

A Strategic Plan

By

**Steamboat Springs Fire Rescue
(September 2015)**



STEAMBOAT SPRINGS FIRE RESCUE

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Mission, Vision and Values

MISSION

Our mission is to serve the City of Steamboat Springs and the surrounding community by reducing human suffering and property loss, protecting the environment, and promoting life safety through incident response, public education, and fire prevention programs.

VISION

We will actively participate in our community, serve as role models, and endeavor to efficiently employ all required resources to provide a service deemed excellent by the community of Steamboat Springs and its visitors.

VALUES

Professionalism - to be an expert and have specialized knowledge

Preparedness - to be ready for any emergencies

Timeliness - to respond quickly

Compassion - to show concern for the suffering and misfortune of others

Honesty - to exhibit genuine, reputable and respectable behavior

Integrity - to adhere to a high moral and ethical code

Fiscal Responsibility - create, optimize and maintain a balanced budget

Progressive - continue steady improvement by increments



Introduction

Preface

To develop a valid strategic plan, many perspectives and factors must be considered. Input is required from EMS and fire service personnel, elected officials and financial experts. This document was drafted in 2013 by EMS and Fire Services personnel and provides information based on current and projected service levels and standards in EMS and Fire Services and adopted by the City of Steamboat Springs City Council on April 15, 2014.

The plan will be reviewed, up-dated and presented annually with the proposed operational budget for the following year.

Past and Present

Prior to 2002, Fire Service was provided by the City of Steamboat Springs (City) with firefighter volunteers, a full-time Fire Chief and Fire Marshall plus the administrative support of the City. EMS/Ambulance Service was provided by the Steamboat Springs Area Fire Protection District (District) with part-time EMS providers, two full time paramedics, a full-time EMS Chief and a part-time Administrator/CFO.

Currently, emergency services (fire and EMS) are provided by Steamboat Springs Fire Rescue (SSFR), which is a department of the City; though an intergovernmental agreement (IGA), which was developed in 2002 between the City and the District, SSFR provides service to both the City and District.

SSFR serves at total of 384 square miles (City and District) and a varying population of up to 40,000 residents and visitors. In 2014, SSFR call volume was 1,987 and the assessed valuation was \$728M (\$554M City and \$173M District). *See addendum "A" for details on annual call volume and assessed valuation since 2002.*

In 2002, when SSFR started providing emergency response for both EMS and fire calls, SSFR was initially staffed with two full-time response personnel per shift that were cross-trained in fire and EMS. The teams of two covered rotating 24 hour shifts which provided 24/7 coverage. In addition, dual role and single-role providers (Fire and EMS volunteers and part-time staff) still responded to calls as needed. All single role (fire and EMS) staff were encouraged, but not required, to cross-train in both fire and EMS; however, only dual-role trained personnel were considered for promotion and only dual-role trained personnel were used to cover shifts for full-time staff. The Fire Chief, EMS Chief and Fire Marshal managed the operations while administrative and infrastructure support was provided by the City. Under the 2002 IGA, the City and District share costs for operations and capital.

Over the last 10 years, the City and District, with recommendation from the Fire Chief(s), have provided financial support to improve service by increasing emergency response staff and upgrading equipment and facilities. *See addendum "B" for details on the Stations with Emergency Vehicle inventory and the current Organizational chart.*

Current Status of Steamboat Springs Fire Rescue

Today EMS, Fire, Rescue and other Emergency Services are provided by 7* to 8 on-duty Firefighter/EMT professionals that staff two stations. The Mountain Station maintains minimum staffing of 5 personnel that staff an engine and an ambulance and the Central Station maintains staffing of 2 personnel that primarily staff an ambulance. Generally, the Mountain Station Engine responds with the closest ambulance to all calls. The Engine responds to EMS calls to provide adequate staffing in order to help manage medical care and provide safe movement of incapacitated patients and help with bystanders and family members. An ambulance responds with the Engine to fire calls to provide minimum staffing as recommended by the National Fire Protection Association (NFPA). On-duty staff handle the majority of calls, however, the department depends on call-back (staff responding from home) when call volume or severity overwhelms the ability of the on-duty staff. Off duty staff responds to the closest station and responds with additional fire trucks and equipment. Typically, 7 to 10 off-duty staff will respond to a fire.

Staffing to cover time-off is provided by part-time staff and off-duty full time staff. Reserve staff members are scheduled to supplement on-duty staff.

Fire Prevention services are provided by the on-duty Firefighter/Plan Reviewer (also responsible for emergency response) and supported by an Administrative Assistant and the Fire Marshal.

(* Current minimum staffing is 7 FF/EMTs per shift)



Strategic Plan Overview

The strategic plan is a tool to envision and plan for the future within the values and purpose of the organization, the governing bodies and the community. This plan is a product of management, staff and elected officials and is to serve as a guide for maintaining and improving services over the next seven years.

This plan is a living document and will be reviewed regularly and modified as necessary.

The Strategic Plan will address key components through a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. The components that will be evaluated are:

- Staffing
- Equipment
- Facilities
- Training
- Finance
- Governance Structure/IGA

The SWOT analysis is a tool to provide a framework or structure for the Strategic Plan. The SWOT analysis was started by the Public Safety Director, Fire Chief, Fire Marshal, Training Captain and the three shift Captains.

The charts for the SWOT analysis can be found in appendix “C”



Steamboat Springs Fire Rescue in the Future

The following provides an overview of the goals based on the results of the SWOT analysis. The goals are based on a conservative 3% per year call volume increase and a 5% per year increase in concurrent calls. The specific years are used only for reference, actual implementation will be affected and controlled by factors such as fiscal reality and service demands.

2014

(Projected 1961 calls with 448 concurrent calls) **Actual, 1,987 calls with 470 concurrent calls**

- Create 3 engineer (Driver/Operator) positions within existing staff (**completed**)
- Take delivery of new 4x4 Type I Engine (**completed**)

2015

(2047 calls with 494 concurrent calls)

- Goal to reach 9 FT paramedics by creating 3 new paramedic positions within existing staff over 3 year period, started in 2013. (**currently at 8 paramedic positions in 2015**) provides for staffing of 3 paramedics per shift
- Add 3 reserve firefighter positions (total of 6 reserve FF positions)
- Replace 2005 ambulance (**completed**)

2016

(2108 calls with 518 concurrent calls)

- Expand minimum staffing of 8 per shift to the busiest 6 months of the year to better handle emergency calls and fire prevention duties
- ~~Add 2 part-time FF positions (total of 7 part-time FF) move to 2017~~
- ~~Create 3 paramedic positions within existing staff over next 3 years (add one in 2016 for 9 in 2016) (will allow staffing of 3 paramedics per shift) —~~
- Develop site for training facility and apply for grant for temporary training facilities
- Start planning for a new Central (main) Fire Station*

*The New Central Fire Station will become the main station and house administration, fire prevention, training as well as emergency response personnel and equipment

2017

(2171 calls with 544 concurrent calls)

- Increase minimum staffing to 8 per shift 365 days/year to better handle emergency calls and fire prevention duties
- **Add 2 part-time FF positions (total of 7 part-time FF)**
- Final year of goal to reach 9 FT paramedics by creating 3 new paramedic positions within existing staff over 3 years; started in 2013. (add one (1) paramedic positions in 2017 to reach goal of 9 paramedics) provides for staffing of 3 paramedics per shift
- Add full-time Deputy Fire Marshall (to address increase plan review load and manage pre-plans and commercial inspections)
- District assessment for West District Fire Station
- Solidify location for new Central Fire Station and start the design process

2018

(2236 calls with 571 concurrent calls)

- Complete design and plan construction of new Central Fire Station

2019

(2303 calls with 600 concurrent calls)

- Build new Central Station
- Add Training Captain
- Expand Training Center to encompass permanent training tower, meeting room, and props.

2020

(2373 calls with 630 concurrent calls)

- Finish Central Station (move engine crew and admin to Central Station)
- Add 9 FTE to provide for staffing an engine with an Officer, a DO/Engineer and a Firefighter at the Mountain Station, in addition to a staffed engine in the new downtown station.
- Replace 1984 Sutphen 75' ladder truck with new 75' 4x4 ladder truck
- Add 1.5 FTE (3 part-time FF positions-total of 10 part-time FF) for increased PT staffing

2021

(2444 calls with 661 concurrent calls)

- Add Admin Assistant (total of 2)(to meet increasing Fire Prevention and Emergency Service Admin needs)

2022

(2517 call with 694 concurrent calls)

- Design & Build West District Fire Station (based on outcome of 2017 assessment)
 - Apparatus for West Fire Station; Wildland/Urban Interface Structural Engine (New), Ambulance (New), and Tender (existing).
 - Staff West Fire Station, add 6 FTE to staff West District Fire Station with 2 FTE (Paramedic/Officer and Engineer) supplemented by up to six (6) resident/reserve FF)

Future

- Remodel Mountain Station for reserve program

Summary

Based on conservative growth projections, by 2021 the department could be responding to more than 2,400 EMS and fire calls and protecting well over a billion in assessed valuation In order to maintain current service levels, this strategic plan proposes the following:

Personnel: Highly trained and dedicated personnel are the foundation of Emergency Services. Using this plan, by 2022, personnel could be stationed in 3 locations with 13 on-duty each shift. Providing service with full-time and part-time emergency responders would maintain a high level of service and be cost effective. Also, having a larger pool of part-time would be cost effective for back-fill of full-time staff, improve “off-duty” response for large emergency events

or periods of high call volume and provide a ready pool of trained candidates to readily fill vacancies in full-time positions.

Stations and Equipment: Under this plan, there could be three stations by 2022 (there are currently two stations). One new (additional) station would be located in the District just west of the City. Personnel and equipment at the District's station would provide quick response to the west and north portions of the District and would be well placed to back-fill in the City when needed. The central (main) station would be located in the downtown area of the City and would house emergency, prevention and administration functions. The central station would house the most equipment and personnel and would provide primary response to the downtown area and west part of the City; it would provide back-up to the Mountain Station and west District station. The Mountain Station would serve the mountain area as well as the eastern and southern portions of the District. Like the west District station, the Mountain Station would provide assistance and respond to the downtown area when needed.

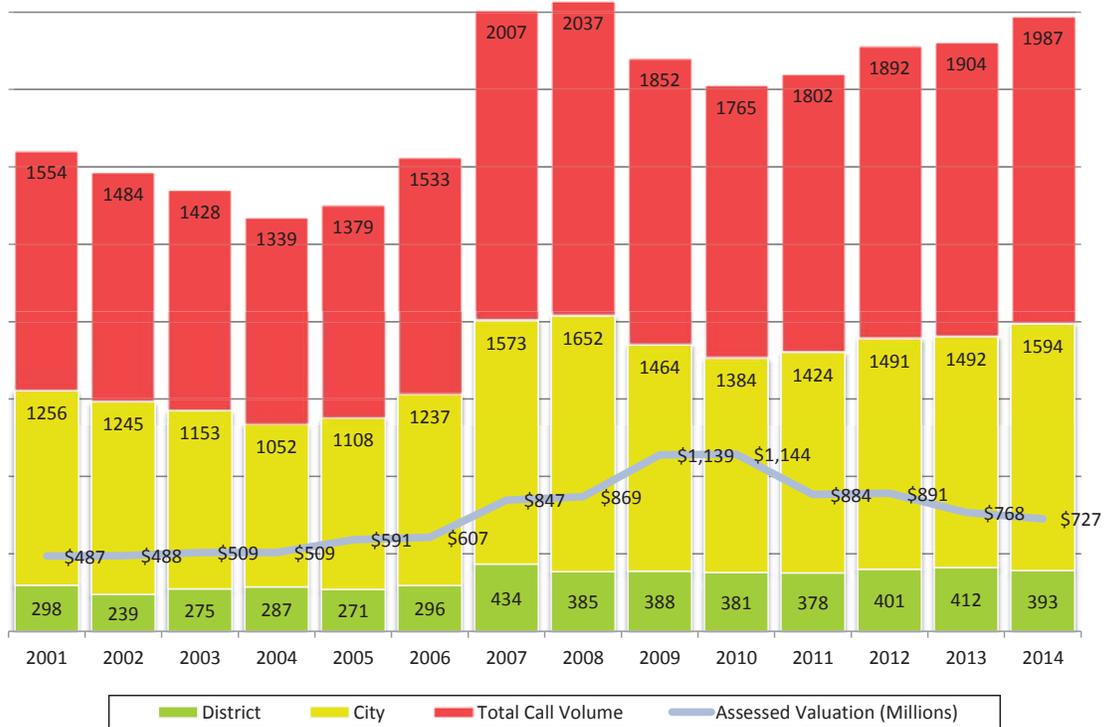
(see appendix "B" for maps with station locations and response zones.)

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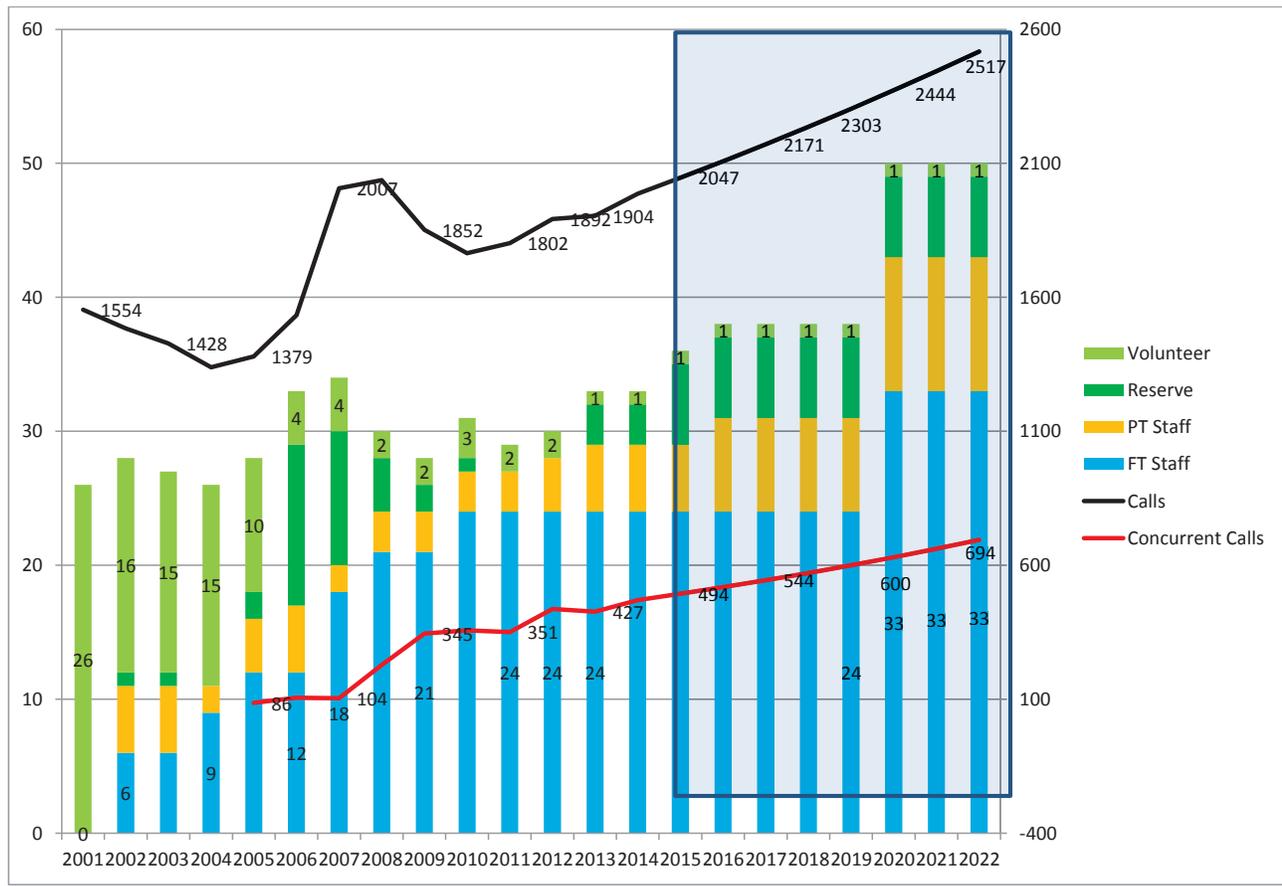
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Appendix A – Call Volume and Assessed Valuation

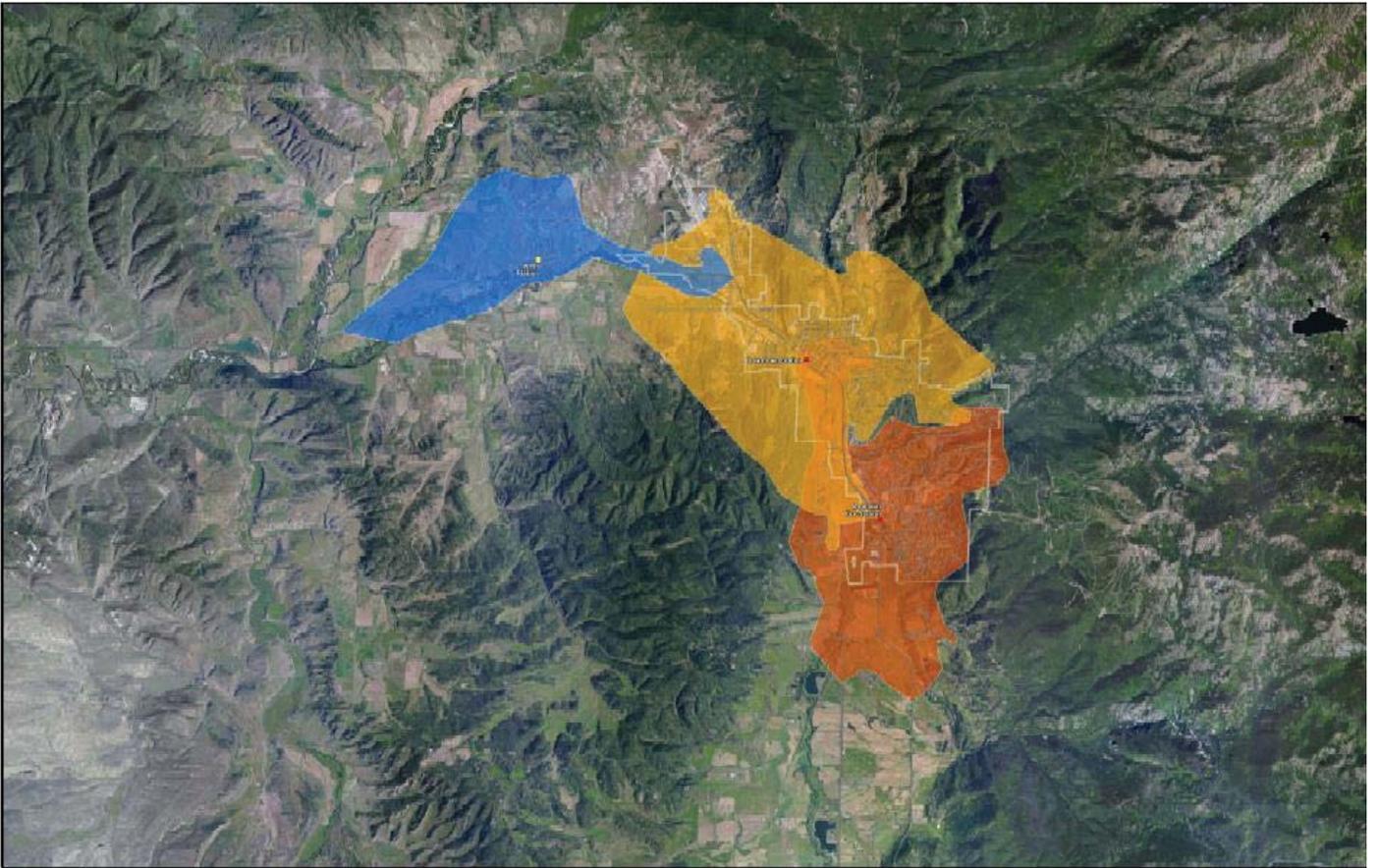
**Call volume and Assessed Valuation
2001-2014**



Appendix A – Call Volume and Staffing

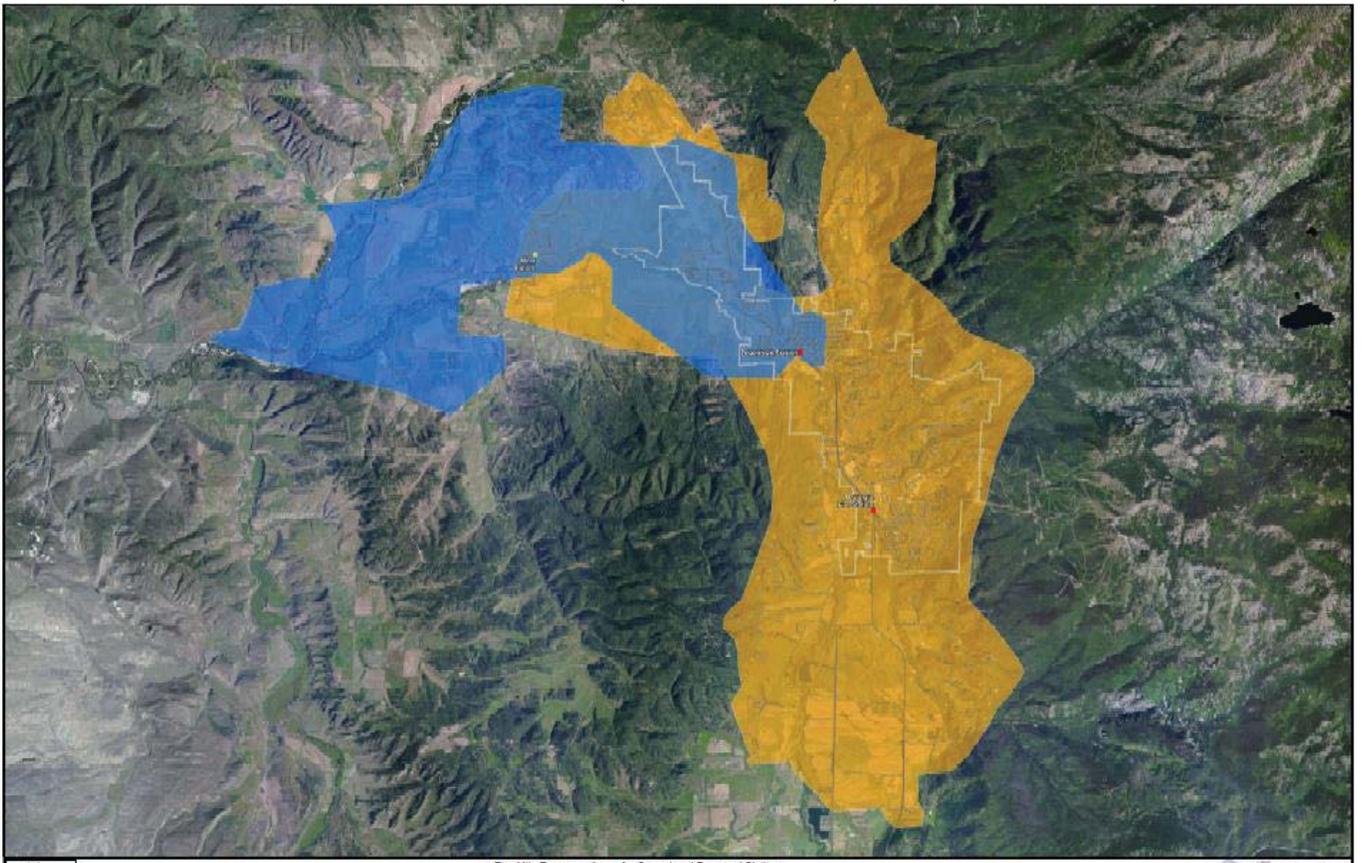


Appendix B – Stations
3 Mile Zones (based on road miles)

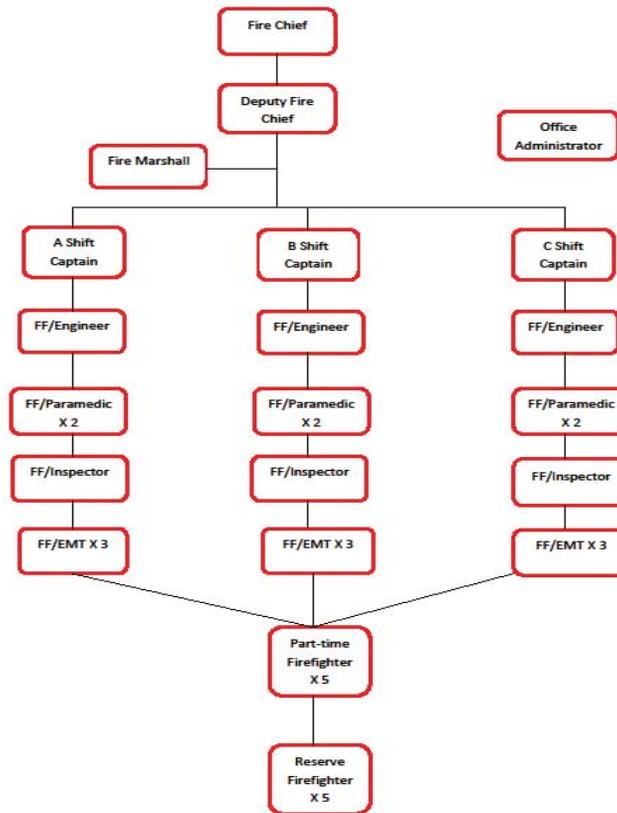


Appendix B

5 mile Zones (based on road miles)



Appendix B - Organization Chart



Appendix B - Emergency Vehicle inventory

Mountain Fire Station 2600 Pine Grove Rd	Central Fire Station 842 Yampa	Ambulance Barn 911 Yampa
Ambulance 6-3	Ambulance 6-1	Brush Truck 6-1
Ambulance 6-4	Tender 6-1	Ambulance 6-2
Engine 6-2	Engine 6-1	
Ladder Truck 6-2	Tender 6-4	
Brush Truck 6-4	Ladder Truck 6-1	
	Air Trailer	

Appendix C

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Analysis of Staffing:

	Strengths	Weaknesses	Opportunities	Challenges
Personnel	<ul style="list-style-type: none"> ▪ Dedicated (willing to work extra) ▪ High Morale ▪ Highly Trained ▪ Motivated 	<ul style="list-style-type: none"> ▪ Limited numbers (little relief, high OT needs) 	<ul style="list-style-type: none"> ▪ Additional Staff ▪ Creative rewards ▪ Staff Development 	<ul style="list-style-type: none"> ▪ Retention ▪ Funding additional Staff ▪ Promotional opportunities ▪ Burn-out
Recruitment	<ul style="list-style-type: none"> ▪ Desirable Profession 	<ul style="list-style-type: none"> ▪ Occupies current staff Time and associated costs for Academy 	<ul style="list-style-type: none"> ▪ Part-time and full-time openings ▪ Resident program 	<ul style="list-style-type: none"> ▪ Retention ▪ Funding additional recruits
Compensation	<ul style="list-style-type: none"> ▪ Competitive Pay Plan ▪ Benefits 	<ul style="list-style-type: none"> ▪ Limited promotional opportunity 	<ul style="list-style-type: none"> ▪ Less need for OT ▪ Lt Positions 	<ul style="list-style-type: none"> ▪ Funding
Administration	<ul style="list-style-type: none"> ▪ Chief ▪ Fire Marshal ▪ Deputy Chief ▪ Admin. Assist 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ Deputy Chief responsibilities ▪ Admin Asst. (2nd) ▪ Lt Positions 	<ul style="list-style-type: none"> ▪ Funding ▪ Implementation/timing of new positions ▪ Office/facility space
Emergency Responders	<ul style="list-style-type: none"> ▪ 24/7 professional staffing ▪ Adding Paramedic Positions 	<ul style="list-style-type: none"> ▪ Minimum staffing of 3 person engine crew ▪ Limited Paramedic on-staff (occasionally only have one paramedic on-shift) ▪ Paramedic Overtime 	<ul style="list-style-type: none"> ▪ More opportunity for part-time staff to work additional hours ▪ Promotional Opps. ▪ Staff are interested in paramedic training ▪ Grants for training and backfill costs 	<ul style="list-style-type: none"> ▪ Additional personnel (PT & FT staff) ▪ Funding ▪ Continued success with Paramedic Training Grants

Appendix C

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Analysis of Staffing:

Fire Prevention	<ul style="list-style-type: none"> ▪ Dedicated Fire Marshall and Firefighter/Plan Reviewers (aka Fire Prevention Specialist) 	<ul style="list-style-type: none"> ▪ Deputy Fire Marshal (need) ▪ Over-time to meet plan review demands ▪ Little room to manage growth in demand for FP services (plan reviews and inspections) ▪ Impact on emergency response with 7 person min staffing. 	<ul style="list-style-type: none"> ▪ Staff are interested in FP training and promotional opportunity. 	<ul style="list-style-type: none"> ▪ Training plus job responsibilities ▪ Staffing levels (one person filling dual roles) ▪ Service to public
Officers	<ul style="list-style-type: none"> ▪ Committed and well trained 	<ul style="list-style-type: none"> ▪ Heavy work load (short staffed, need move to 8 person minimum shift staffing) 	<ul style="list-style-type: none"> ▪ Officers highly trained and good experience, able to move into more advanced officer roles 	<ul style="list-style-type: none"> ▪ Development and implementation of more officer positions (i.e Lieutenants)

Staffing GOALS:

- Match staffing levels to meet service needs
- Retain existing staff for an optimal cost effective, well trained and experienced team
- Offer a competitive wage and benefit package **(2016)**
- Implement a structured pay plan that rewards experience and training
- Provide promotional opportunities

Staffing OBJECTIVES:

- Return to 8 person minimum staffing per shift
- *Create 3 Driver/Operator positions (1 per shift), promoted from current existing full-time staff (done in 2014)*
- Develop a structured pay plan and maintain a competitive wage and benefit package **(2016)**
- Maintain a robust part-time Firefighter program to provide back-fill, extra staffing and for a qualified pool of full-time firefighter replacements

Appendix C

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Analysis of Staffing:

2015

- Incorporate 3 additional FT paramedic positions within current staff over 3 to 4 years (currently there are 8 FT paramedic positions on 2015) for a total of 9 paramedics. This would allow for 3 paramedics per shift and ensure consistent paramedic level care on all medical calls and reduce back-fill overtime. (promoted from currently and future trained existing staff)
- Add 3 reserve positions for a total of 6 reserves to strengthen the reserve program and provide a stronger trained pool from which to hire entry level full-time firefighters

2016

- *Increase minimum shift staffing to 8 people 365 days*
- ~~Add two (2) part time positions (for a total of seven(7) part time FF positions)~~ move to 2017

2017

- Add Deputy Fire Marshal
- Add two (2) part-time positions (for a total of seven(7) part-time FF positions)

2018

2019

- Add Training Officer

2020

- Add 24 /7 engine crew with an officer, driver operator and firefighter (9 FTE) to the Mountain Station (4 person engine crew will move to the new downtown station)
- Add 3 part-time FF positions (total of 10 part-time firefighters)

2021

- Additional Admin Assistant (total of two)
- Add FT crew to “new” West Station (paramedic/officer & engineer) (6 FTE)

Appendix C

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Analysis of Facilities:

	Strengths	Weaknesses	Opportunities	Challenges
Mountain Station	<ul style="list-style-type: none"> ▪ Well located for response to the south and east area of the City of Steamboat Springs 	<ul style="list-style-type: none"> ▪ Too small for housing Administration, Prevention and Emergency Response ▪ Poorly located for response to the west or north portion of the District ▪ Foundation Issues ▪ HVAC Issues ▪ IT/Connectivity Issues ▪ Storage ▪ Lot Size 	<ul style="list-style-type: none"> ▪ Future use specific to Emergency Response, public education and recruit program 	<ul style="list-style-type: none"> ▪ Funding Remodel
Central Station	<ul style="list-style-type: none"> ▪ Well located for response to downtown area ▪ Located in area with high call volume 	<ul style="list-style-type: none"> ▪ No Crew Quarters ▪ Questionable expansion of bays ▪ Located in busy and developing business district ▪ Not adequately staffed for response to the west portion of the City or the north and west portions of the District ▪ Flood plain? ▪ Not up-dated 	<ul style="list-style-type: none"> ▪ Possible expansion of office space and crew quarters into police quarters (if vacated) ▪ Possible commercial value to sale for funding to build replacement station 	<ul style="list-style-type: none"> ▪ Funding ▪ Remodel Logistics ▪ Relocation Logistics
Ambulance/SAR Station	<ul style="list-style-type: none"> ▪ Well located for downtown response ▪ Crew Quarters 	<ul style="list-style-type: none"> ▪ No room to expand ▪ Limited Crew Quarters ▪ Located in busy and developing business district 	<ul style="list-style-type: none"> ▪ Possible commercial value to sale for funding to build replacement station ▪ Park 	<ul style="list-style-type: none"> ▪ Joint ownership/tenants and uses. ▪ Relocation Logistics

West Station in District	<ul style="list-style-type: none"> ▪ Land Opportunities ▪ Hybrid career and recruit program staffing 	<ul style="list-style-type: none"> ▪ No definitive land acquisition planned ▪ Funding/cost sharing 	<ul style="list-style-type: none"> ▪ Partnership with other public agencies or developers 	<ul style="list-style-type: none"> ▪ City/District IGA ▪ Funding
South/East Station in District	<ul style="list-style-type: none"> ▪ Land Opportunities ▪ Hybrid career and recruit program staffing 	<ul style="list-style-type: none"> ▪ No definitive land acquisition planned 	<ul style="list-style-type: none"> ▪ Partnership with other public agencies or developers 	<ul style="list-style-type: none"> ▪ City/District IGA ▪ Funding
Training Facility	<ul style="list-style-type: none"> ▪ No current facility 	<ul style="list-style-type: none"> ▪ No current facility 	<ul style="list-style-type: none"> ▪ Partnership with other public agencies ▪ Better training ▪ Marketing/revenue for outside training 	<ul style="list-style-type: none"> ▪ Funding ▪ Location ▪ Funding

Facilities GOALS:

- Maintain existing facilities in good order.
- Plan for new facilities to meet current and future needs, a significant weakness is neither the Mountain or Downtown station provide for a good response time to the west district.

Facilities OBJECTIVES: (see appendix “C” for map of current and future stations)

2016

- Plan and implement a training site with temporary training facilities

2017

- Start work on replacing current downtown station with new facility that would function as main station for downtown response and house administration and fire prevention.

2018

- Plan for West Station in District
- Plan for permanent training facility
- Start Central Station

2019

- Complete Central Station

2020

- Build training facility

2021

- Plan new “West Station” in District.

Future

- South Station in the district

Appendix C

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Analysis of Equipment:

	Strengths	Weaknesses	Opportunities	Challenges
Engines	<ul style="list-style-type: none"> ▪ New Engine (2013) (done) ▪ Duplicate Engine (2014) (done) 	<ul style="list-style-type: none"> ▪ None ▪ Wildland/Urban Interface Engine 	<ul style="list-style-type: none"> ▪ Trade of 2002 and 2003 Engines for new Engine 	<ul style="list-style-type: none"> ▪ Funding ▪ Timing
Tenders	<ul style="list-style-type: none"> ▪ Two Tenders (2011) 	<ul style="list-style-type: none"> ▪ Design issues ▪ Improvements needed 	<ul style="list-style-type: none"> ▪ Modifications to address issues 	<ul style="list-style-type: none"> ▪ Staff time and funding to address weaknesses
Brush Trucks	<ul style="list-style-type: none"> ▪ Two Brush Trucks (2011 & 2012) 	<ul style="list-style-type: none"> ▪ None 	<ul style="list-style-type: none"> ▪ Good design to copy for future apparatus 	<ul style="list-style-type: none"> ▪ None
Trucks (Aerials)	<ul style="list-style-type: none"> ▪ 2002 105' Truck (aerial) Pierce -New/functional 	<ul style="list-style-type: none"> ▪ Not all wheel drive ▪ 1984 75' Truck (aerial) Sutphen - Old, high maintenance costs, Safety issues (open passenger compartment) 	<ul style="list-style-type: none"> ▪ Functional for next several years (2002 Truck) ▪ Replacement with all-wheel drive aerial in 2019/20? (1984) 	<ul style="list-style-type: none"> ▪ Planning for 15 year replacement of apparatus ▪ Funding
Ambulances	<ul style="list-style-type: none"> ▪ Four new(er) Ambulances 	<ul style="list-style-type: none"> ▪ - 	<ul style="list-style-type: none"> ▪ Good design to copy for future ambulances ▪ State EMS Grants 	<ul style="list-style-type: none"> ▪ Increasing costs ▪ Continued success with grants ▪ Local OEM service
Firefighting Equipment	<ul style="list-style-type: none"> • Newer equipment is standardized • New extrication equipment • Wildland Equipment 	<ul style="list-style-type: none"> ▪ Standardization challenges ▪ SCBA replacement 	<ul style="list-style-type: none"> ▪ Federal Grants ▪ Improving technology ▪ Standardization 	<ul style="list-style-type: none"> ▪ Funding ▪ Grants priority changes annually ▪ Changing technology

Appendix C

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Analysis of Equipment:

Cardiac Monitor/Defibrillators	<ul style="list-style-type: none"> ▪ New lifepak 15s (4) 	<ul style="list-style-type: none"> ▪ Older units use technology that is becoming out of date ▪ Manufacture will no long support old units after 2015 	<ul style="list-style-type: none"> ▪ Improving technology ▪ State EMS Grants 	<ul style="list-style-type: none"> ▪ Accessing new technology, cost/benefit ▪ Continued success with grants
Service	<ul style="list-style-type: none"> ▪ Most service is done by City Shops 	<ul style="list-style-type: none"> ▪ Maintenance/scheduling software ▪ Limited staff for large fleet (outside Fire Dept.) ▪ Mechanics not specifically trained for ERV maint. & service ▪ Delays in repairs 	<ul style="list-style-type: none"> ▪ Dedicated/certified ERV mechanic ▪ Fleet Maint. Software 	<ul style="list-style-type: none"> ▪ Funding ▪ Commitment ▪ Interdepartmental service competition

Equipment GOALS:

- Keep equipment in good order.
- Keep equipment that is functional to the mission of the department and to maintain/improve ISO rating
- Timely replacement and/or addition of equipment to stay current with industry

Equipment OBJECTIVES:

2014

- Trade-in Engine 6-1 and replace with new all-wheel drive engine similar to Engine 6-2 (completed July 2014)
- Up-date Staff Vehicles (Chief) (Chief Vehicle replace in July 2014)**Done**

Appendix C

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Analysis of Equipment:

2015

- Replace 2005 ambulance with new type I ambulance (**Done**)
- Up-date Staff Vehicles (**Planned**)

2016

- Staff Vehicles (Fire Pick-Up replacement)

2017

- Replace SCBA equipment

2018

2019

- Add Engine (Urban/Interface Engine) to Fleet

2020

- Replace 1984 Sutphen Truck (aerial) with all-wheel drive truck.
- Replace 2009 Ambulance
- West District Station
 - Urban/Interface engine (New)
 - Ambulance (New)

2021

- Replace 2011 Ambulance
- Add Ambulance
- Add Engine (Urban/Interface Engine) to Fleet
- West District Station
 - Urban/Interface engine (New)
 - Ambulance (New)

Appendix C
STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS
Analysis of Training:

	Strengths	Weaknesses	Opportunities	Challenges
Fire Academy	<ul style="list-style-type: none"> ▪ Brings new staff on the department ▪ Provides instructional opportunities for staff ▪ Enhances ability to evaluate candidates for FT & PT Staff 	<ul style="list-style-type: none"> ▪ Limited opportunity to bring on new reserves from Academy (funding) ▪ Lack of a training facility ▪ Lack of Training Equipment ▪ Staff assigned to training 	<ul style="list-style-type: none"> ▪ Growth potential (more reserve staff/low cost recruitment) ▪ Possible resident program with new stations ▪ Training facility to generate revenue 	<ul style="list-style-type: none"> ▪ Funding ▪ Instructor time ▪ Facility ▪ Faculty ▪ Equipment
Paramedic Training Program	<ul style="list-style-type: none"> ▪ Currently in the 3rd year, working well 	<ul style="list-style-type: none"> ▪ Vacancy for 6 months ▪ Dependent on State EMS Grants ▪ No positions for additional paramedics 	<ul style="list-style-type: none"> ▪ Opportunity for career advancement of existing personnel 	<ul style="list-style-type: none"> ▪ Students must move to Denver for 6 months ▪ Continued Grant Funding ▪ Funding match for grants ▪ Scheduling back-fill ▪ Retention/compensation
Training Captain	<ul style="list-style-type: none"> ▪ - 	<ul style="list-style-type: none"> ▪ Need 	<ul style="list-style-type: none"> ▪ Focus on training ▪ Contracting for outside providers for specific training 	<ul style="list-style-type: none"> ▪ Funding ▪ Time
Staff Training	<ul style="list-style-type: none"> ▪ Training provided by internal staff 	<ul style="list-style-type: none"> ▪ Lack of a training facility ▪ Lack of staff time to provide training to multiple shifts ▪ Difficulty scheduling department-wide 	<ul style="list-style-type: none"> ▪ Opportunity to incorporate training adjuncts into planned new station 	<ul style="list-style-type: none"> ▪ Funding ▪ FTEs for Training ▪ On-going ALS training ▪ Core training for new staff

		trainings		
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Appendix C

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Analysis of Training:

Training GOALS:

- Provide training to maintain and improve service skills and capabilities.
- Supplement Full-time staff with a pool of well-trained part-time and reserve staff

Training OBJECTIVES:

- Annual Fire Academy with opportunities for 3-5 new part-time/recruits
- Annual Paramedic training to attain and maintain 3 paramedics per shift
- Training Captain dedicated to training only (**2019**)
- Add training adjuncts into all new stations
- Training Facility

Appendix C

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Analysis of Finance:

	Strengths	Weaknesses	Opportunities	Challenges
City/District	▪ TBD	▪ TBD	▪ TBD	▪ TBD
Grants	▪ City Grant Writer	▪ Not guaranteed revenue, needed projects may hinge on grants	▪ Off-set revenue expenditures	▪ Success
Fees	▪ Fees for Service	▪ Medicare/Medicaid ▪ Un-insured	▪ Improved billing	▪ Keeping up with insurance and government reimbursement regulations

Finance GOALS:

TBD

Finance OBJECTIVES:

- Financial strategy TBD
- Pursue grants to off-set planned expenditures
- Recoup costs as possible with a prudent “fees for service” program.