

A Strategic Plan

By
Steamboat Springs Fire Rescue
July 2019

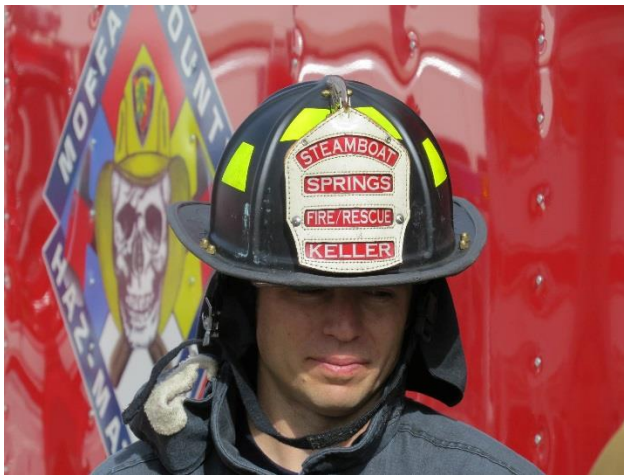


STEAMBOAT SPRINGS FIRE RESCUE

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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 – endeavor to be an expert and have specialized knowledge

Preparedness – maintain readiness for any emergencies

Timeliness - to respond quickly

Compassion - show concern for the suffering and misfortune of others

Honesty - exhibit genuine, reputable and respectable behavior

Integrity - adhere to a high moral and ethical code

Fiscal Responsibility - create, optimize and maintain a balanced budget

Progressive - continue steady improvements



Introduction

Preface

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

The plan will be reviewed, up-dated annually with the proposed operational budget for the following year. The up-dated Strategic Plans have been acknowledged by City Council on the dates noted:

-February 2, 2016

-March 7, 2017

-November 2018 (reviewed by City Council and SSAFPD for potential May 2019 election)

Past and Present

Prior to 2002, Fire Service was provided by the City of Steamboat Springs (City) with volunteer firefighters, a full-time Fire Chief and Fire Marshal plus the administrative support of the City. EMS/Ambulance Service was provided by the Steamboat Springs Area Fire Protection District (District) with two full time paramedics and part-time EMS providers plus 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; SSFR provides service to both the City and District through an intergovernmental agreement (IGA). Through the IGA (implemented in 2002), the City provides service to the District and the District provides partial funding from District property tax revenues. Costs for operations and capital are allocated based on a cost sharing formula that considers emergency call demand and property values in 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 2018, SSFR call volume was 2,482 and the 2017 assessed valuation was \$887M (\$694M City and \$193M District).

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 (a total of six (6) FTEs 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 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.

Since 2002, demand for emergency and non-emergency services have grown along with the growth of residents and visitors.

Current Status of Steamboat Springs Fire Rescue

Today EMS, Fire, Rescue, and other Emergency Services are provided by 8* on-duty Firefighter/EMT professionals that respond from two stations. The Mountain Station maintains minimum staffing of 5 personnel that provide staff for an engine and an ambulance. The Central Station maintains staffing of 2 personnel that staff an ambulance. The Mountain Station Engine responds to all EMS calls with the closest ambulance to the call. The Engine responds to EMS calls to provide adequate staffing in order to help manage medical care, provide safe movement of incapacitated patients, and to help with bystanders or family members. An ambulance responds with the Engine to fire calls to provide the required personnel to meet NFPA standards for initial fire response. On-duty staff handle the majority of calls, however, the department depends on call-back (off-duty staff responding from home) when call volume or severity overwhelms the ability of the on-duty staff. When a “page” for call-back is sent out, off duty staff (if available) respond to the closest station and then respond to the scene with additional fire trucks and equipment.

Fire Prevention services are provided by the Fire Marshal with support of the departments Administrative Assistant and the on-duty Firefighter/Inspector (who is also responsible for emergency response).

(* Current minimum staffing is 7 FF/EMTs per shift during slower “shoulder” seasons)



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 current plan covers 2020-2027.

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



Steamboat Springs Fire Rescue in the Future

The projected service demands on Emergency Services are based on a conservative 3% per year call volume increase and a 5% per year increase in concurrent calls. The specific plans for each year are used only for reference, actual implementation will be affected and controlled by factors such as fiscal reality and service demands. Note that past and current years (2018 and 2019) are shown for historical reference and to show projected and actual call volumes.

2018

(Up-dated Projected; 2,373 calls, 594 concurrent calls) **Actual 2,482 calls ; 642 concurrent calls**

- This is the last year of a goal to reach 9 FT paramedics by creating 3 new paramedic positions within existing staff over 3 years; **started in 2013. (Completed)**
- Replace 1984 Sutphen 75' ladder truck with new aerial ladder truck **(Completed)**
- Partially implement new pay plan for FT firefighters **(Completed)**
- Start site analysis for a location of new Central (main) Fire Station* (moved from 2016) **(Ongoing)**

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

- ~~Add full-time Deputy Fire Marshal (to address increase plan review load and manage pre-plans and commercial inspections) (cut in 2017 and 2018 budget process-moved to 2019)~~

2019

(Projected- 2,556 calls: 674 concurrent calls)

- Solidify location for new Central Fire Station and start the design process (moved from 2017) **(Ongoing)**
- Implement a sustainable fiscal plan
- Fully implement pay plan for FT firefighters **(Completed)**
- Add three (3) full-time fire fighters as “floaters” to address back-fill for PTO and extra staffing needs (overtime containment) **(Completed, however positions remain vacant)**
- ~~Start assessment for West District Fire Station (move to 2022)~~
- ~~Add Full-time Deputy Fire Marshal (moved to 2020)~~
- ~~Add Training Captain (Moved to 2021)~~

2020

(Projected - 2,633 calls: 708 concurrent calls)

- Replace the 2009 ambulance (Amb 6-4)
- Complete design of new Central Fire Station (moved from 2018)
- Add Full-time Deputy Fire Marshal (proposed since 2017)
- Add 3 FTE (one addition FF/EMT per shift)

2021

(Projected- 2,712 calls : 743 concurrent calls)

- Add Training Officer “Floater” (moved from 2019)
- Add 3 FTE (one additional FF/EMT per shift, promote 3 Acting Officers to Lieutenants to provide supervision of downtown crew)
- Add one FF/EMT “Float” to limit OT demand on reg FT Firefighters

- ~~Add Admin Assistant (total of 2) (to meet increasing Fire Prevention and Emergency Service Admin needs) (moved to 2025)~~
- ~~Add three (3) full-time Battalion Chiefs to manage expanded operations (one per shift) (moved to 2025)~~

2022

(2,794 calls: 780 concurrent calls)

- Promote 3 FT FF's to Engineers
- Break ground on new DT Fire Station
- Replace Ambulance 6-2 (2011)
- Begin design of West District Fire Station for 2026

2023

(2,877 calls: 819 concurrent calls)

- Add 3 FT FF/EMT
- Build West District Fire Station (move to 2026)
- Add new Fire Engine (Goal attain 3 Fire engines after dropping down to 2 fire engines in 2012)
- Complete DT Fire Station

2024

(2,964 calls : 860 concurrent calls)

- Add 3 FTE Firefighter/Paramedics
- Add 1 FF/EMT "Floater"
- Replace Truck 6-2 (2001)
- Replace Ambulance 6-1 (2013)
- Plan remodel of Mountain Fire Station based on projected needs
- Replace BT 64 (2009)

2025

(3,053 calls : 903 concurrent calls)

- Add 1 FTE (new) Admin Staff
- Add 3 FT FF/Lts
- Add 3 Batt. Chief Positions
- Delete 3 FF/Capt Positions
- Expand Wildland Firefighting program

2026

(3,144 calls: 949 concurrent calls)

- Build West Station
- Build permanent training facility

2027

(3,238 calls : 996 concurrent calls)

- Add 9 FTE to staff West District Fire Station with (Officer, Paramedic and Engineer Per shift) supplemented by up to six (6) resident/reserve/PT FF)

Summary

Based on conservative growth projections, by 2027 the department could be responding to more than 3,200 EMS and fire calls and protecting well over a billion dollars 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 2027, personnel will be stationed in 3 locations. Part-time staff will also continue to provide a pool of trained candidates to readily fill vacancies in full-time positions.

Stations and Equipment: There will be three staffed stations by 2027 and a permanent training facility. The three stations will be strategically located in the areas with the most population, property values and call density while being able to respond efficiently to the more rural areas of the District. Personnel and equipment at the west station would provide quick response to the west and north portions of the District and would be well placed to back-fill the City when needed. The central station would be located in the downtown area of the City and would house emergency response personnel, 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. The Central Station would also 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. *(see appendix “B” for maps with station locations and response zones.)*

Appendix

Appendix A

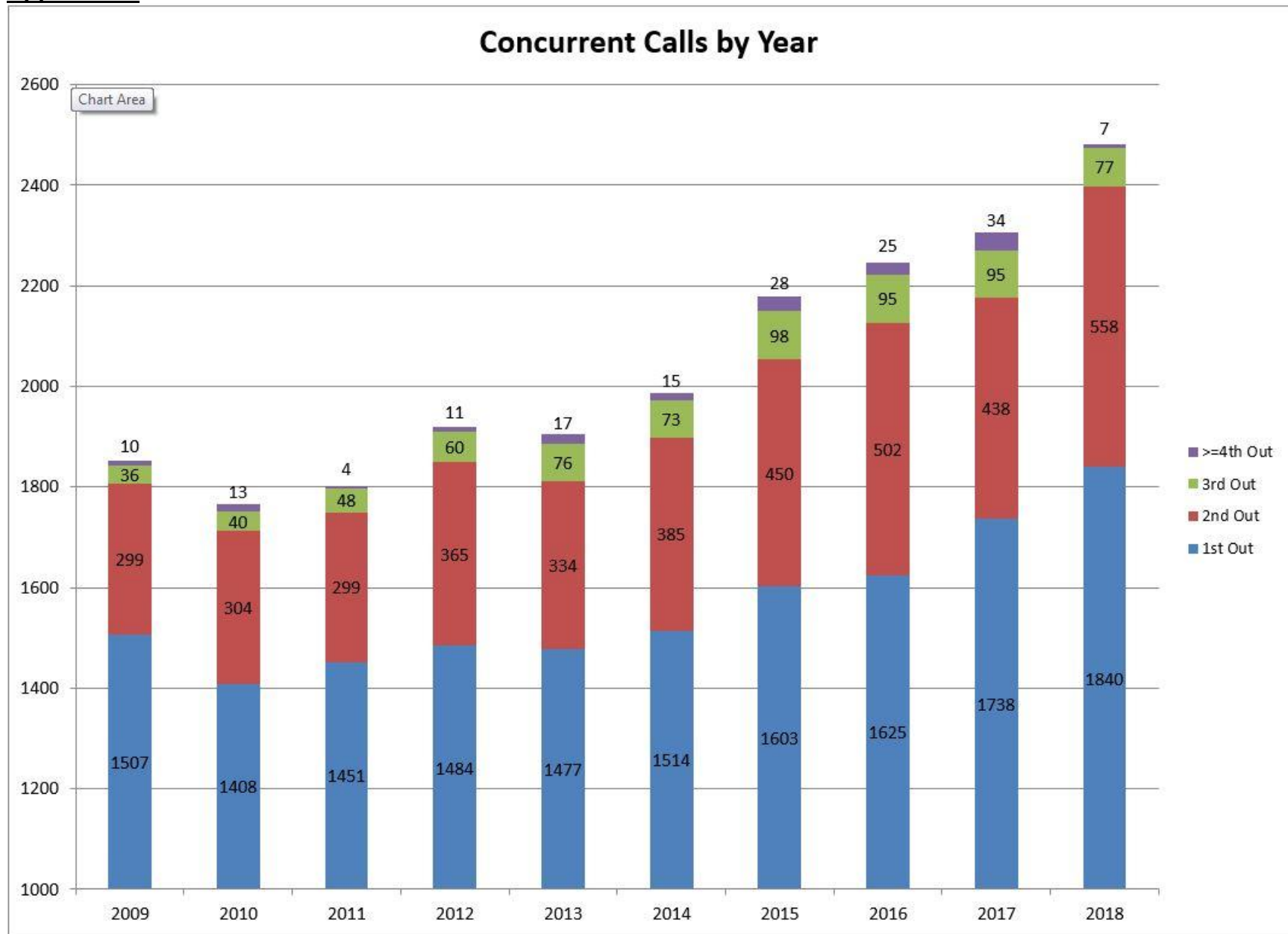
Call Volume and Assessed Valuation..... 11

Call Volume and Staffing 12

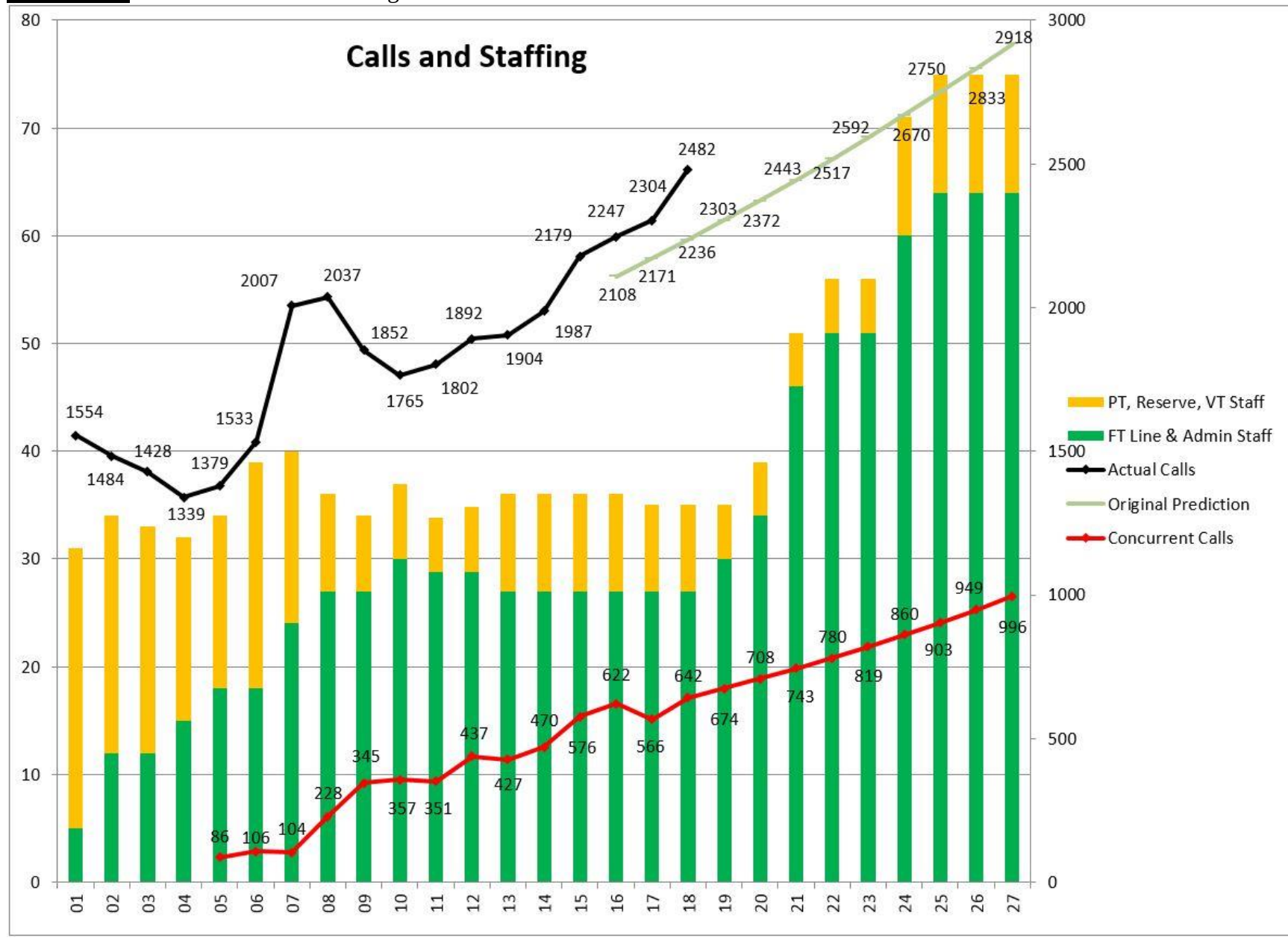
Appendix B

Stations..... 13

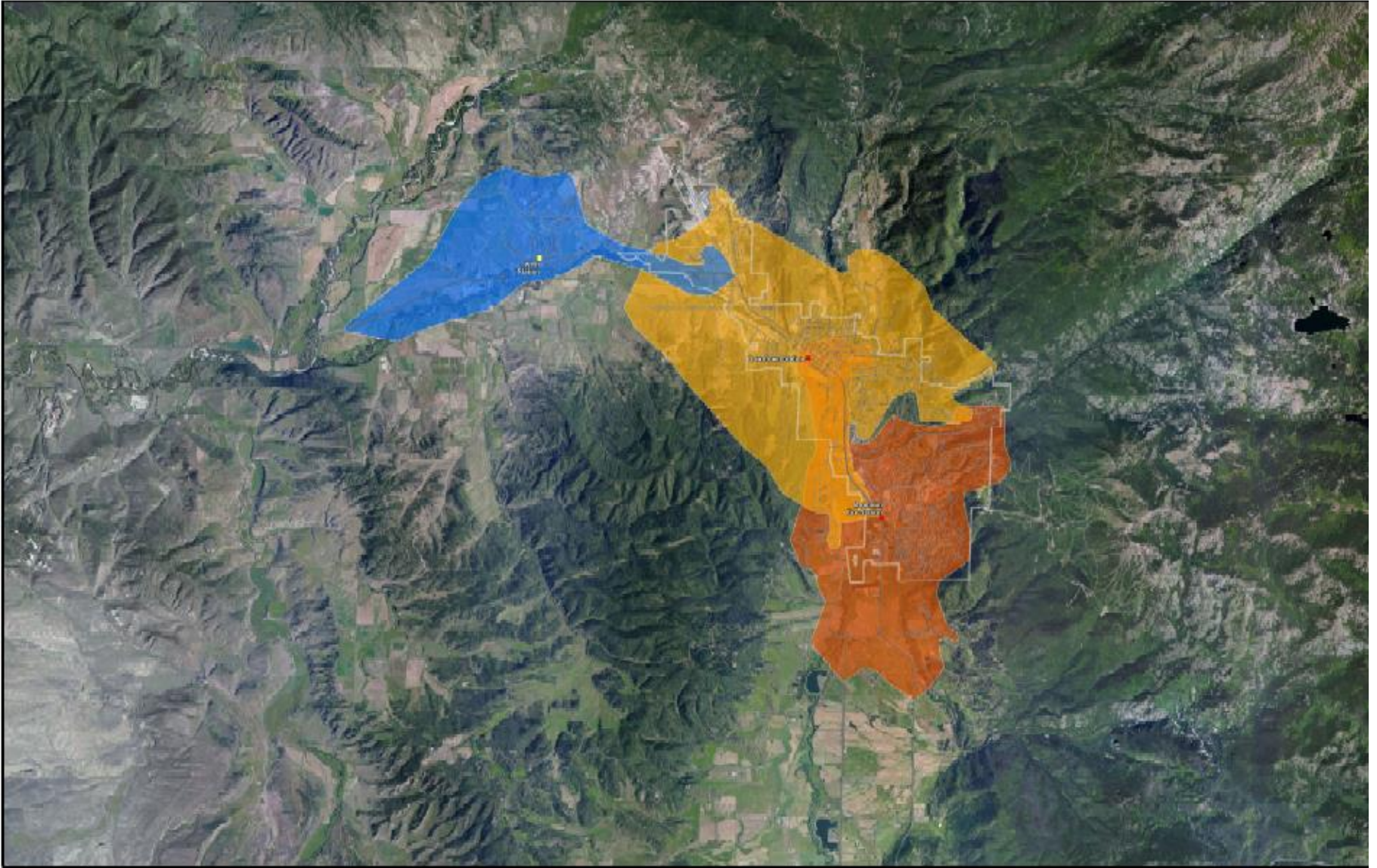
Appendix A – Concurrent Calls



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)

