup>st</sup> Quarter 2016

Responsibility: VFES health and Safety Committee (Jones, Cada, Ocepek)

Action: Identify strategies to emphasize safety culture

Timeframe: 1<sup>st</sup> Quarter Annually

Responsibility: VFES health and Safety Committee

Action: Evaluate stations and apparatus for ergonomics

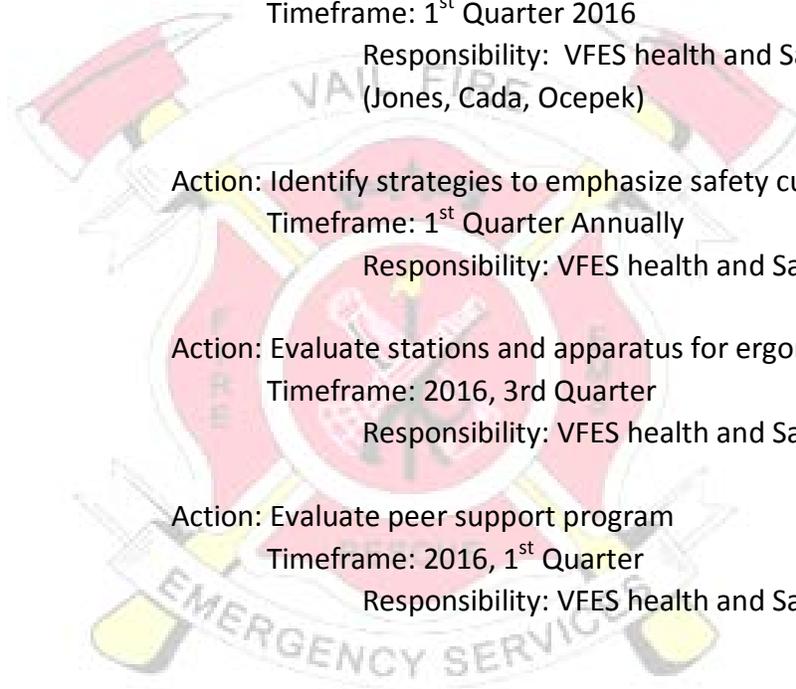
Timeframe: 2016, 3rd Quarter

Responsibility: VFES health and Safety Committee

Action: Evaluate peer support program

Timeframe: 2016, 1<sup>st</sup> Quarter

Responsibility: VFES health and Safety Committee





	2016				2017				2018			
	1	2	3	4	1	2	3	4	1	2	3	4
<b>E. Resident program</b>												
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.	x											
2. Evaluate long-term viability of resident program including alternate staffing solutions.		x										
<b>F. Professional standards</b>												
1. Review qualification matrix on annual basis			x				x				x	
2. Review training plan, develop annual training plan based upon employee input, required training and profession development plans				x			x					x
<b>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.</b>												
<b>A. Develop strategies to preserve appropriate traditions</b>												
1. Identify important/appropriate traditions		x										
2. Research and preserve history of VFES		x										
3. Continue signature events such as Wounded Warriors Dinner, MDA, and golf tournament.	Ongoing											
<b>B. Foster a family environment</b>												
1. Hold at least two family events per year.	Ongoing											
<b>C. Instill new vision/values/purpose into VFES culture</b>												
1. Post purpose/vision and values in each VFES station	x											
2. Create VFES challenge coin	x											
3. Include purpose, values and vision as part of new employee orientation	x											
4. Develop "the Vail Way" brochure	x											
<b>III. VFES will develop strategies to maintain and strengthen relationships with cooperators and other stakeholders.</b>												
<b>A. Community</b>												
1. Increase our presence at community events	Ongoing											
2. Reinforce culture of active engagement of community members at community events	Ongoing											

	2016				2017				2018			
	1	2	3	4	1	2	3	4	1	2	3	4
3. Post Town Council Members pictures in each station	x				x				x			
4. Host at least one community event in a fire station each year.			x				x				x	
<b>B. Cooperators</b>												
1. Expand cooperative training exercises	Ongoing											
2. Invite cooperator agencies to fire station for a meal at least twice per year	x				x				x			
3. Invite appropriate cooperators to officers meetings periodically (i.e. CDOT Supervisor, EC Emergency Manager)	Ongoing											
4. Continue leadership role as Blue Card training center	Ongoing											
5. Make cooperators feel welcome in fire stations (i.e. PD)	Ongoing											
<b>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.</b>												
<b>A. Improve communication, tracking and accountability with fleet services</b>												
1. Have a meeting with fleet at least once per year to maintain relationships				x				x				x
2. Research and implement software tracking program that will provide real time communication, tracking and accountability of maintenance issues	x											
<b>B. 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.</b>												
1. Conduct periodic assessment of building to evaluate condition and continued effectiveness of the physical plant and technology			x				x				x	
<b>V. Budget-VFES will involve stakeholders in developing realistic budgets that provide for the financial resources necessary to support the goals of this plan.</b>												
1. Provide education to members of VFES on the budget and the budgeting process		x				x				x		
2. Develop realistic budgets which support the delivery of service in accordance with this plan without exceeding line item budgets		x				x				x		
3. Develop replacement schedules for all equipment		x				x				x		
4. Evaluate the need and implementation alternatives for an out of class pay methodology		x				x				x		

	2016				2017				2018			
	1	2	3	4	1	2	3	4	1	2	3	4
<b>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.</b>												
<b>A. Develop a comprehensive public education plan</b>												
1. Actively use the Town of Vail weekly ad for public education		x				x				x		
2. Document the inventory of public education programs currently delivered		x				x				x		
3. Develop public education/media calendar for delivery of messages		x				x				x		
4. Develop hotel guest public education strategies		x				x				x		
5. Develop strategies to reach seasonal populations		x				x				x		
a. Public relations strategy-advertising and marketing		x				x				x		
6. Evaluate materials currently used and develop plan for future		x				x				x		
<b>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.</b>												
<b>A. Fitness</b>												
1. Recognize that all members of VFES are occupational athletes	Ongoing											
2. Provide education and training that supports this				x				x				x
<b>B. Health and safety</b>												
1. Establish VFES Health and Safety Committee	x				x				x			
2. Identify strategies to emphasize safety culture	x				x				x			
3. Evaluate stations and apparatus for ergonomics			x				x				x	
4. Evaluate peer support program	x											

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