



Vail Fire and Emergency Services Strategic Plan 2021



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Purpose

Prevent loss, serve others, protect, and enhance the quality of 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

The 2021 strategic plan is the result of the individual and collective contributions of the members of Vail Fire and Emergency Services (VFES). All members of VFES were invited and encouraged to participate in the strategic plan. There was also participation from the Town Manager’s Office and the Human Resources Department. This collaboration has resulted in a strategic plan that will ensure that VFES continues meet the needs of the community today and well into the future while placing a high emphasis on the development and support of our employees.

The planning process began with an analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT) relevant to VFES. The results of the SWOT analysis were categorized based upon their relationship to the following focus areas:

- Operational Effectiveness
- Community Risk Reduction
- Human Resources
- Technology/Data

Subcommittees were established for each of these focus areas. The result was the identification of initiatives, goals, objectives and action items. Each objective has a statement defining the desired end-state.

This planning effort was informed by a number of other plans, documents, and studies, both internal and external:

- The Vail Town Council Action Plan
- The 2020 Community Risk Assessment and Standards of Cover (SOC) was a comprehensive analysis of community risk and how VFES resources are matched that risk. This analysis was conducted in 2019. The results of this analysis were presented to Town Council in February of 2020, resulting in a Resolution adopting specific performance benchmarks for VFES. The SOC also made recommendations related to staffing, resource deployment, service delivery, and emergency medical services.
- The 2020 Vail Community Wildfire Protection Plan was the result of a two year planning process involving a wide range of stakeholders. The Vail Town Council adopted this plan by Resolution in April of 2020. This plan establishes 5 goals, supported by 11 strategies, and 36 actions which will make Vail more resilient to the growing threat of wildfire.

- The “21st Century Fire and Emergency Services” white paper by the Center for Public Safety Excellence and the International City/County Management Association provided valuable insight as to trends impacting the fire service as well as challenges the fire service face in the future. The eight critical issues identified in this white paper have been woven into the initiatives and goals of this strategic plan.
- 2021 Insurance Services Office (ISO) – Public Protection Class rating. During 2020 ISO conducted a quinquennial review. This analysis resulted in a continuation of the PPC Class 2 rating that was achieved in 2015. In addition to provide a PPC Class rating, this analysis provides a framework for future improvement in service delivery.

While the visioning that is foundational to strategic planning can be both challenging and exhilarating, the real work begins when the formal plan is adopted. It is the responsibility of all members of VFES to periodically review the plan, and work towards achieving our collective goals and objectives. Only through these efforts does a strategic plan become more than a static document, but rather a tool to achieve our collective vision for VFES, our employees, and the citizens of Vail.

Implementation:

Whenever possible action items have specific timeframes for implementation and responsibility for implementation assigned. While it is the intent to follow these timelines, it is recognized that there will be external factors as well as new opportunities that may dictate variation from these timelines. To ensure that we are collectively working towards implementing this plan, the strategic planning group will meet twice per year to review our progress and identify the resources necessary to continue implementation of the strategic plan.

Operational Effectiveness

Initiative: VFES will deliver services consistent with the needs of the community as identified in the Community Risk Assessment. These services will be delivered in accordance with the emergency response objectives established by the Vail Town Council.

Goal OE 1: Meet established emergency response objectives identified in the 2019 SOC.

Objective OE 1.1: Establish daily staffing at a level that allows attainment of effective response force component of emergency response objectives.

End State: Fire and Haz Mat benchmarks for effective response force are met at the 80th percentile.

Objective OE 1.2: Achieve fire suppression, EMS/Rescue and Hazardous Materials response time objectives at the 80th percentile compliance level as identified in the 2019 SOC.

End State: Response time objectives achieved at 80th percentile or better

Goal OE 2: Maintain state of the art fleet, facilities, and personal protective equipment (PPE) to support operational effectiveness.

Objective OE 2.1: Apparatus are maintained in a ready state with minimal delay in scheduling and repair. Apparatus will meet the needs of the community for all-hazards response.

End State: VFES apparatus support the basic and specialized services provided to the community. Apparatus repair down-time is minimized.

Objective 2.2: Identify ability to support response effectiveness in existing facilities.

End State: VFES stations will be designed and located consistent with community risk resulting in a high-level response readiness. Facility location and design will be driven by community and operational needs.

Initiative: VFES will provide an exceptional level of service to the community with a highly trained, competent, and well-equipped workforce.

Goal OE 3: Staff an administrative Chief position that supports line staff with training, operations, and logistics.

Objective OE 3.1. Increase operational effectiveness through a dedicated focus on training, operations, and logistics.

End State: Service levels will be improved through focused training, operational capacity, and increased ability managed by a dedicated Administrative Chief Officer.

Objective OE 3.2: Improve overall operational effectiveness through collaboration and/or consolidation of services.

End State: Effective and efficient service is maximized by eliminating redundancies and increasing synergies.

Objective OE 3.3: Improve operational effectiveness by improving EMS service capabilities.

End State: Increased access to and communication with the medical director, resulting in improved training, enhanced skills, and scope of practice.

Objective OE 3.4: Improve operational effectiveness through continued efforts to build VFES wildland program and increase opportunities to gain first-hand experience locally, regionally, and nationally.

End State: VFES is recognized as a leader in wildland abilities. VFES Members possess NWCG qualifications commensurate with their rank. VFES personnel have increased opportunity to gain experience and achieve qualifications through partnerships.

Objective OE 3.5: Develop skill, qualification, and succession planning within the Wildland Division through progressive job training and increased retention.

End State: The Wildland Division will have a more even distribution of skills and qualifications from level to level (Program manager through Wildland Firefighter)

Objective OE 3.6: Improve training and competency for call types requiring specialized training and equipment (e.g. technical rescue, haz-mat).

End State: Increased operational effectiveness through first-hand experience obtained through specialized teams and training within EC.

Objective OE 3.7: Out of district response (West Vail) is normalized.

End State: All portions of West Vail participate in financial support of services provided by VFES

Initiative: Focus on relationships with response partners and community.

Goal OE 4: Identify and prioritize critical relationships internally and externally that are critical to our mission.

Objective OE4.1: Increase community reputation and trust through community risk reduction.

End State: VFES will create a platform to connect with the community, increasing opportunities to engage with our community.

Objective OE 4.2: Continue to build relationships with EC response partners.

End State: By improving working relationships within Eagle County, VFES will increase overall opportunities to improve reputation, effectiveness, and increase opportunities.

Objective OE 4.3: Develop and maintain strong internal relationships (TOV).

End State: TOV engagement and collaboration results in increased collaboration and stronger relationships.

Community Risk Reduction

Initiative-Vail Fire will employ a comprehensive Community Risk Reduction program which prioritizes community risk assessment and subsequent risk reduction efforts.

Goal CRR 1-Risk of loss, both human and property, are minimized through proactive programs that reduce risk through education, enforcement, engineering, emergency response, and economic incentive (CRR).

Objective CR 1.1: All commercial and multifamily occupancies receive a life safety/fire inspection based upon a pre-defined timeline.

End State: Life safety/fire inspections conducted based upon timeline

Objective CR 1.2: Life/fire safety is enhanced through education

End State: All citizens and visitors receive seasonally appropriate educational materials that result in actions which reduce risk

Objective CR 1.3: Community Risk is reduced through effective mitigation of incidents that occur (see also Operations objectives)

End State: The ability of emergency responders is enhanced by information provided prior to arrival at the emergency scene and access is rapidly established to occupancies during emergencies, resulting in reduced loss

Objective CR 1.4: Community Risk is reduced through engineering and enforcement.

End state: Adopted codes reflect industry and safety best practices to maximize risk reduction. All fire incidents are investigated to determine cause and origin as well as to inform community risk assessment

Objective CR 1.5: Economic incentives for risk reduction strategies are maximized

End State: Financial reward for adoption of latest ICC codes is maximized

Objective CR 1.6: Fire Prevention/CRR Division is staffed in a manner that supports overall CRR initiative/goals/action items.

End State: Fire prevention/CRR division is able to reduce risk and is appropriately resourced

Goal CRR 2- Wildfire risk will be reduced, and community resiliency increased through a concerted effort to employ the tenets of the Comprehensive National Cohesive Wildland Fire Management Strategy: Resilient Landscapes, Fire Adapted Communities and Safe/Effective Wildland Fire Response. Safety of the community and preservation of property is prioritized above resource objectives.

Objective CRR 2.1: Adopt codes that reduce structural ignitability from wildland fire at a community level.

End State: All buildings in Vail will be constructed with materials and methods that resist ignition from wildland fire and landscaping is installed and maintained to resist ignition or when ignited reduced the spread of fire.

Objective CRR 2.2: Develop an understanding within the community of the risk of wildfire within our community and take appropriate action to reduce risk and increase preparedness.

End state: Community members recognize the role of wildfire in the ecosystem and understand that wildland fire will directly impact the community.

Community members take appropriate action to prepare for evacuation, create ignition resistant buildings and actively engage with neighbors to reduce risk at a community level.

Objective CRR 2.3: Aggressively implement the 2020 Vail Community Wildfire Protection Plan

End State: Goals and objectives identified in the plan are implemented across boundaries and with the support of the community.

Objective CRR 2.4: Evaluate and if feasible, deploy technologies which could provide early rapid warning of a wildfire ignition within the Town of Vail and in surrounding areas.

End State: Wildfire ignitions that could threaten the Town are rapidly identified as well as geolocated so that rapid suppression can occur.

Objective CRR 2.5: Effectively deliver property specific wildfire risk information to all properties throughout the community using a rapid risk assessment model (curbside evaluations).

End State: All property owners in Vail are aware of their property specific wildfire hazards and are taking action to reduce the specific risks.

Goal: Develop a systems approach to Community Risk Reduction and service delivery.

End State: VFES is characterized by a focus on CRR which is accompanied by a focus on continuous improvement.

Human Resources

Initiative: To better serve our community and promote a healthy work environment, VFES will continue to build a work culture that encourages growth, development, and diversity.

Goal HR 1: Engage in training with cooperators to enhance service levels and strengthen interagency response effectiveness.

Objective HR 1.1: Build and develop positive relationships with cooperating agencies.

End State: Vail Fire is known for its competence in all emergency disciplines and leadership in developing these skills throughout the area.

Objective HR 1.2: Maintain and build upon the positive reputation of Vail Fire

End State: Continue to be seen as a community leader

Objective HR 1.3: Continue to provide world class customer service.

End State: Achieve 90th percentile or higher customer service rating in community survey.

Goal HR 2: Develop a culture that includes a bottom-up approach, through which employees are engaged and encouraged to provide input that informs decision-making.

Objective HR 2.1: Create and maintain a collaborative relationship with the new generation of members.

End State: Develop a work environment where everyone feels personally valued. "Building employees that other employers want, while building a culture that employees do not want to leave".

Goal HR 3: Build upon existing department pride

Objective HR 3.1: Enhance the culture of Vail Fire by building upon our history.

End state: VFES has a culture that honors our past.

Goal HR 4: Enhance service by engaging the diversity of the community.

Objective HR 4.1: Support educational needs of members seeking to increase language skills.

End state: Members of Vail Fire have sufficient language skills and technology to communicate with all customers.

Goal HR 5: Increasing dedication and ownership to the job

Objective HR5.1: Increase ownership and trust among membership to create a better working environment and culture.

End state: A culture that fosters loyalty by extending trust and respect to every member.

Initiative: Recruitment and Retention. VFES will continue support all members and value internal culture and diversity.

Goal HR 6.1: Increase and diversify recruitment

Objective HR 6.1: Prioritize community members for recruitment, while creating an organization that reflects our community's diversity.

End State: A strong partnership with local schools and other community partners is established which creates interest in the fire service.

Objective HR 6.2: Implement comprehensive recruiting plan which results in a pool of candidates with diverse demographics and experiences.

End State: The recruitment process results in a large pool of candidates that includes candidates from diverse cultures.

Objective HR 6.3: Develop a Firefighter exchange program

End State: A Firefighter exchange program is developed that serves as a recruitment tool and enhances the training of those who participate.

Goal HR 7: Improve employee retention

Objective HR7.1: Increase the number of Vail Fire members that remain at VFES for their entire career.

End State: Vail Fire will be characterized by high retention of employees.

Initiative: Provide VFES members with a competitive pay and benefit package.

Goal HR 8: Provide compensation commensurate with the local cost of living.

Objective HR 8.1: Maintain a pay structure that is competitive at all levels with departments that we commonly lose members to (PFA, DFD, ERFPD, SMFR).

End State: Pay plan allows members of VFES to reside in Eagle County.

Goal HR 9: Prioritize investments in Human Capital

End State: As a service organization, the importance of people is prioritized over projects and fixed assets.

Goal HR 10: Retirement healthcare

Objective HR 10.1: VFES personnel collaborate with HR to identify retirement healthcare options.

End State: Provide a Healthcare retirement benefit for VFES retirees from retirement until age 65.

Goal HR 11: Provide employee housing opportunities for all VFES members

Objective HR 11.1: Provide opportunities to own a home within Eagle County that accommodates the familial needs of VFES members.

End State: To encourage and enable members to live near the TOV allowing the dept and the employee to benefit by being able to respond quickly and be personally invested in the community.

Initiative HR: Professional Development. Provide excellent service to the community by continually providing training and educational opportunities that build the knowledge, skills, and abilities of our employees.

Goal HR 12: Continue offering a wide variety of training and education opportunities.

Objective HR 12.1: Create opportunity to attend educational and training opportunities at the local, state, and national level.

End State: A well- educated and trained workforce that is fully qualified for promotional positions.

Objective HR 12.2: Provide opportunity for advancement and growth in technical rescue disciplines.

End State: An annual tech rescue training schedule is established.

Goal HR 13: Increase staffing to optimize productivity and safety.

Objective HR 13.1: Effectiveness and safety is increased through staffing levels.

End State: Customer service, effectiveness and safety is increased. Full staffing of four persons per company is achieved.

Goal HR 14: Succession planning and Leadership Development

Objective HR 14.1: Provide Leadership and direction for Succession Planning

End State: VFES has sufficient bench strength to promote from within the organization.

Goal HR 15: Joint County hiring process/academy

Objective 15.1: Create opportunity to enhance collaboration and standardize training throughout the county.

End State: Recruitment and initial training is standardized in Eagle County through the adoption of combined recruitment and training.

Technology/Data

Vail Fire will be recognized in our community and region for consistent, rapid response using state of the art equipment and tactics. This state-of-the-art equipment and tactics are best supported by a strong foundation utilizing industry leading technology. VFES will strive to use technologies and systems that improve responder safety, increase efficiency, and help to deliver a world class level of service.

Goal IT 1: Evaluate and utilize technology and systems that will improve safety, increase efficiency, and help to deliver a higher level of service.

Objective IT 1.1: Inventory current technology: what we have, what we use it for, capabilities, duplication, limitations, when to phase out technology (lifespan)

End State: Inventory complete

Objective IT 1.2: Develop a system to evaluate new and emerging technology- Evaluation criteria may include: utility for VFES, duplication of existing system or technology, need to adopt new tech, compatibility with existing tech, integration with partners, ongoing maintenance, and replacement costs.

End State: Department has a consistent system of evaluation the use of new technology.

Goal IT 2: Keep pace with technology that is being utilized by the community we serve. New technologies being adopted by our community can change the response environment, potentially increasing responder hazards or decreasing the effectiveness of traditional tactics.

Objective IT 2.1: Awareness of new and emerging technologies being utilized in the community (transportation, building materials and techniques, haz-mat, private sector data collection, second order effects of regulatory requirements)

End State: New trends are quickly identified and evaluated for action

Goal IT 3: Use data and system analysis to evaluate departmental operations and use data driven decision making to implement change when necessary.

Objective IT 3.1: Collect high quality data to be utilized in future data analysis.

End State: Sufficient data is collected to analyze trends in response, training, staffing, fleet operations, community risk reduction, technology use and safety to support program reviews.

Objective IT 3.2: Use community needs and national standards to evaluate trends in comparison to contemporary standards.

End State: Comparative standards will be selected that represent community need and national standards.

Objective IT 3.3: Support change with data analysis.

End State: When change is recommended it is supported with data and historic trends

Objective IT 3.4: Dedicate staffing within the fire department to oversee technology and data

End State: The Fire Department has dedicated staff whose job duties include the oversight of technology utilization and data management throughout the department.

Operational Effectiveness Action Plan

Goal OE 1: Meet established emergency response objectives identified in the 2019 SOC.

Action Item	Responsibility	Timeframe
<i>Objective OE 1.1: Establish daily staffing at a level that allows attainment of effective response force component of emergency response objectives.</i>		
Determine minimum staffing level	Administration, Operations, Line Staff	1st quarter 2024
Develop budget to support required minimum staffing level, include in 2024 budget proposal	Administration, Operations, Line Staff	1st quarter 2024
<i>Objective OE 1.2: Achieve fire suppression, EMS/Rescue and Hazardous Materials response time objectives at the 80th percentile compliance level as identified in the 2019 SOC.</i>		
Conduct evaluation of current reflex and travel time compliance.	Operations, Administration, Line Personnel	1st quarter 2022
Identify external impediments to achieving benchmarks.	Operations, Administration, Line Personnel	1st quarter 2022
Identify aids to improving response time (station configuration, apparatus parking location, station alerting, etc.)	Operations, Administration, Line Personnel	2nd quarter 2022
Develop implementation budget/timeline	Operations, Administration, and Line Personnel	2nd quarter 2022

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Goal OE 2: Maintain state of the art fleet, facilities, and PPE to support operational effectiveness.

Action Item	Responsibility	Timeframe
<i>Objective OE 2.1: Apparatus are maintained in a ready state and supported by fleet with minimal delay in scheduling and repair. Apparatus will meet the needs of the community for all-hazards response.</i>		
Identify any services not currently provided by VFES. Continue to reduce unnecessary equipment on apparatus.	Logistics BC, Operations, line staff	2 nd quarter 2022
Work with fleet maintenance to identify improved processes for scheduling and reducing downtime.	Logistics BC, Operations, line staff	1 st quarter 2022
Collaborate with county partners to develop shared resources (e.g. dedicated rescue unit).	Logistics BC, Operations, line staff	1 st quarter 2023
<i>Objective OE 2.2: Identify ability to support response effectiveness in existing facilities.</i>		
Identify, budget, and contract a consultant to analyze stations layouts for response effectiveness.	Logistics BC, Administration	1 st quarter 2024
Engage in redevelopment planning of the municipal building to analyze the feasibility of relocating station 2 to the proposed new building as a joint emergency services center capable of housing a ladder truck.	Logistics BC, Administration	Align with Civic Area Plan timelines

VAIL FIRE AND EMERGENCY SERVICES -STRATEGIC PLAN-2021

VFES will continue collaborative efforts with other county fire agencies to implement fire station alerting systems	Logistics BC, Administration	1 st quarter 2022
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Goal OE 3: Staff an administrative Chief position that supports line staff with training, operations, and logistics.

Action Item	Responsibility	Timeframe
<i>Objective OE 3.1: Increase operational effectiveness through a dedicated focus on training, operations, and logistics.</i>		
Identify critical job factors, create desired job qualifications, and establish salary impact to budget.	Administration	1st quarter 2024
Develop staffing plan with HR.	Administration	2nd quarter 2024
<i>Objective OE 3.2: Improve overall operational effectiveness through collaboration and/or consolidation of services.</i>		
Work with response partners to analyze feasibility of functional consolidation.	Administration	1st quarter 2025
Increase joint training opportunities with partners. Host joint regional trainings.	Administration	1st quarter 2022
Conduct third party consolidation study (2019 SOC).	Administration	1st quarter 2025
<i>Objective OE 3.3: Improve operational effectiveness by improving EMS service capabilities.</i>		

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Explore with other fire agencies contracting with a medical director dedicated to fire agencies	Administration, Operations, EMS Manager	4th quarter 2021
Identify EMS skills within the scope of practice but not authorized by current medical director	Administration, Operations, EMS Manager	4th quarter 2021
Analyze cost/benefit of providing engine company-based paramedic level service	Administration, Operations, EMS Manager	3rd quarter 2021
Develop training plan to support enhanced scope of practice.	Administration, Operations, EMS Manager	1st quarter 2022
<i>Objective OE 3.4: Improve operational effectiveness through continued efforts to build VFES wildland program and increase opportunities to gain first-hand experience locally, regionally, and nationally.</i>		
Work with EC fire agencies to develop a program for sharing personnel in wildland deployments.	Wildland Coordinator, Training BC Chief	First quarter 2022
Increase minimum staffing levels as outlined in the 2019 SOC to support deployment opportunities and backfill	Wildland Coordinator, Training BC Chief	First quarter 2023
Increase internal and external training by hosting regional training at the NWCG 300 and 400 level instructed by qualified cadre. Align qualifications of all hazards staff with wildland qualification	Wildland Coordinator, Training BC Chief	First quarter 2022
Seek opportunities to engage department members in training utilizing live fire/prescribed fire.	Wildland Coordinator, Training BC Chief	First quarter 2022
<i>Objective OE 3.5: Develop skill, qualification, and succession planning within the Wildland Division through progressive job training and increased retention.</i>		

VAIL FIRE AND EMERGENCY SERVICES -STRATEGIC PLAN-2021

Conduct a wage and benefit comparison and position description study to ensure Wildland Division positions are competitive in the current job markets.	Wildland Coordinator, Fire Chief	First Quarter 2022
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Work with HR to seek funding and approval to convert lead positions from temporary seasonal positions to career full time or career seasonal positions.	Wildland Coordinator, Fire Chief	First Quarter 2022
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Develop career pathways to facilitate career progression. Particular attention should be focused on bridging gap between Wildland Program Manager and Crew Lead.	Wildland Coordinator, Fire Chief	First Quarter 2022
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Objective OE 3.6: Improve operational effectiveness for call types requiring specialized training and equipment (e.g. technical rescue, haz-mat).

Create collaborative specialized teams within EC which allow SME’s to gain experience and respond to incidents locally, regionally, and nationally.	Administration, Operations	3rd quarter 2022
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Develop joint resources and cost sharing platform to create shared specialized apparatus and equipment.	Administration, Operations	3rd quarter 2023
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Objective OE 3.7: Out of district response (West Vail) is normalized.

Work with Vail Town Council and Eagle County BOCC to develop solutions to current uncovered response areas.	Administration	1 st quarter 2023
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Goal OE 4: Identify and prioritize critical relationships internally and externally that are critical to our mission.

Action Item	Responsibility	Timeframe
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VAIL FIRE AND EMERGENCY SERVICES -STRATEGIC PLAN-2021

Objective OE4.1: Increase community reputation and trust through community risk reduction.

Explore opportunities to engage with the community through programs such as fuel reduction program, open houses, social media, etc.	Administration	4th Quarter 2021
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Identify key stakeholders within the community.	Administration	2nd Quarter 2022
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Analyze cost/benefit of pursuing Accreditation through the Center for Public Safety Excellence.	Administration	4th Quarter 2023
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Objective OE 4.2: Continue to build relationships with EC response partners.

Identify critical response partners and analyze opportunities to build relationships.	Administration, BC's	1 st quarter 2022
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Identify and participate in committees and other working groups within the county and regionally.	Administration, BC's	2nd quarter 2022
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Objective OE 4.3: Develop and maintain strong internal relationships (TOV).

Identify opportunities to collaborate within the TOV.	Administration	4th quarter 2021
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Identify relationships that have opportunity for improvement and work to enhance these relationships.	Administration	4th quarter 2021
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Community Risk Reduction Action Plan

Goal CRR 1: Risk of loss, both human and property, are minimized through proactive programs that reduce risk through education, enforcement, engineering, emergency response, and economic incentive (CRR).

Action Item	Responsibility	Timeframe
<i>Objective CRR 1.1: All commercial and multifamily occupancies receive a life safety/fire inspection based upon a pre-defined timeline.</i>		
Develop timeline based upon risk assessment/occupancy type	Fire Prevention	1st Quarter 2022
Inspection training is provided on a periodic basis to all fire department employees	Fire Prevention	2nd Quarter 2022
<i>Objective CRR 1.2: Life/fire safety is enhanced through education</i>		
Periodic education programs provided to contractors/designers regarding TOV code requirements	Fire Prevention	1st Quarter 2023
Educational materials delivered on an ongoing basis to occupants of transient occupancies, including STRs and hotels (R1).	Fire Prevention	2nd Quarter 2023
Educational materials delivered periodically to residential occupancies (R2/R3).	Fire Prevention	2nd Quarter 2023
Pre-K-12 education program is developed based upon national standards and community risk.	Fire Prevention	2nd Quarter 2022

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Public education delivery training is provided to all fire department members.	Fire Prevention	2nd Quarter 2023
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Advanced public education delivery training as well as training in public education program management is provided to all members of fire prevention staff as well as public education leads.	Fire Prevention	2nd Quarter 2024
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Objective CRR 1.3: Community Risk is reduced through effective mitigation of incidents that occur (see also Operations objectives)

Establish realistic goal for Community Connect enrollment.	Fire Prevention/Company Officers	1st Quarter 2023
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All occupancies in the Town have a pre-incident plan that is readily available to responders.	Fire Prevention/Company Officers	2nd Quarter 2023
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All available information for an occupancy is integrated into a single platform for access during emergency response.	Fire Prevention/Company Officers	1st Quarter 2024
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Objective CRR 1.4: Community Risk is reduced through engineering and enforcement.

Most recent ICC codes are adopted within a year of release	Fire Prevention/Building Department	1st Quarter 2022/ongoing
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Objective CRR 1.5: Economic incentives for risk reduction strategies are maximized

ISO score is maintained and improved to Class 1.	Administration	2026
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No ISO points are lost due to outdated code adoption.	Fire Prevention	2026
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Objective CRR 1.6: Fire Prevention/CRR Division is staffed in a manner that supports overall CRR initiative/goals/action items.

VAIL FIRE AND EMERGENCY SERVICES -STRATEGIC PLAN-2021

Conduct assessment of current work capacity as well as capacity necessary to continue current programs as well as those identified in VFES Strategic Plan.

Fire Prevention

3rd Quarter 2021

Goal CRR 2: Wildfire risk will be reduced, and community resiliency increased through a concerted effort to employ the tenets of the Comprehensive National Cohesive Wildland Fire Management Strategy: Resilient Landscapes, Fire Adapted Communities and Safe/Effective Wildland Fire Response. Safety of the community and preservation of property is prioritized above resource objectives.

Action Item	Responsibility	Timeframe
<i>Objective CRR 2.1: Adopt codes that -reduce structural ignitability from wildland fire at a community level.</i>		
Amend currently adopted WUI code to apply to more development projects within the community.		Include in 2021 code adoption cycle
Adopt code amendments that require all buildings in Vail to develop a 5 foot wide noncombustible zone immediately adjacent to the structure.		4th quarter 2021
<i>Objective CRR 2.2: Develop an understanding within the community of the risk of wildfire within our community and take appropriate action to reduce risk and increase preparedness.</i>		
Participate in at least 4 community events annually to provide educational information to community members.	Wildland Fire Division	Ongoing beginning 2nd Quarter 2021
Utilize department and town social media channels to provide educational information to the community. Social media is used to recognize positive work being completed in the community.	Wildland Fire Division	Ongoing beginning 2nd Quarter 2021

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Promote wildfire preparedness during the month of May.	Wildland Fire Division	Ongoing beginning 2nd Quarter 2021
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Objective CRR 2.3: Aggressively implement the 2020 Vail Community Wildfire Protection Plan

Develop a highly engaged working group which is focused on the implementation of the CWPP. Many of the working group members should come from the stakeholder group of the CWPP.	Wildland Fire Division	Convene initial group 4th quarter 2021
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Action Item: Develop budgets that support the implementation of landscape scale fuels reduction projects as identified in the CWPP. Prioritize use of fire department staff whenever practical.	Wildland Fire Division	2nd quarter annually
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Develop post-fire recovery capabilities, including post-fire damage assessment within VFES and the Town of Vail.	Wildland Fire Division	2nd Quarter 2023
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Objective CRR 2.4: Evaluate and if feasible, deploy technologies which could provide early rapid warning of a wildfire ignition within the Town of Vail and in surrounding areas.

Evaluate emerging detection/location technologies.	Wildland Fire Division	4th quarter 2021
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Identify partners for funding/deployment of detection system.	Wildland Fire Division	4th quarter 2021
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Objective CRR 2.5: Effectively deliver property specific wildfire risk information to all properties throughout the community using a rapid risk assessment model (curbside evaluations).

Complete Town wide initial wildfire assessment and inform residents of evaluation results.		2nd quarter 2021
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Evaluate effectiveness of communication methods to understand strengths and weakness and measure engagement (webpage visits and follow-up evaluations).		4th quarter 2021
Complete Community Wildfire Survey and compare with existing data set (WiRe teamwork)		3rd quarter 2021
Conduct follow-up evaluations to measure change over time.		Starting 2nd quarter 2022 and follow initial evaluation schedule
Utilize complementary programs such as community chipping and RealFire to track action in the community.		Data should be evaluated annually to summarize progress
<i>Objective CRR 2.6: Develop a systems approach to Community Risk Reduction and service delivery.</i>		
Evaluate the applicability and practicality of using the CFPSE Accreditation model.	Administration	4th quarter 2023

Human Resources Action Plan

Goal HR 1: Engage in training with cooperators to enhance service level and strengthen interagency response effectiveness.

Action Item	Responsibility	Timeframe
<i>Objective HR 1.1: Build and develop positive relationships with cooperating agencies.</i>		
Identify opportunities to develop additional programs that address identified community risks	Training Battalion Chief, Operations Battalion Chief	1 st quarter 2022

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Renew the training relationship with VMR/ ECPS/ Medical Director to provide enhanced, coordinated patient care.	Training Battalion Chief, Operations Battalion Chief	2 nd quarter 2022
Pursue firefighter ride-along opportunities with ECPS, Vail Health, and other community partners.	Training Battalion Chief, Operations Battalion Chief	3 rd quarter 2021
Offer ride-along opportunities for other agencies.	Training Battalion Chief, Operations Battalion Chief	1 st quarter 2022
Host monthly interagency training.	Training Battalion Chief, Operations Battalion Chief	2 nd quarter 2022
Invite cooperators to special training opportunities.	Training Battalion Chief, Operations Battalion Chief	ongoing
<i>Objective HR1.2: Maintain and build upon the positive reputation of Vail Fire.</i>		
Participate in at least one community event per quarter.	All VFES Personnel	2 nd quarter 2022/ongoing
Amplify video-based community outreach through collaboration with the Tech Committee.	All VFES Personnel	1 st 2022 1st quarter/ongoing
Continue to take advantage of media technology, such as social media and community connect- to engage community members.	All VFES Personnel	ongoing
Participate with community groups in charity fundraising events.	All VFES Personnel	ongoing

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Provide public recognition through social media channels to organizations or members that support VFES efforts (e.g., allowing use of acquired structures).	All VFES Personnel	ongoing
Host a first responder event as a fund-raiser for a local community cause.	All VFES Personnel	3 rd quarter 2022/ongoing
<i>Objective HR 1.3: Continue to provide world class customer service.</i>		
Empower every employee to take advantage of customer service opportunities.	All VFES Personnel	ongoing
Encourage members to recognize actions that exemplify our values using avenues such as the Town of Vail’s weekly rewards program and recognition emails.	All VFES Personnel	ongoing
Create a pre-made gift bag for kids that visit any fire station.	All VFES Personnel	4 th quarter2022 4th
Increase daily staffing (4 persons per engine) to support engine company efficiency, improving customer service on emergency incidents.	All VFES Personnel	2023
Seek feedback from the community to prioritize needs and identify opportunities for improvement.	All VFES Personnel	4th quarter 2022
Continue yearly VFES award program.	All VFES Personnel	4 th quarter annually
Personal follow up by VFES personnel with citizens/victims after serious calls.	All VFES Personnel	4th quarter 2022

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Initiate an off-duty customer service/lifesaving award.	All VFES Personnel	4th quarter 2022
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Goal HR 2: Develop a culture that includes a bottom-up approach, through which employees are engaged and encouraged to provide input that informs decision-making.

Action Item	Responsibility	Timeframe
<i>Objective HR 2.1: To create and maintain a collaborative relationship with the new generation of members.</i>		
Implement a 12-month probation program that entails four months of service at each station to gain perspective. Revise the probationary firefighter task book to include sections specific to all 3 stations.	Firefighters, HR	2nd quarter 2022
Investigate an annual leadership evaluation/survey process for all leaders. A suggested process is a 360-degree survey facilitated by an outside resource.	Firefighters, HR	2nd quarter 2022
Create the opportunity for targeted employee feedback within the annual performance evaluation.	Firefighters, HR	2nd quarter 2022
Create a request form for employees seeking a station or shift change. Requests would be evaluated based on operational needs, completion of probationary period and seniority.	Firefighters, HR	2nd quarter 2023
Continue encouraging Firefighter participation in committees and project work.	Firefighters, HR	ongoing

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Explore personality testing options to inform decision-making in shift and station assignments, recruiting and, onboarding.	Firefighters, HR	2nd quarter 2023
Work with HR to continue exit interviews and implement 'stay' and post-exit interviews.	Firefighters, HR	2nd quarter 2022
Increase involvement of Firefighters and Engineers in decision-making processes.	Firefighters, HR	2nd quarter 2022

Goal HR 3: Build upon existing department pride.

Action Item	Responsibility	Timeframe
<i>Objective HR 3.1: Enhance the culture of Vail Fire by building upon our history.</i>		
Create a retirement wall with a photo and plaque with rank and dates of service for each retired member.	VFFA, VFES Command Staff	4th quarter 2023
Create a station patch for each station.	VFFA, VFES Command Staff	4th quarter 2023
Continue inviting past members to awards presentations or events; both those that have retired and those that have moved to new departments.	VFFA, VFES Command Staff	ongoing
Review and revise current You-tube channel videos and training documents via department feedback, and publish in a public domain (currently, these are only for internal use).	VFFA, VFES Command Staff	4th quarter 2022

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Update and reinstate the ‘Serving since 19__’ nameplate (embroidered on each member's daily uniform -polo).	VFFA, VFES Command Staff	1 st quarter 2023
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Goal HR 4: Enhance service by engaging the diversity of the community.

Action Item	Responsibility	Timeframe
<i>Objective HR 4.1: Support educational needs of members seeking to increase language skills.</i>		
Research and adopt a short-term translation service.	VFES Command Staff	3rd quarter 2022
Create opportunities for members of VFES to develop proficiency in languages other than English.	VFES Command Staff	3rd quarter 2022
Adopt bilingual preference points in the hiring process.	VFES Command Staff	3rd quarter 2022
Implement cultural competency education programs for cultures, national-origins, and religions we serve.	VFES Command Staff	3rd quarter 2022

Goal HR 5: Increasing dedication and ownership to the job.

Action Item	Responsibility	Timeframe
<i>Objective HR 5.1: Increase ownership and trust among membership to create a better working environment and culture.</i>		

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Include one yearly award presented at the award ceremony, to members for historically significant incidents that occurred before the current award program.	TOV, VFES Command Staff	3rd quarter 2023
Review and update evaluations, Matrix, and Step Progression to align with VFES Values and Vision every 5 years.	TOV, VFES Command Staff	3rd quarter 2022
Continue to use \$10 gift cards to allow every employee to give to other employees.	TOV, VFES Command Staff	ongoing
Continued use of shift level and officer level meetings with an outside leadership facilitator.	TOV, VFES Command Staff	ongoing
Forward all outside job opportunities to the department.	TOV, VFES Command Staff	ongoing
Continue to foster a culture of open communication with all ranks.	TOV, VFES Command Staff	ongoing

Goal HR 6: To increase and diversify recruitment.

Action Item	Responsibility	Timeframe
<i>Objective HR 6.1: Prioritize community members for recruitment, while creating an organization that reflects our community's diversity.</i>		
Develop a recruitment plan that targets diverse and under-represented groups prior to the application process.	VFD Command staff, Hiring Committee, and Training BC, TOV HR	4th quarter 2023

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Continue working with Colorado Mountain College to provide a connection to Vail Fire through fire academy and other programs.	VFD Command staff, Hiring Committee, and Training BC, TOV HR	ongoing
Continue the fire explorer program.	VFD Command staff, Hiring Committee, and Training BC, TOV HR	24th quarter 2021
Continue the use of third-party recruitment testing and screening tools.	VFD Command staff, Hiring Committee, and Training BC, TOV HR	ongoing
Identify opportunities to better promote our organization to members of our community that are not currently represented in our organization.	VFD Command staff, Hiring Committee, and Training BC, TOV HR	4th quarter 2023
Engage bilingual members of the community and encourage them to pursue a career in the fire service.	VFD Command staff, Hiring Committee, and Training BC, TOV HR	4th quarter 2023
Sponsor one local student per year to go through the Fire Academy.	VFD Command staff, Hiring Committee, and Training BC, TOV HR	4th quarter 2022
<i>Objective HR 6.2: Implement comprehensive recruiting plan which results in a pool of candidates with diverse demographics and experiences.</i>		
Pursue targeted recruitment, aimed at other skiing and resort communities. Target recruitment at ski patrollers and other emergency service jobs.	VFD Command Staff and TOV HR	3rd quarter 2023

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Increase social media presence showcasing our personnel, apparatus, stations, and types of emergency response.	VFD Command Staff and TOV HR	3rd quarter 2022
Continue the ride-along component in the hiring process. Structure the pre-employment ride along so that all 3 shifts participate.	VFD Command Staff and TOV HR	ongoing
Create a hiring video that can be posted on our website.	VFD Command Staff and TOV HR	3rd quarter 2023
<i>Objective HR 6.3: Develop a Firefighter exchange program</i>		
Investigate other exchange programs.	HR Strategic Planning Group, TOV HR, and VFD Command Staff	3rd quarter 2025
Develop the framework for a Vail Fire Department exchange program.	HR Strategic Planning Group, TOV HR, and VFD Command Staff	4 th quarter 2025

Goal HR 7: Improve employee retention

Action Item	Responsibility	Timeframe
<i>Objective HR 7.1: To increase the number of Vail Fire members that remain at VFES for their entire career.</i>		
Conduct “staying” interviews.	TOV HR, VFD Command Staff	1st quarter 2022

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Continue to offer opportunities for every member to attend an outside training every year.	TOV HR, VFD Command Staff	ongoing
Continue to evaluate exit interviews and the reason why members are seeking employment elsewhere.	TOV HR, VFD Command Staff	ongoing
Conduct a salary range and benefit comparison every 3 years to stay competitive within the market.	TOV HR, VFD Command Staff	ongoing

Goal HR 8: Provide compensation commensurate with the local cost of living

Action Item	Responsibility	Timeframe
<i>Objective HR 8.1: Maintain a pay structure that is competitive at all levels with departments that we commonly lose members to (PFA, DFD, ERFPD, SMFR).</i>		
Conduct salary surveys that evaluate salary at all levels within each rank.	TOV HR	4th quarter 2023
Revise vacation benefit to allow more than one member off at a time.	TOV HR	1 st quarter 2023
Assess TOV and Eagle County cost of living on an annual basis and compare it to other areas within the living requirement.	TOV HR	4th quarter 2022
Add a section to the yearly total compensation statement which compares VFES total compensation to other fire agencies.	TOV HR	4th quarter 2022

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Restructure pay plan - to minimize compression between ranks and - to provide economic incentive to enter chief officer positions.

TOV HR

4th quarter 2023

Goal HR 9: Provide compensation commensurate with the local cost of living.

Action Item	Responsibility	Timeframe
<i>Objective HR 9.1: Prioritize investments in Human Capital.</i>		
Explore the possibility of having a FD Representative at HR policy revision meetings.	TOV HR, Fire Chief, and Town Council	1st quarter 2022
Assess the balance of capital expenditures vs investments in human capital.	TOV HR, Fire Chief, and Town Council	1st quarter 2022
Continue investment in employee fitness and improve fitness opportunities at station 2.	TOV HR, Fire Chief, and Town Council	1st quarter 2024

Goal HR 10: Retirement healthcare.

Action Item	Responsibility	Timeframe
<i>Objective HR 10.1: VFES personnel collaborate with HR to identify retirement healthcare options.</i>		

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Investigate options for healthcare that allows for an HSA to provide for future medical expenses.	TOV HR, HR Strategic Planning Group	3rd quarter 2023
Assess possibility of TOV provided retirement for VFES personnel that retire before 65.	TOV HR, HR Strategic Planning Group	3rd quarter 2023
Conduct cost/benefit analysis on long term injury payout vs retirement health benefit	TOV HR, HR Strategic Planning Group	3rd quarter 2023
Assess feasibility for VFES retirees to remain on TOV health plan via transfer to another dept, PT position, etc.	TOV HR, HR Strategic Planning Group	3rd quarter 2023

Goal HR 11: Provide employee housing opportunities for all VFES

Action Item	Responsibility	Timeframe
<i>Objective HR 11.1: Objective HR 11.1: Provide opportunities to own a home within Eagle County that -accommodates the familial needs of VFES members.</i>		
Restructure the TOV EHOP to cover 20% of the median cost of a home in Eagle County.	TOV HR	2nd quarter 2025
Assess TOV and Eagle County cost of living, maintain base pay at a level commensurate with housing costs in Eagle County.	TOV HR	2nd quarter 2025
Increase pool of deed restricted single family homes controlled by the TOV and available for TOV/VFES members to purchase.	TOV HR	2nd quarter 2025

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Identify other initiatives that encourage, incentivize, and enable current and future employees to live in Eagle County.

TOV HR

2nd quarter 2025

Goal HR 12: Continue offering a wide variety of training and education opportunities.

Action Item	Responsibility	Timeframe
<i>Objective HR 12.1: Create opportunity to attend educational and training opportunities at the local, state, and national level.</i>		
Investigate the opportunity to provide paramedic training.	Fire Chief, Training Chief	3 rd quarter 2022
Continue providing opportunities to attend outside training programs.	Fire Chief, Training Chief	ongoing
Streamline the training request approval process.	Fire Chief, Training Chief	1st quarter 2022
Incorporate CPSE credentialing in qualification matrix and employee development pathways.	Fire Chief, Training Chief	21st quarter 023
Revise Qualification Matrix to require full qualification in position to promote.	Fire Chief, Training Chief	21st quarter 023
<i>Objective HR 12.2: Provide opportunity for advancement and growth in technical rescue disciplines.</i>		
Conduct annual multi-company tech rescue training involving outside agencies.	Training BC and Tech Rescue Lead	4th quarter 2022

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Assess the ability to join a nationally deployable rescue team or develop an Eagle County USAR team.	Training BC and Tech Rescue Lead	4th quarter 2023
Continue to use an outside training certification program for all emergency disciplines to ensure current quality education and to reduce liability.	Training BC and Tech Rescue Lead	ongoing
Evaluate the need for a dedicated training officer.	Training BC and Tech Rescue Lead	24th quarter 023

Goal HR 13: Increase staffing to optimize productivity and safety.

Action Item	Responsibility	Timeframe
<i>Objective HR 13.1: Increase staffing to optimize productivity and safety.</i>		
Identify strategies to achieve staffing of 13 per shift.	TOV HR, Fire Chief	1st quarter 2023
Roles within individual companies are better defined and skills sets necessary to support these roles are developed.	TOV HR, Fire Chief	1st quarter 2023

Goal HR 14: Succession planning and Leadership Development.

Action Item	Responsibility	Timeframe
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Objective HR 14.1: Provide Leadership and direction for Succession Planning

Implement mentorship program at each rank that allows the protégé to shadow their mentor and to act in the mentor’s role under supervision.	VFES Command Staff	2nd quarter 2023
Create a reading resource list for each rank.	VFES Command Staff	2nd quarter 2023
Create a leadership seminar/webinar resource list.	VFES Command Staff	2nd quarter 2023
Conduct periodic succession surveys. If there is low interest in specific positions, identify perceived and actual barriers	VFES Command Staff	2nd quarter 2023

Goal HR 15: Joint County hiring process/academy

Action Item	Responsibility	Timeframe
<i>Objective HR 15.1: Create opportunity to enhance collaboration and standardize training throughout the county.</i>		
Partner with other fire agencies to form an Eagle County Fire Consortium hiring process.	Training BC, Command Staff	2nd quarter 2026
Joint county ‘in-service’ post-hiring academy with other county departments.	Training BC, Command Staff	2nd quarter 2026

Technology/Data Action Plan

Goal IT 1: Evaluate and utilize technology and systems that will improve safety, increase efficiency, and help to deliver a higher level of service.

Action Item	Responsibility	Timeframe
<i>Objective IT 1.1: Inventory current technology- what we have, what we use it for, capabilities, duplication, limitations, when to phase out technology (lifespan).</i>		
Conduct assessment of software and operational hardware (MDT, TIC, monitors, radios, etc.). Identify utility of current technology, end of life and recommendations for replacement technologies. Identify underutilized technologies as well as training needs.	IT BC	2nd-3rd quarter 2021 and every 2 years after
Understand technology and systems used by partners, identify applicability of these technologies and systems to VFES.	IT and Ops	2nd- 3rd quarter 2021 and every 2 years after

Goal IT 2: Keep pace with technology that is being utilized by the community we serve. New technologies being adopted by our community change the response environment, potentially increasing responder hazards or decreasing the effectiveness of traditional tactics.

Action Item	Responsibility	Timeframe
<i>Objective IT 2.1: Awareness of new and emerging technologies being utilized in the community (transportation, building materials and techniques, haz-mat, private sector data collection, second order effects of regulatory requirements).</i>		

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Identify financial resources necessary to operationally adapt to emerging technology as well as provide training related to these technologies	All department, SMEs	Ongoing (identify potential training opportunities annually by 2nd quarter)
Understand new or changing technology being utilized/ required in community- Comm Dev, Building, Environmental, DRT	Prevention and Fire Chief	Ongoing

Goal IT 3: Use data and system analysis to evaluate departmental operations and use data driven decision making to implement change when necessary.

Action Item	Responsibility	Timeframe
<i>Objective IT 3.1: Collect high quality data to be utilized in future data analysis.</i>		
Develop consistent reporting standards and systems to track applicable data.	Program managers Safety, Training, Operations, Prevention, Fleet, Wildland, Administration	Evaluate current data collection systems by 4th quarter 2021, recommend changes by 1st quarter 2022 or as data needs change.
Complete quality control checks of data to ensure standards are being utilized and data quality is sufficient to identify trends.	Program managers- Safety, Training, Operations, Prevention, Fleet, Wildland, Administration	Sample a subset of collected data at least quarterly or as program needs dictate
<i>Objective IT 3.2: Use community needs and national standards to evaluate trends in comparison to modern standards.</i>		
When data analysis is conducted meaningful thought will be put into the standard that is used for comparing data. In some cases, national standards do not exist, or community needs may	Program managers- Safety, Training, Operations,	Evaluate standard as needs or request for data analysis occur.

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be different than national standard. In these cases, program managers will identify an applicable standard.

Prevention, Fleet, Wildland, Administration

Objective IT 3.3: Support change with data analysis

Utilize data analysis to identify trends within the department operations. Encourage and train all project coordinators to collect data and use it as an analysis tool for their program areas.

Administration

Conduct a data collection and analysis training for all program and project managers by 1st quarter 2022

Objective IT 3.4: Dedicate staffing within the fire department to oversee technology and data.

Explore opportunities to include technology and data management into the job duties of dedicated fire department staff possibly as part of an Administrative Chief Position.

Administration

Ongoing

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VFES SWOT Matrix

INTERNAL FACTORS					INTERNAL FACTORS				
STRENGTHS (+)					WEAKNESSES (-)				
	IMPORTANCE	CATEGORY	SP		IMPORTANCE	CATEGORY	SP		
1	excellent reputation-staff/training, feedback from partners	H	HR	HR 1.2, OE 4.1	1	retention	H	HR	HR 6.1, 7.1
2	people are drawn to work here	H	HR	HR 6.1	2	apparatus	H	OPS/SOC	oe 2.1
3	range of experience (mixture of long tenure and new ideas)	H	HR	HR 6.1	3	EMS response	H	OPS/SOC	OE 1.2
4	response capacity - EMS capacity/relationship with medical director		OPS/SOC	oe 3.3	4	bench strength-future leadership -ready/willing to step up	H	HR	HR 12.2
5	personnel -dedication,	H	HR	HR 3.1	5	succession-potential successors etc. (also compression in higher ranks)	H	HR	HR 12.2
6	apparatus-including the tools that are on them	H	OPS/SOC	oe 2.1	6	lack of employee housing -employees live far away	M	HR	HR 11.1
7	overhead/infrastructure	H/M	HR/OPS	HR 14.1	7	culture -continue to create good environment-move forward with change-environment that attracts new generation	H	HR	HR 2.1
8	bench strength-commitment/dedication	H	HR	HR 3.1, 5.1	8	apparatus staffing levels (3 vs 4) -improve level of service	H	OPS/SOC/HR	OE 1.1
9	stations-newness (health factors)	M	OPS/SOC	OE 2.2	9	fire prevention staffing-investigation, inspection etc.	H	CRR	CR 1.6
10	good PPE	H	OPS/SOC	oe 2	10	aging community -infrastructure	M	CRR	cr 1.1
11	TOV resources-financial/support departments	H	all	HR 9	11	need to formalize relationships that provide depth/backup in prevention	M	CRR	
12	TOV can meet needs financially	H	all	HR 9	12	culture driven from the bottom-can have impact-feel valued	H	HR	HR 2.1
13	Institutional knowledge -community etc., history together- intimate relationships	H	HR	HR 8.1, 7.1	13	relationship with ECPS	H	OPS/SOC	oe 3.3
14	external relationships - fire and other cooperators	H	OPS/SOC	oe 4	14	increase/take advantage of joint training opportunities	H	HR/OPS/SOC	HR 15
15	service level-advanced-wide range of skills/services	H	OPS/SOC/HR	oe 3.6	15	dedicated training officer/AND ops chief (not split with operational BC) and tech officer	H	OPS/SOC/HR	oe 3.1
16	customer service	H	OPS/SOC/HR	OE all	16	retirement health insurance	h	HR	HR 10.1
17	training opportunities	H	HR	HR 1.1,	17	seasonal health insurance	H	HR	
18	built environment-engineering component of fire prevention	H	CRR	CR 1.1	18	family ski benefit (similar to VR)	M	HR	
19	code adoption	H	CRR	cr 1.4	19	capital spending vs human resources (TOV)	H	HR	HR 9
	community reputation-fire service reputation	H	OPS/SOC/CRR	OE all		cost of living vs pay	H	HR	HR 8
20	wildland programs (evaluations, mampbook etc)	H	OPS/SOC	CRR 2.3	20	call volume/types (don't get first hand experience)	M	OPS/SOC	oe 3.6
	culture -kind, helpful, selfless	H	HR	HR 3.1		lack of larger training opportunities (regional/host conferences)	H	HR/OPS/SOC	OE
	public education	H	CRR	oe 4.1, cr 1.2		variety of services provided-jack of all trades/master of none-focus on basics	H	OPS/SOC	
	ability to rely on other organizations (fire prevention etc.)	H	CRR			technologystation alerting, data collection, AVL,	H	Tech	IT 1
	training level-Fs in organizations across US	H	HR	HR 3.1		marketing for FF, local recruitment, creating diversity	H	HR	HR 15
						recall ability for significant events (travel distance)	H	HR	HR 11.1
						response models-in limbo	H	OPS/SOC	OE 1
						less activity shared resources with ERFPD	H	OPS/SOC	oe 3.2, 4.2
						record keeping	H	HR/CRR	IT 3.1

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EXTERNAL FACTORS					EXTERNAL FACTORS				
OPPORTUNITIES (+)	IMPORTANCE	CATEGORY	SP		THREATS (-)	IMPORTANCE	CATEGORY	SP	
1	EMS response	H	OPS/SOC	OE 1.2	1	Relationship with med director	H	OPS/SOC	oe 3.3
2	Relationship with med director	H	OPS/SOC	oe 3.3	2	cost of living vs pay	H	HR	HR 8.1
3	public education	H	CRR	CR 1.2	3	call volume/types (don't get first hand experience)	M	OPS/SOC	oe 3.4
4	increase/take advantage of joint training opportunities	H	OPS/SOC	oe 3.2	4	USFS staffing-prioritization	M	OPS/SOC	
5	compensation/benefits -competetive with front range agencies	H	HR	HR 8.1	5	retention	H	HR	HR 6.1
6	marketing for FFs, creating diversity, local recruitment	H	HR	H 6.1	6	internal recordkeeping -creates liability and reputation issue	H	HR/CRR	IT 3.1
7	response models	H	OPS/SOC	OE 1	7	inability to keep up with technology	H	Tech	IT 2, 3.4
8	more interactions with guests	M	HR/CRR	OE 4.1	8	public perception -reputation management	H	All	HR 1.2
9	tap into hispanic community-bilingual, support community	H	HR	HR 6.1	9	cybersecurity -also specific to protecting public information we access	H	Tech	
10	video conferencing (schools)	H	Tech/CRR		10	reduced level of service (EMS) may lead to long term change and perception-loss of relevance	H	Ops/SOC	oe 3.3
11	high school students (explorer program)	M	HR/OPS/SOC	HR 6.1	11	decline in medical skills due to loss of reps	H	OPS/SOC/HR	oe 3.3
12	countywide recruitment/academy	H	HR/OPS/SOC	HR 6.1	12	handicapped in ability to progress in EMS	H	OPS/SOC	oe 3.3
13	outside training (national instructors/speakers)	H	HR/OPS/SOC	OE, HR 7.1	13	reduced inspections due to COVID	H	CRR	CR 1.1
14	build relationships with cooperators (invite for dinner etc)	H	HR/OPS/SOC		14	COVID and other potential epi/pandemics	H	ALL	
15	fuels reduction (east vail project and beyond)	H	OPS/SOC	CRR 2.3	15	retention impact on morale	H	HR	HR 5.1, 6.1
16	functional consolidation vs consolidation vs cost sharing	H	OPS/SOC	oe 3.2	16				
17	backcountry services -rescue etc. seek out opportunities	H	OPS/SOC	oe 3.6	17				
18	redefine culture	H	HR	HR 2.1	18				
19	technology-safety, operations	H	Tech	IT 1.2	19				

References

1. Town council action plan
 - https://www.vailgov.com/government/town-council/-folder-18#docan895_1007_143
2. VFES Standards of Cover/Community Risk Assessment
 - <https://www.vailgov.com/government/departments/fire/administration>
3. 21st Century Fire and Emergency Services
 - <https://icma.org/documents/white-paper-21st-century-fire-and-emergency-services>
4. 2021 ISO rating
 - <https://www.vailgov.com/government/departments/fire/administration>