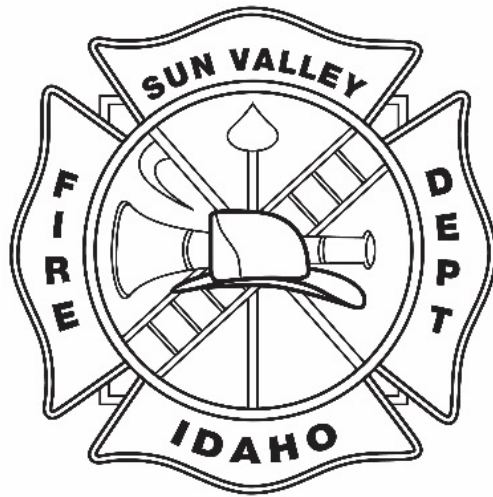


**SUN VALLEY FIRE DEPARTMENT**  
**STRATEGIC PLAN**

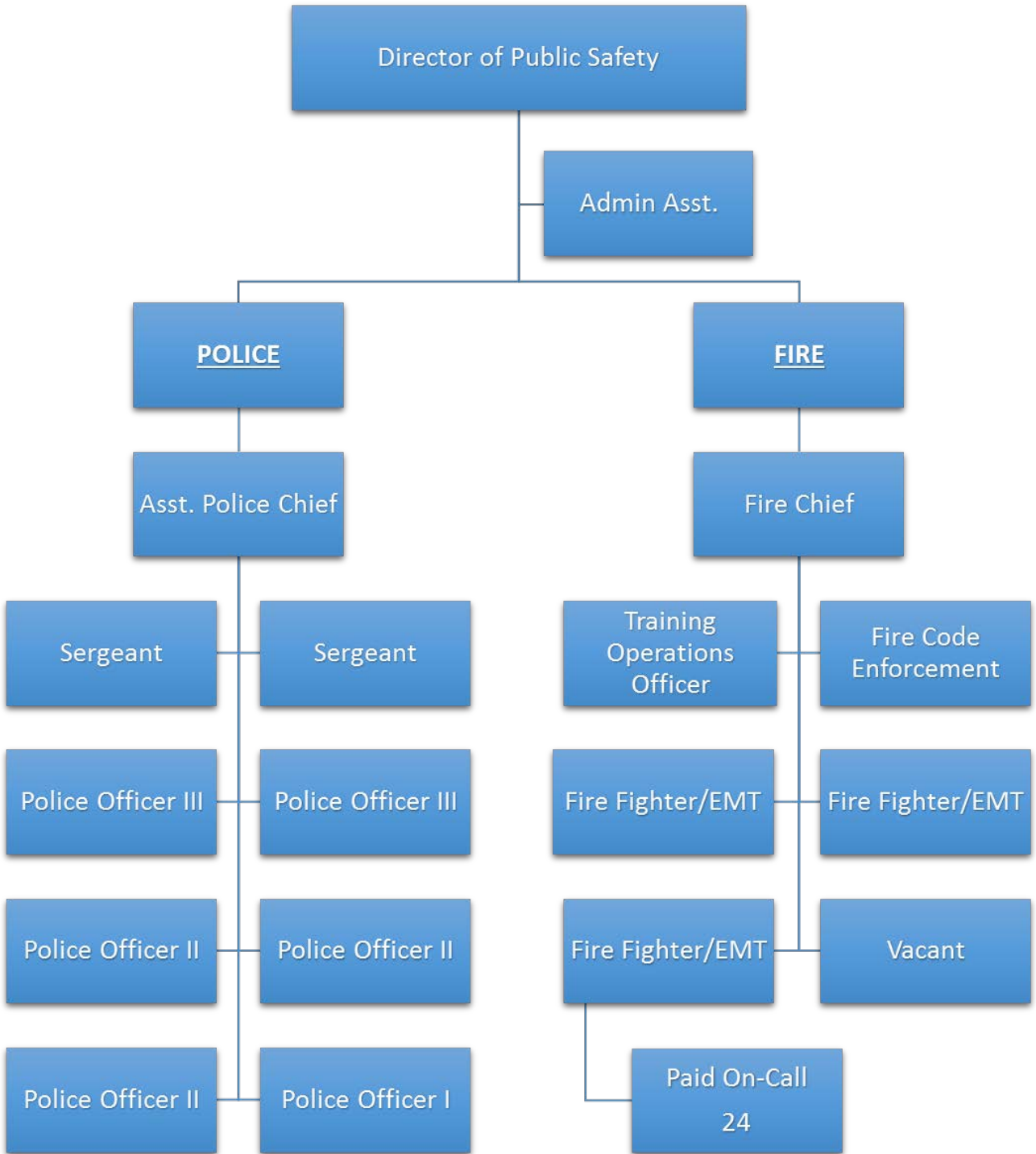
**2017**



Sun Valley Fire Department  
P.O. Box 416  
100 Arrowleaf Road  
Sun Valley, Idaho 83353

## TABLE OF CONTENTS

Organizational Chart.....	Pg. 3
Message from the Director of Public Safety.....	Pg. 4
Mission Statement.....	Pg. 6
Vision.....	Pg. 6
Values.....	Pg. 7
Goal 1:.....	Pg. 8
Goal 2:.....	Pg. 10
Goal 3:.....	Pg. 12
Goal 4:.....	Pg. 14
Goal 5:.....	Pg. 16
Goal 6:.....	Pg. 18



## Message from the Director of Public Safety



**Director of Public Safety Walt Femling**

It is with great pleasure that we introduce you to the Sun Valley Fire Department's Strategic Plan. It will serve as a road map and guide for identifying priorities so that we can continue to deliver the highest level of fire, rescue, prevention and emergency medical services to our community.

When developing this plan, we asked ourselves: where we are now, where are we going, and how will we get there?

We developed the framework for this plan that will:

- Promote department policy, operational and budget decisions
- Develop and maintain a highly-skilled and trained work force
- Provide a structure and vision of where the Fire Department is heading
- Provide long term strategies to meet our organizational goals and Community needs.

We are committed to revisiting our strategic plan at least once every two years to ensure that the current plan is succeeding and then adjust accordingly. Our goal is to have a progressive organization that can anticipate and adapt to change.

To all of the members of the community that we serve, and our partner agencies, we invite you to join us in supporting this Strategic Plan of the Sun Valley Fire Department.



### **Mission Statement**

The Sun Valley Fire Department is committed to providing 24-hour protection at the highest level of public safety services for our community and visitors. We protect lives and property through fire suppression and prevention, medical response, backcountry rescue, disaster management and public education.

### **Vision Statement**

It is our vision to become a highly-functioning, innovative and progressive fire department that cares deeply about our citizens, each other, and our Mission. We are committed to providing an environment which fosters teamwork among our members, cooperation among other departments and offering the best available education and training to our Firefighters. With our passion and commitment to the safety of the Citizens of Sun Valley, we will become one of the most respected fire departments in Idaho.

## **Values Statement**

**SAFETY-** Commitment to fostering a safe environment for all citizens who live, work, or visit our community.

**TRUST-** A firm bond of integrity, ethics and character throughout the department and with the community at large.

**RESPECT-** We will respect our community and ourselves, while providing the highest professional emergency services.

**INTEGRITY-** Our daily actions and decisions are based on moral and ethical values to exceed our community's needs.

**PROFESSIONALISM-** Our goal is to provide the best possible service to the community at large by demonstrating important values of character, attitude, competency and conduct.

**OUR TEAM -** We support open communication, education, and the use of common sense in dealing with our firefighters. We support policies that encourage the mental and physical health of our first responders. We value a safe and respectful working environment.

**TEAMWORK-** We recognize that none of us alone are as effective as we are together. We insist that we all work together, regardless of race, sex or religion. The strength of family, both at home and in the workplace, is identified in our value system.

**TRUST AND LOYALTY-** It is through the honest interaction with those whom we come into contact that help us offer the greatest service.

**EXCELLENCE-** We value the perseverance and dedication of our first responders in providing an efficient, orderly service to the citizens and visitors of Sun Valley.

**COMPASSION-** We must always show empathy for those whom we serve and understand their needs in times of crisis.

**HUMOR-** We encourage good, appropriate humor. We support each other and encourage participation in the growth of all members.

## **GOAL 1: First Responder Safety**

The safety of our First Responders will always be the number one priority of the Sun Valley Fire Department. To ensure that we are both physically safe and liability safe, we must work under a comprehensive set of SOP's and SOG's (Standard Operating Procedures and Standard Operation Guidelines). Our training must meet local, state and national standards. We need to ensure that our equipment is maintained and that a written replacement plan is in place for life safety equipment. Adequate staffing for all shifts needs to be a priority with at least two personnel on duty at all times.

**Strategy 1: Identify all areas of operation that need to have a written SOP or SOG and prioritize them as short-term, medium-term and long-term needs.**

### **Action Steps**

1. Prepare a 3-phase policy program: written phase, evaluation phase and implementation phase;
2. Assign writers and researchers for the individual policies; and
3. Identify the policy format and policy delivery system.

**Strategy 2: Conduct an audit of equipment to include date put into service, life expectancy, condition and need.**

### **Action Steps**

1. Categorize equipment (life safety, specialized, maintenance etc.);
2. Identify and prioritize equipment life expectancy;
3. Prepare a replacement list and cost so we can prioritize needs based on life and operational safety; and
4. Look for opportunities to share equipment expense and grants.

**Strategy 3: Ensure we have adequate staffing to safely cover all the required shifts.**

### **Action Steps**

1. Develop and implement staffing plan
2. Review job descriptions to ensure we have adequate supervision on shifts and calls for service.
3. Review organizational chart and define roles and responsibilities, including full time vs. paid on call supervision.



## **RESULTS**

## **GOAL 2: Provide the Highest Quality of Service to our Citizens**

Move from a quantity focused service to a quality focused service as it relates to Emergency Medical Service and fire response within the City of Sun Valley.

### **Strategy 1: Analyze our current response plan and make recommendations for improvement.**

#### **Action Steps**

1. Look for opportunities for the Police and Fire Departments to work together to improve quality of service; and
2. Study all aspects of scheduling personnel, shift hours, and exempt vs. non-exempt staff.

### **Strategy 2: Explore options to provide higher level medical service to our community.**

1. Pursue options to provide medical training for our staff to better serve our citizens and to prepare for the future;
2. Explore local resources to help us achieve this goal;
3. Work to expand our training opportunities with other local agencies;
4. Work with the Chief of the Ketchum Fire Department to establish a 5-year plan to enhance service levels utilizing both departments;
5. Put a plan together to better communicate with our citizens concerning their EMS needs, and our present and future capabilities; and
6. Improve staffing at public events for public interaction and quicker response.



## **RESULTS**

### **GOAL 3: Improve Recruitment and Retention**

Strategies need to be put in place covering leadership, scheduling, compensation and benefits, exempt vs. non-exempt staff, and affordable housing. We recognize leadership training is essential for improving emergency services and individual career advancement, so it will be a priority.



#### **Strategy 1: Explore retention issues with the current staff and make recommendations for change.**

##### **Action Steps**

1. Meet with all staff individually and establish priorities;
2. Re-visit scheduling and prepare a recommendation with all goals in mind; and
3. Establish clearly defined leadership roles within the organization and testing procedures for supervisory positions.

#### **Strategy 2: Establish common ground with all Blaine County Fire Departments on recruitment and retention issues.**

##### **Action Steps**

1. Explore sharing of paid on call volunteers and put a plan together for shared training, expense and response; and
2. Evaluate the paid-on-call performance standards.

#### **Strategy 3: Affordable Housing for First Responders**

##### **Action Steps**

1. Recommend short term and long term solutions for emergency service personnel with annual evaluations.

## **RESULTS**

## **GOAL 4: Secure Adequate, Sustainable, Dedicated Funding**

### **Strategy 1: Establish good budgeting practices.**

#### **Action Steps**

1. Determine long-term needs and how we will fund them; and
2. Explore the revenue opportunities and what role that could play in long-term capital needs.

### **Strategy 2: Demonstrate that money invested in the Fire Department is the best use of those resources.**

#### **Action Steps**

1. Determine strategies to show how a well-funded fire department is a contributing factor to the reputation of the City and is an important part of the City's economic growth, development and stability;
2. Review ISO (Insurance Service Office) procedures to ensure the City's insurance rating remains at or improves from its existing rate of a 3; and
3. Improve response time for EMS and Fire service.



## **RESULTS**

## **GOAL 5: Establish Education and Training Standards for Emergency Personnel**

The Sun Valley Fire Department will provide emergency responders with all the necessary training to ensure firefighter safety and protection of our citizens. We will provide training, testing, and certifications that are recognized on a local, state, and national level. We will achieve this goal through internal, regional and national training to ensure our Department is progressive and meeting national standards for emergency response.

**Strategy 1: Utilize third-party testing and certification for nationally recognized standards.**

### **Action Steps**

1. Provide adequate training and testing opportunities for staff to pursue higher level IFSAC Certification (International Fire Service Accreditation Congress);
2. Provide adequate training and testing opportunities for staff to pursue higher level NWCG Certification (National Wildfire Coordinating Group); and
3. Provide pathways, assistance, and incentives to firefighters to further their professional education as it relates to their job.



**Strategy 2: Deliver training that is effective, efficient, and accessible.**

### **Action Steps**

1. Host nationally recognized instructors that have been identified through national conferences to provide training to reach more of our staff;
2. Utilize online training software as an additional method to meet continuing education requirements;
3. Provide quality weekly training; and
4. Develop instructors within the Department by providing them with nationally recognized training opportunities.



## **RESULTS**

## **GOAL 6: Build and Maintain Cooperative Agreements**

Our fire department relies on its neighboring fire departments to assist in executing this mission. During large scale operations, any fire agency can become quickly overwhelmed. We will continue to foster beneficial relations with our neighbors.

**Strategy 1: Develop more joint training events to ensure firefighter safety and mitigation of large scale incidents.**



### **Action Steps**

1. The Sun Valley Fire Department will work with neighboring departments to establish a minimum of one joint fire training drill per month;
2. Review automatic aid agreements and make recommendation to our Emergency Response Plan

**Strategy 2: Work to effect mutually beneficial cooperation with outside agencies to obtain optimal economic results.**

1. Research the feasibility of shared equipment agreements along with other administrative services and with our partners.

## **RESULTS**