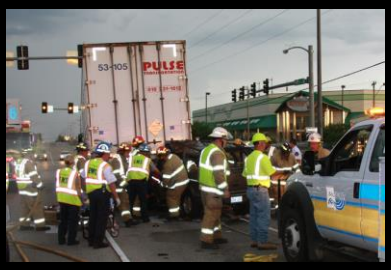
SPRINGFIELD
FIRE DEPARTMENT



2013-2018
STRATEGIC PLAN

Facilitated by CPSE Center for Public Safety Excellence

Introduction

The Springfield Fire Department (SFD) provides fire suppression, emergency medical services first response, technical rescue, hazardous materials mitigation, fire prevention, public education, disaster preparedness and explosive ordinance disposal to the 82.31 square miles of Springfield, Missouri. SFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the agency's path into the future via a "Community-Driven Strategic Plan." Further, in an effort to work toward self-improvement, the agency is pursuing accreditation through the Commission on Fire Accreditation International (CFAI). The following strategic plan was written in accordance with the guidelines set forth in the CFAI *Fire & Emergency Service Self-Assessment Manual* 8th Ed., and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the Community–Driven Strategic Planning process to go beyond just the development of a document. It challenged the membership of the SFD to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." Furthermore, it provided the membership with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the agency's external and internal stakeholders' groups performed an outstanding job in committing to this important project and remain committed to the document's completion.

This strategic plan, with its foundation based in community and membership input, revisits the agency's pillars (Mission, Values, and Vision) and sets forth a continuous improvement plan that offers a road map for a justifiable and sustainable future. The strategic plan also supports the Public Safety chapter of the broader community strategic plan known as *Field Guide 2030*.

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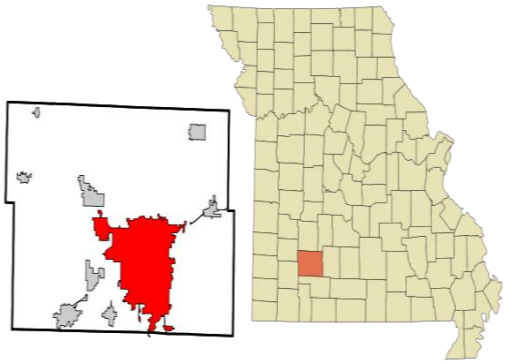
Organizational Background

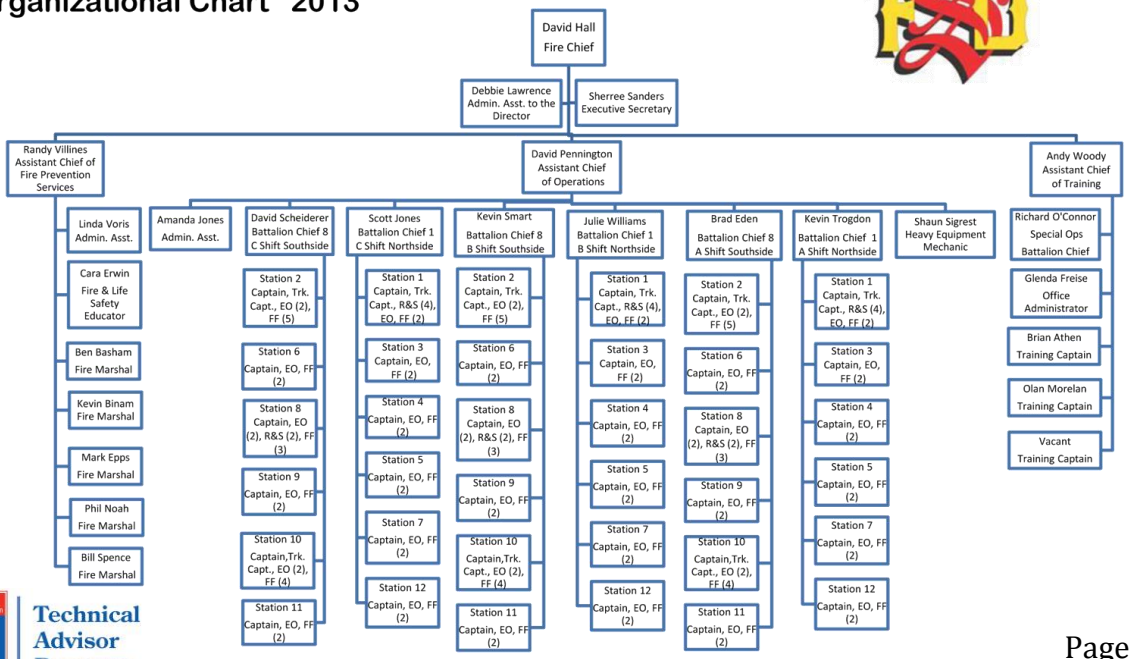


Springfield is the third largest city in the state of Missouri and is the county seat for Greene County. Incorporated in 1838, Springfield's nickname is the "Queen City of the Ozarks" and is known as the Birthplace of Route 66. Today, Springfield is a city of 82.31 square miles with a population of over 159,500. Springfield city government is based on the council-manager system. By charter, the city has eight council members, each elected for a four-year term on a non-partisan basis, and a mayor elected for a two-year term.

On August 9, 1847, the city council and the fire commission drew up an ordinance to form the first recorded ladder company to cover the city of Springfield. The fire department was formally established by city ordinance number 200 on May 24, 1875. The city charter, adopted in 1953, charged city council with furnishing public services, including fire protection, and adopting fire prevention regulations under Section 2.16, Enumeration of Powers. Article IV of the charter, Administrative Service, re-established the fire department, in Section 4.1. Today, the Springfield Fire Department is comprised of 220 dedicated professionals, providing quality services to the community and boasting an ISO Class 2 rating.

Springfield Fire Department

Organizational Chart 2013



Technical Advisor Program

Definition of a Community-Driven Strategic Plan

The fire service has entered into a very competitive evolutionary cycle. Public demands continue to increase, while dollars and other resources continue to shrink. These trends place increased pressure on the modern fire service manager, policymakers, and staff to develop ways to be more effective and more efficient. In many cases, the public is demanding the accomplishment of specific goals, objectives, and services with fewer resources. To work more efficiently with available resources, organizations must establish their direction based on constructive efforts while eliminating programs that do not serve the community.

To ensure that community needs were incorporated, the Community–Driven Strategic Planning process was used to develop this Strategic Plan. Businesses employ this type of process to identify market trends, allowing the service provider to focus resources while reducing risk and wasted effort.

What is a Strategic Plan?

It is a living management tool that:

- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes use of resources

> ***"What we have to do today is to be ready for an uncertain tomorrow."***
>
> Peter F. Drucker,
> Professor of Social Science
> and Management

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. The planning process should be flexible and dynamic, with new information from community members, like-providers, and life changes factored in appropriately.

Community-Driven Strategic Planning creates a platform for a wide range of beginnings. The approach comes to life by being shared, debated, and implemented in the context of organizational realities.

Successful organizations, from government agencies to Fortune 500 companies, have recognized that attaining community focus is essential. Aware of this necessity, public safety agencies must strategically plan how they will deliver high-quality products and services to the public through better, faster, and less expensive programs.

Once their strategic goals are established, agency leaders must establish performance measures, for which they are fully accountable, to assess and ensure that their departments and agencies are, indeed, delivering on the promises made in their strategic plans. Goodstein, Nolan, & Pfeiffer define Strategic Planning as

a continuous and systematic process

where the guiding members of an organization make decisions about its future,

develop the necessary procedures and operations to achieve that future, and

determine how success is to be measured.[1]

The U.S. Federal Consortium Benchmarking Study Team goes on to explain that to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **continuous** refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **guiding members** identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect, and are affected by, the decisions being made.);
- **procedures and operations** means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **how success is to be measured** recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

[1] Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

Where Does the Community Fit into the Strategic Planning Process?

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A "community-driven organization" is defined as one that

maintains a focus on the needs and expectations, both spoken and unspoken,

of customers, both present and future,

in the creation and/or improvement of the product or service provided.[2]

Again, it will be useful to use the U.S. Federal Consortium Benchmarking Study Team's definitions of the specific terms used in the above definition:

- **focus** means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;
- **needs and expectations** means that customers' preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization;
- **spoken and unspoken** means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently "about" customers and their preferences, standards, and industry will be used as input to the organizational planning; and
- **present and future** recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.

Performance Assessment

Implied within every stage of the planning process is the ability to determine progress made toward the goals or targets set. This assessment ability is a monitoring function that simply tracks activities. It may be as simple as a "To Do List," or as complicated as a plan of action with milestones and performance measures. Also implied within the planning process is the ability to measure effectiveness of the actions taken in the conduct of the organization's business.

[2] Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

The Community–Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

1. Define the programs provided to the community.
2. Establish the community's service program priorities.
3. Establish the community's expectations of the organization.
4. Identify any concerns the community may have about the organization.
5. Identify the aspects of the organization that the community views positively.
6. Revise the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
7. Identify the Values of the organization's membership.
8. Identify the Strengths of the organization.
9. Identify any Weaknesses of the organization.
10. Identify areas of Opportunity for the organization.
11. Identify potential Threats to the organization.
12. Identify the organization's critical issues.
13. Identify the organization's service gaps.
14. Determine strategic initiatives for organizational improvement.
15. Establish realistic goals and objectives for each initiative.
16. Identify implementation tasks for the accomplishment of each objective.
17. Determine the Vision of the future.
18. Develop organizational and community commitment to accomplishing the plan.

Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges the Springfield Fire Department's (SFD) External and Internal Stakeholders for their participation and input into the Community–Driven Strategic Planning Process. The CPSE also recognizes Fire Chief David Hall for his leadership and commitment to this process.

Development of the SFD's Strategic Plan took place in December 2012, during which time representatives from the CPSE and the SFD held an open meeting where members of the public, or external stakeholders, were invited. Input received from the meeting revolved around community expectations, concerns, and other comments about the agency. The agency and the CPSE expresses a special 'thank you' to community members who contributed to the creation of this strategic plan, as it was truly a team effort. Those present at this meeting were as follows:

Table 1: Springfield Fire Department External Stakeholders

Business Representatives		
Michael Benditz	*Steve Binam*	*Rob Dixon*
Matt Russell	*Luther Smith*	*Jay Titus*
	Brittany Waugh	
Media Representatives		
Dean Curtis	*Don Louzader*	*Dave Stewart*
Education Representatives		
Dave Bishop	*Dr. Earle Doman*	*Nicole Kimbrough*
Gene Thomlinson	*Laura Ward*	*Dan Whisler*
Non-Profit Representatives		
Deborah Biggs	*Paulette Dunn*	*Brian Fogle*
Leah Hamilton	*Yolanda Lorge*	*Morey Mechlin*
	Jamie Trussell	
Medical Community Representatives		
Mark Alexander	*Bill Downs*	*Dr. Jim Blaine*
Service Users		
Jerry Fenstermaker	*Charity Richie*	
Development Community Representatives		
Geoff Butler	*Jennifer McClure*	*Tim Roth*
Neighborhood Association Representatives		
Philip Arnold	*Louise Buck*	*Chris Burns*
D.C. Dean	*Lea Dingman-King*	*Kenny Ficken*
Patty Goss	*Robert Hartsell*	*Janet Wall*

Community Group Findings

A key element of the SFD's organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Therefore, the agency asked representatives from our community to participate in a meeting that would focus on their needs and expectations of the agency. Discussion centered not only on the present service programs provided, but also on priorities for the future.

Community Priorities

In order to dedicate time, energy, and resources on services most desired by its community, the SFD needs to understand what the customers consider to be their priorities. The External Stakeholders were asked to prioritize the programs offered by the agency through a process of direct comparison.

Table 2: Community Service Program Priorities of the Springfield Fire Department

PROGRAM	RANKING	SCORE
Fire Suppression	1	252
Technical Rescue	2	213
Emergency Medical Services	3	205
Fire Prevention	4	143
Hazardous Materials Mitigation	5	119
Domestic Preparedness Planning and Response	6	116
Fire Investigation	7	107
Public Fire / EMS Safety Education	8	87
Bomb Squad	9	54

External stakeholders conducting a work session

Community Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs. In certain areas, education on the level of service that is already available may be all that is needed. Following are the expectations of the community's External Stakeholders:

Table 3: Community Expectations of the Springfield Fire Department (verbatim, *in priority order*)

1.	Quick response times and efficient operations. Timely response to the citizens of SFD.
2.	Well-trained responders. Department to maintain a highly qualified and trained staff.
3.	Well-equipped to handle any emergency. State-of-the-art equipment. Well-maintained / operational fleet and equipment.
4.	To preserve the health (minimize injury). Reduce injury and loss of life. To save as many lives as possible.
5.	Open lines of communication / access to best practices from public. Find the necessary channels to provide us information to better support the fire department in Springfield.
6.	Prevent property damage. Minimize amount of property damage.
7.	Professionalism of all members of department. Continue with professional reputation.
8.	Capacity - to be staffed adequately.
9.	Courteous staff and public education.
10.	Prevent fires and protect life/property - through building codes.
11.	My first expectation is that they put out fires!! Although this is listed on the previous pages, it is very important in my opinion to keep first thing.
12.	Leadership and involvement in the community.
13.	Manage department effectively and efficiently.
14.	Another expectation is integrity and courtesy.
15.	Public visibility/involvement in community events.
16.	Community oriented fire department willing to provide education and training to citizens.
17.	To inform area residents of a safe place to go in case of an emergency.
18.	Hire and maintain the BEST possible employees for the job.
19.	Readiness to perform mission.
20.	Safe housing. Possible periodic inspections to discourage landlords from putting tenants in unsafe living conditions.
21.	Free smoke detectors and possibly carbon monoxide detectors.
22.	Not going in too many different directions at once.
23.	If a person has the gumption to fight fires, they should also have the gumption to do right -- be honest, speak the truth.
24.	Work in partnership with other local law enforcement.
25.	Information for emergency preparedness for parents.
26.	Keep community safe from variety of hazards.
27.	Department to develop contingency plans for incidents that exceed their capabilities.

28. To know where elderly people [are] in [the] area to check on them in emergencies.
29. Maintain "service focus" in all aspects of work.
30. Approachability - open to contact and questions from constituents.
31. 24/7 service in all parts of our community.
32. Salaries commensurate with comparable markets.
33. Participation and leadership (collaboration) with community and other agencies.
34. Grant application as it aligns with priorities to save community tax dollars.
35. Provide high level of service.
36. Department continue to reflect the diversity of the community.
37. To inform youths in school about what they can do to make their homes safe.
38. Problem solving with public on safety related issues - not dictating but working with (leadership/communication skills).
39. Cooperation with business.
40. Fiscally responsible.
41. Well paid with benefits.
42. Keep insurance rates in lowest cost echelon.
43. Staffed appropriately, according to national standards.
44. To assist in disaster preparation.
45. Conscientious and compassionate service providers.
46. Department to identify personnel to lead in the future.
47. Is this department doing a good job.
48. Up-to-date on all new policies and procedures.
49. Keep law enforcement sales taxes / pension issues at a minimum.
50. To be friendly and transparent through services.
51. Education of proper response during fire (after).
52. Desire - to have people who want to hear and are willing to do so.
53. Consistent with City/County strategic plans.
54. Employee safety.
55. Great leadership.
56. Provide specialized, experienced, and highly skilled investigators.
57. Willingness to work with neighboring communities if/when needed.

Areas of Community Concern

The Community–Driven Strategic Planning Process would be incomplete without an expression from the community regarding concerns about the agency. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information or incorrect information.

Table 4: Areas of Community Concern about the Springfield Fire Department (verbatim, *in no particular order*)

• Some could use driving lessons!
• School inspection schedules (would like to be formalized / scheduled regularly).
• EMS calls utilizing larger than necessary vehicles (slower and more dangerous).
• Reputation of investigations being less successful.
• As the community grows, are there enough resources (fire stations, staff) to meet the community's needs?
• Is there a pool of qualified applicants in our community to meet the upcoming staffing needs?
• Bilingual services (Spanish).
• Outreach to the immigrant community.
• Educational materials for Spanish speakers (there is a Spanish newspaper and Spanish radio station in the area).
• Do we have proper geographic coverage? ISO consideration?
• Is fire department the appropriate agency to respond to EOD?
• Up to date vehicles and equipment.
• Too short staffed.
• Poorly compensated.
• Lack of resources for training and equipment.
• Inability to fully investigate due to lack of time and resources.
• No resources to recruit / retain A+ candidates.
• The role you play in keeping costs to business / cost of doing business low in Springfield is so important to economic growth, via low insurances rates. Concerned that declining government revenue / support for taxes will jeopardize our ability as a community to keep these costs down. Need to talk about your role publicly. People don't see fire as something that saves us money, but it is.
• Development and building codes continue to place additional challenges on business. Need to work with builders, etc. to ensure codes are created and enforced in a way that doesn't stifle growth.
• Methods to fund the service needs of the community in economic downturns.
• Keeping up with the growth of the community.
• To know where elderly people who don't have transportation / may need help in an emergency storm.
• Appropriate funding for size of community reach.
• Length of time in responding to emergencies.
• Appropriate gear and new technologies for firefighters.

• Awareness in the community of all the services the fire department provides.
• Increased deaths by fire in the area.
• Access to water sources?
• Volunteer training?
• The general public does not really understand the structure of the fire department and who to call - need some transparency.
• I had a rental house (vacant) get damaged by fire - it was put out. I got a call from the Fire Marshal on site demanding that I come out and board it up immediately. I was in California and could not. Did not explain why or have an appreciation for my situation. They need some PR training.
• Ability to attract qualified, dedicated personnel for the salary and benefits.
• Funding with so many community needs and priorities.
• Water shortage.
• Ability to keep up with new growth as well as an aging infrastructure.
• Need more stations to match city growth.
• Are the departments talking to high school seniors about becoming firefighters?
• Training.
• Stronger focus on quality assessment.
• Rolling closure of fire stations increasing response times.
• Level of professionalism maintained while in uniform.
• Greater communication with business community.
• Maintaining safety while traveling to situation needing response.
• I live within the Roundtree neighborhood district where roads were proposed to be closed. This would have affected fire department access to these areas and we did not hear from fire department officials regarding this issue.
• My only concern is "for" the fire department and what ways we as a community can make sure funding is available to continue and improve the invaluable services they provide to all of us.
• Will plan be updated and informed to council / taxpayers?
• Cost of benefits out of norm to resources available.
• Not politically independent.
• Don't know how well it performs versus peer group cities.
• Can any services (EMS) be outsourced?
• Sometimes the level of response (number of units and personnel) seems excessive (especially hazardous materials and explosives).
• That stations are not able to be open at all times.
• That there may not be an adequate number of interested individuals available to fill openings as they become available.
• Adequate community coverage with current number of stations and staffing levels.
• Looking at list of services - I am concerned about department staying focused on core functions. There are many other resources for safety education, for example.
• I am concerned about morale of employees and retention due to pension issues and changes.

• Because of economic downturn, I worry about keeping up with investments in staff, capital and equipment needs - taxpayers are not resilient at the moment.
• Not always available for public events - school functions and neighborhood activities, etc.
• Need to promote smoke detectors more aggressively.
• I don't think the general public knows all the services you provide - need to promote programs more.
• I think changing the color of the trucks (which I heard was going to happen soon) is a waste of the department's money.
• Station houses in poverty areas always.
• Are they getting good pay and benefits?
• Leaving for better opportunities.
• That they have state of the art, top of the line equipment possible for their protection.
• Are they trained to the best of their ability?
• At times, secretive on big fires (or bomb squad responses) with release of information.
• Sometimes response slow (but not the majority of the time).
• Do they have enough manpower? Is there needed equipment they do not have?
• If we have a situation like Joplin and several fire stations are destroyed, can they cope?
• What is their partnership with surrounding departments?
• Although improved, political ramifications and involvement in local council issues was detrimental.
• Continued challenge of pension especially if funding minimums and expected returns change.
• How [do we] meet additional demands as community grows - need for physical investment.
• How do we work with outlying volunteer departments?
• Do we have management succession in place?
• Are they prepared for the natural disasters that could happen in our area?
• Are there enough fire stations, trucks, firefighters to adequately serve our city?

Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the agency's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

Table 5: Positive Community Comments about the Springfield Fire Department (verbatim, *in no particular order*)

• All trucks that I see appear to be in good shape and well maintained.
• I think they do a good job and make themselves available to educate the youth.
• I never hear any negative press.
• They do a good job reaching out to community organizations such as the apartment association and want to work together.
• Good job trying to prevent with education and implementing codes.
• Reputation is very strong top-to-bottom.
• Chief Hall is [an] outstanding leader and community servant.
• Low insurance rates.
• We did solve [the] pension issue for now.
• Very professional.
• Respond quickly to emergencies.
• They have a great mix of skills (water rescue, bomb squad, etc.)
• Very good relationship with the community through community input, talking to groups about fire safety.
• Very talented and capable fire and emergency response.
• Good overall response times.
• Very good at communicating with the media.
• Good at solving arson fires.
• Utmost respect for their job. Springfield has great leadership.
• Always behind the people.
• Changing batteries - way they treat Springfieldians - a they care attitude.
• Equipment is very nice.
• Buildings comfortable for meetings - mixing with neighborhoods.
• They are efficient.
• They are courteous.
• They use their time and ours well.
• Always pleasant and easy to work with.
• Very receptive to presenting at meetings, etc.
• Great response time in medical emergencies.
• Community has a lot of respect for the job they do.
• My perception of department is that they are partners in community and very professional.

• Personnel are competent, positive representatives of SFD.
• Personnel are well trained.
• Leadership appears to have direction and plan.
• I feel that we have a well-trained department capable of handling all situations.
• The firefighters / staff I have worked with have been more than willing to help and have always had a positive attitude.
• Great public presence in the community with public service announcements, etc.
• Good response times to both fires and medical situations.
• Really concerned about public's concerns and input.
• Perceived strong leadership.
• Responsiveness to service calls seems good.
• Well trained.
• Fire department is always the first on the scene and usually the last to leave. In my personal experience, they saved the life of my wife in a car accident 3 years ago. The firemen helped keep her calm as they used the jaws of life to extricate her from a wrecked car. I will never be able to repay that or give enough thanks!
• Great response! I have a neighbor whose life was saved recently on Pickwick Street.
• Thank you for meetings like this to solicit input from the public.
• Friendly / knowledgeable officers.
• Good community presence.
• Not overly intrusive.
• Good community outreach to the needy.
• Operating standards executed at a high level.
• Cooperation with both business and individuals.
• Professional in appearance.
• Involved in community and local events.
• Fair and understanding.
• Strong leadership.
• Excellent communication skills of the Fire Chief.
• Cooperative training with local colleges and public schools.
• I have worked with their leadership and they are caring, dedicated individuals!!
• The facilities I have been in seem to be well-maintained.
• The fire department management I have dealt with in my professional role are knowledgeable, courteous and considerate.
• They seem to have proper equipment and know how to use it.
• Fire department has so many areas of expertise and responds to so many different types of events, very diverse training.
• Communication - easy to access to support work in public education, very collaborative.
• Responsive to when called to handle emergency situations (quick and detailed)
• Friendliness of staff and leadership at the department.
• Organization and efficiencies of the department.

• Good reputation in the community.
• Quality of facilities for the department.
• Opening the new strategic planning process to the public.
• Always checking houses for smoke alarms.
• Always doing the best they can and answering all questions.
• This process is one of the greatest strengths they have. It shows they have planned.
• The great personnel they have working for them.
• Their identification of the need to change and finding ways to do that.
• Great to work with on building and development issues. Staff very professional and open to finding good outcomes for all concerned.
• I'm proud of our fire department.
• Chief Hall is very innovative and thinks outside the box.
• Always positive response, no matter the call or need.
• Usually always the first responders on medical calls.
• Check on our property with concern in reference to fire safety.
• Give positive direction, if concern is not in their scope of responsibility.
• They are very visible in the community.
• They have a good reputation.
• They perform well despite staffing shortages.
• Excellent emergency response.
• Excellent public education plans.
• Excellent fire investigations.
• Excellent disaster preparedness.
• Leadership = strong leadership, visions with Chief Hall and the Assistant Chief.
• Excellent reputation in the community - participate in Boards and other community leadership positions.
• Viewed as resource by business - knowledgeable about the community and their role in our safety.
• Viewed as a very professional organization in the community.
• Not making the news all of the time, unlike SPD and GCSD.
• I appreciate the constant attempts to improve as an organization.
• Commitment to the community is excellent.
• Professionalism.
• Local department is always accessible and knowledgeable.
• Very pleasant to deal with during communications.
• Results-driven.
• Department employees are active in the community.
• Department communicates well with individuals and organizations related to education and enforcement of fire codes.
• Department is open to feedback related to improving operations and communications.
• They seem to do a very good job of showing up.

Other Thoughts and Comments

The Community was asked to share any other comments they had about SFD or its services. The following written comments were received:

Table 6: Other Community Comments about the Springfield Fire Department (verbatim, *in no particular order*)

• Would encourage greater and more expedient access to A.E.Ds.
• We have an outstanding fire department.
• This department has proved over and over again just how exemplary their personnel and processes are. They measure up to any in the country and they continue to prove it.
• I'm very proud of our Springfield Fire and Police Departments.
• Thank you for allowing me to participate. I appreciate the hard work of the Springfield Fire Department.
• Are there processes in place to assure that employees are evaluated continuously? Are supports offered to those who perform poorly?
• Thank you!
• Just the fact that the fire department is engaged in a strategic planning process shows leadership and commitment.
• Do more public information / safety tips through media (TV, radio).
• Creative strategies / ideas to work with city maintenance during snow events?
• In all my dealings with the department, they have always been professional and helpful.
• Thank you for your service. You risk so much for everyone.
• Thanks for reaching out to us and keeping us involved and informed.
• Thanks for involving community leaders in this process!!
• Very good department.
• The fact that there has been little controversy with the department is very positive. Community perception is one of an adequately funded, professionally run organization with community best interest in mind.
• I've never had to use the fire department and I'm grateful for that. I appreciate the opportunity to participate.
• Thank you for doing what you do!

External stakeholders conducting a work session

Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over the course of three days and consisted of representatives of a cross section of all ranks within the Department. These sessions served to discuss the agency's approach to Community-Driven Strategic Planning, with focus on the SFD's Mission, Values, Core Programs and Support Services, as well as the agency's perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions generated a high level of interest and participation by the broad agency representation in attendance, as named and pictured below.

Table 7: Springfield Fire Department's Internal Stakeholders

Heith Aldridge, Captain	*Kelly Ash, Captain*	*Brian Athen, Training Capt*	*Ben Basham, Fire Marshal*
Jeff Butler, Firefighter	*Kelly Cardin, Truck Captain*	*Doug Chadwell, Equipment Operator*	*Alex Clark, Captain*
Robert Davidson, Rescue Specialist	*Cara Erwin, Public Educator*	*Aaron Goddard, Rescue Specialist*	*David Hall, Fire Chief*
Amanda Jones, Administrative Asst	*Olan Morlan, Training Captain*	*Joe Myers, Firefighter*	*Richard O'Conner, Battalion Chief*
David Pennington, Asst. Chief	*Chris Roush, Firefighter*	*Sherree Sanders, Executive Secretary*	*Bill Spence, Fire Marshal*
Steve Sweeney, Rescue Specialist	*Kevin Trogdon, Battalion Chief*	*Paul Tyler, Captain*	*Lee Venning, Equipment Operator*
Randy Villines, Asst. Chief		*Andy Woody, Asst. Chief*	

Internal Stakeholders Group

Mission

The purpose of the Mission is to answer the questions:

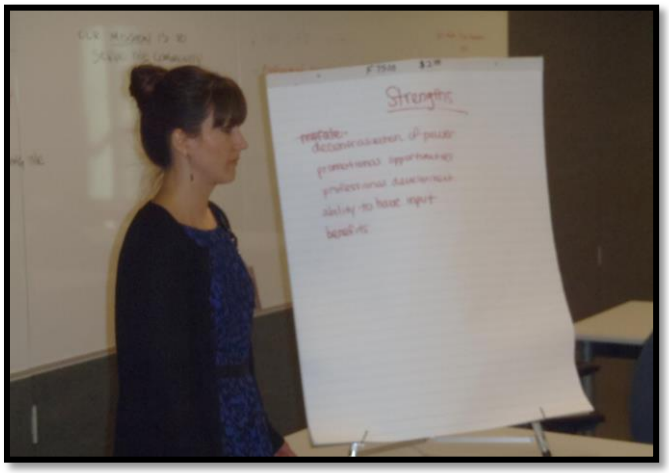
- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

A work group of the SFD's Internal Stakeholders met to review the existing mission and collectively agreed to the following.

Table 8: Springfield Fire Department's Mission

We are the Springfield Fire Department, a professional organization dedicated to serving our community.

Internal stakeholders conducting work sessions



Values

Establishing values embraced by all members of an organization is extremely important. They recognize those features and considerations that make up the personality of the organization. SFD Internal Stakeholders agreed to the following values and supporting terms.

Table 9: Springfield Fire Department Values

PROFESSIONALISM
• Dedication • Knowledge • Conscientious • Leadership
INTEGRITY
• Honest • Ethical
COMPASSION
• Respectful • Approachable • Friendly • Courteous
SERVICE
• Commitment • Collaboration • Communication • Community-Oriented
VALOR
• Courage • Bravery • Honor

The Mission and Values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the SFD are well-guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

Programs and Services

The SFD Internal Stakeholders identified the following core programs provided to the community, as well as the services that enable the agency to deliver those programs:

Table 10: Core Programs

• Fire Suppression	• Technical Rescue	• Fire Prevention/Life Safety
• Hazardous Materials	• Fire /EMS Public Education	• Emergency Medical Services
• Fire Investigation	• Domestic Preparedness Planning and Response	
• Bomb Squad (Explosive Ordnance Disposal)		

Table 11: Support Services

• Training	• National Fire Academy
• Permits	• American Red Cross
• Mechanic Shop	• Missouri Department of Conservation
• Purchasing	• Health Department
• Finance	• Law Department
• Human Resources	• Air Systems
• Law Enforcement	• Lock Box Program
• Information Systems	• Division of Fire Safety
• Records System	• Parks and Recreation
• Dispatch Services	• Law Department
• GIS	• Prosecutor
• State Workers Compensation	• Local Media
• City Utilities	• Community Outreach Organizations
• Higher Education	• Missouri University Fire Rescue Training Institute
• Local Ambulance Services	• International Association of Firefighters Local 152
• Public Information Office	• Homeland Security Advisory Council
• Juvenile Justice Office	• Springfield – Branson National Airport
• Mutual/Automatic Aid	• Missouri Department of Public Safety
• Federal Bureau of Investigation	• Region D Incident Support Team
• 7th Civil Support Team	• Missouri Emergency Response Commission
• Green County Arson Task Force	• State Emergency Management Agency
• Emergency Management	• Alcohol Tobacco Firearms and Explosives
• State Bureau of EMS	• Local Emergency Planning Committee
• Social Media	• Ozark Technical Community College
• Pension System	• Regional Homeland Security Oversight Committee
• Public Works	• Center for Public Safety Excellence
• City Manager Office	• National Fire Protection Association
• Professional Organizations	• Missouri Department of Transportation
• Insurance Service Office	• Missouri Department of Natural Resources
• Springfield City Council	• US Department of Homeland Security
• The Development Community	

S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an agency candidly identify its positive and less-than-desirable attributes. The SFD participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats.

Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time. Through a consensus process, the Internal Stakeholders identified the strengths of the SFD as follows:

Table 12: Strengths of the Springfield Fire Department (*in no particular order*)

Public education program	Ethical employee group
Training – initial (academy)and continuing (in-service)	Decentralization of power
Quality of personnel	Strategic looking forward
Smoke alarm program	Promotional opportunities
Range of services	Attitude toward health and fitness
Training center	Professional development
Leadership	Education level
Equipment (apparatus, thermal imaging)	Ability to have input
Hiring process	Low turnover
Vision	Benefits
Newer fire vehicles, engines	Inter-departmental support
Camaraderie	Schedule
Buy-in	Sense of family in the department
ISO rating (class 2)	Support staff
Accredited Agency (CFAI)	Successful grant seeking
Openness to working/training with outside agencies	Professional appearance
Focus on employee health	Morale/attitude
Facilities (except headquarters)	Employee empowerment
Outcomes (fire loss/patient outcomes) Very professional / trained	
Administration	Full time/paid department
Experienced department	Labor/management relationship
Productivity per capita / firefighter	Standard operating guidelines

Weaknesses

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization's overall concerns, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the Internal Stakeholders as weaknesses:

Table 13: Weaknesses of the Springfield Fire Department (*in no particular order*)

Staffing – Vacant and frozen positions	Uncovered areas in the community
NFPA 1710 compliance	Apparatus age
Lack of business and communications equipment for the Fire marshal's office staff	Defined succession plan/professional development program
Special operations – recruitment/retention/pay/budget amount	Loss of institutional knowledge with retirements
Ability to adapt to change	RMS System
Region/County-wide training/response coordination	Lack of admin staff – all divisions – Grants / Accreditation / etc.
Communications – all levels	Business equipment hardware
Practical training facilities	Lack of Prevention Division staff
Departmental division - "Us" vs. "Them" mentality, i.e. shift vs. shift, union vs. civilian vs. management, station vs. station, north side vs. Southside, rescue vs. everyone.	
Domestic preparedness planning	Fitness levels
Mental health program	Lack of fire protection engineer
Entitlement mentality	Headquarters facility condition
Operational consistency	Fitness equipment
Lack of responsibility – passing the buck	Technology upgrade process is weak
Internal understanding and contribution to the fire department budget process	External communications – information flow
Code enforcement/preplans/inspections	Injury prevention/rehabilitation program

Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The Internal Stakeholders identified the following potential opportunities:

Table 14: Opportunities for the Springfield Fire Department (*in no particular order*)

Grants	Regional training center
Regional training center / Income	Donations
Regional Mechanic / Income	Public interest / Support
Auto/Mutual Aid	Donation of accelerant K9
College partnership (OTC)	Civic groups
Neighborhood Associations	Private business
Adding more permits (income)	Media Communications/Social media
Improve ISO Public Protection Classification Rating	
Support from/cooperation with professional groups	
New headquarters or remodel	A better recruitment pool
Expansion of fire department shop	Greater cooperation with partner agencies
Annexation – increase tax base	Renewable level property tax dedicated to fire
Positive support by City Council	Addition of Green County Detective to Bomb Squad
Citizen focus groups	Cooperative purchasing with partner agencies
Consolidation of special ops teams	To tell our story
Fire service reputation	Support from city management and Council
Great public image	Public education (elementary, MS, HS, college)
Fiscal support from the public	100 Club / Sertoma
Other city departments	Strategic Planning
ISO rating/Accreditation	Well-connected in the community/ involved
Water supply	Regional training
Media partnerships	National Fire Academy (NFA)
Scholarships	Recognition
Stable economy	Certificate of Occupancy inspections
City Manager Office	Practical training facility

Threats

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the Internal Stakeholders were as follows:

Table 15: Threats to the Springfield Fire Department (*in no particular order*)

Lack of funding for mechanic shop facility and mechanics	Poor public opinion/negative media coverage/ loss of public trust
Increasing cost of essential commodities	Health and safety (accidents, outbreaks)
Legal challenges	Weather events /natural disasters
Lack of candidates	Political issues
Labor issues	Loss of federal funding
Lack of cooperation from external agencies	Pension funding issues
Terrorist attack	Infrastructure degradation
High risk structures/occupancies	Communications failure
Increased regulations	Lack of funding for mid-range capital projects
Decrease sales tax/ economic downturn	Annexation without planning
Sustainment costs	Lack of funding for practical training facilities
ISO drop	Accreditation loss
Lack of funding for necessary department-wide positions and competitive pay rates	Lack of funding for staff vehicle and apparatus replacement schedule
Landlocked development/annex – decreased revenue potential	Unforeseen loss of infrastructure – station, apparatus, etc.
Low educational levels regarding fire and life safety	Competing organizations with stronger lobbying
Public complacency	Poverty
Anti-regulation mentality	Competition from other city departments
City debt load	Anti-tax mentality
Traffic	High smoking rates in the community
Early flashover due to contents and construction	Lack of funding for new and replacement fire station/headquarters facilities
Aging population	Hoarding
Community socio/economic issues	Drugs
Abuse of EMS system / lack of education	Cost of healthcare
Community relational abuse and neglect	Lack of smoke alarms
Competition from other fire departments for personnel	Lack of funding for health and fitness equipment

Critical Issues and Service Gaps

After reviewing the SFD's core programs and support services, and identifying the internal strengths and weaknesses along with external opportunities and threats, the Internal Stakeholders identified their primary critical issues and service gaps. These provide the foundation for the establishment of goals and objectives in order to meet the future vision of the SFD.

Table 16: Critical Issues

HUMAN RESOURCES -Staffing -Health and Wellness -Professional Development	**PHYSICAL RESOURCES** -Stations -Apparatus -Equipment -Technology	**CRITICAL INFRASTRUCTURE** -Traffic Safety -Security -Water Supply
INTERNAL COMMUNICATIONS -Information Management -RMS -Document Management	**COMMUNITY OUTREACH** -Planning and Preparedness -Education -Media	

Table 17: Service Gaps

SUSTAINMENT -EOD -Haz Mat -7th CST -Region D Incident Support Team	**TECHNOLOGY** -RMS -MCT -SCBA -Business Equipment -Operations Equipment	**RECRUITMENT** -Referrals -Diversity **TRAINING** -Understanding Purchasing Procedures -Domestic Preparedness -Regional Training
COMMUNICATION & OUTREACH -HBA (Civic Groups) -Local and Social Media -Local #152 -Higher Education -Understanding Capabilities of Other Departments to Support		

Strategic Initiatives

Having reviewed the agency's critical issues and service gaps, the following strategic initiatives were identified to guide the agency in establishing the goals and objectives.

Table 18: Strategic Initiatives

WORKFORCE PLANNING	PHYSICAL RESOURCES
INTERNAL COMMUNICATIONS	COMMUNITY OUTREACH
TRAINING	CRITICAL INFRASTRUCTURE
SUSTAINMENT	

Goals and Objectives

The Community-Driven Strategic Planning Process, to this point, has dealt with establishing the Mission, Values, S.W.O.T., Critical Issues and Service Gaps of the SFD. In order to achieve the mission of the SFD, realistic goals and objectives must be established to enhance strengths, address identified weaknesses, provide individual members with clear direction, and address the concerns of the community. The internal stakeholders met for several hours to complete this critical phase of the planning process.

The internal stakeholders set timelines for completion of objectives supporting the goals. Leadership of the SFD should establish work groups to meet periodically to review progress toward these goals and objectives and adjust timelines as needs and the environment change. Once the work groups are established and have had the opportunity to meet and review the goals and objectives, they should report back to SFD leadership with a plan on how the goals are to be achieved.

> ***"If you don't keep score, you're only practicing."***
>
> Vince Lombardi,
> American Football Coach and Motivator

As goals and objectives are management tools, they should be updated on an on-going basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The goals and objectives should now become the focus of the efforts of the agency. By following these goals and objectives carefully, the agency can be directed into its desired future while having reduced the obstacles and distractions along the way.

Goal 1	To develop and conduct a workforce planning process that ensures current and future quality staffing.

Objective 1A	Succession Planning- Ensure there are at least three highly qualified applicants for each promoted fire department position at all times.	
Timeframe	12 Months	
Critical Tasks	• Forecast staffing needs due to turnover and additional positions. • Identify future Knowledge, Skills and Abilities (KSAs) for each potential vacancy. • Conduct a gap analysis to include: - Motivational factors to assume the position. - Current motivational status of personnel. - Identify potential changes or opportunities to entice. • Develop a plan. • Re-evaluate.	
Funding Estimate	Capital Costs: $0 Personnel Costs: $0	Consumable Costs: $100 Contract Services Costs: $0

Objective 1B	Recruitment- Maintain the number of candidates qualified for the eligibility list during the hiring process.	
Timeframe	12-18 Months	
Critical Tasks	• Assess current applicant pool. • Review the recruitment/application process and make changes as needed. • Increase the number of candidates from underrepresented groups that qualify for the eligibility list during the hiring process. • Develop and maintain recurring local, regional and national recruitment and hiring programs. • Implement the plan. • Re-evaluate the plan.	
Funding Estimate	Capital Costs: $0 Personnel Costs: $1,000 annually	Consumable Costs: $2,500 annually Contract Services Costs: $0

Objective 1C	Professional development- Ensure all personnel are highly qualified for current positions. (Provide and develop internal or external opportunities of personal development for every department position and person throughout their career.)
Timeframe	12 Months
Critical Tasks	• To include the following areas: - Education - Experience - On-the-job training - Mentoring - Officer credentialing • Review the current training plan with the Training Certification Work Group report and assess current conditions. • Conduct a gap analysis of the conditions and positions identified. • Develop a plan to address the gap. • Implement the plan. • Re-evaluate the plan.

Funding Estimate	Capital Costs: $0 Personnel Costs: $0	Consumable Costs: $25,000 annually Contract Services Costs: $0

Objective 1D	**Pay and Benefits- To provide pay and benefits that are competitive and to assist the department in the attraction and retention of an outstanding and professional staff at all levels.**	
Timeframe	36 Months	
Critical Tasks	• Assess the current pay system and compare to others. • Create a competitive pay system that is equitable. • Identify pay disparities, develop and implement a plan to correct them. • Develop and find alternative funding sources for additional positions. • Determine alternatives to pay that could aid in retention.	
Funding Estimate	Capital Costs: $0 Personnel Costs: $2 million annually	Consumable Costs: $0 Contract Services Costs: $0

Objective 1E	**Staffing- Implement the recommendations of the Staffing Study.**	
Timeframe	60 Months	
Critical Tasks	• Review the utilization and placement of staffed apparatus and redeploy as necessary to improve the effectiveness of current resources. • Conduct a comprehensive study of community EMS Systems and how the Springfield Fire Department fits in the Systems. • Implement staffing study recommendations as funding is available. • Evaluate progress and impact.	
Funding Estimate	Capital Costs: $3.5 million Personnel Costs: $2.2 million annually	Consumable Costs: $30,000 annually Contract Services Costs: $0

Objective 1F	**Work Environment- To create a positive work environment.**	
Timeframe	24 Months	
Critical Tasks	• Assess current work environments. • Analyze factors affecting the work environment. (Determine key factors that drive positive work environment) • Develop a plan to positively effect that environment. • Implement the plan. • Re-evaluate the environment and the plan.	
Funding Estimate	Capital Costs: $0 Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Objective 1G	**Health & Wellness- Promote a culture of healthy lifestyles.**	
Timeframe	24 Months	
Critical Tasks	• Assess the current health and wellness levels and risk. • Assess the current health and wellness programs. • Identify the needs to increase the health and wellness levels and risks. • Develop the plan and program. • Implement the plan. • Re-evaluate.	
Funding Estimate	Capital Costs: $0 Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $375,000 annually

Goal 2	Obtain, maintain and plan for quality facilities, apparatus, equipment and technology.

Objective 2A	Develop a comprehensive facilities assessment and identify needed improvements.	
Timeframe	3-6 Months	

Critical Tasks	• Assemble a workgroup of qualified individuals
	• Assess for each facility:
	  • Short term maintenance issues
	  • Long term maintenance and replacement issues
	  • Ability to meet functional needs
	  • Safety, security and ability to operate independently
	  • Ability to meet response objectives
	• Develop and prioritize project list
	• Develop a long range facilities management plan
	• Develop a funding plan
	• Review and reassess at the end of the planning cycle	

Funding Estimate	Capital Costs: $0 Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Objective 2A.1	Develop a planning document for facility renovation, reconstruction, or addition of future facilities to meet the identified mission.	
Timeframe	3-6 Months	

Critical Tasks	• Assemble a workgroup of qualified individuals
	• Determine what improvements are needed by review of:
	  • Current readiness and deficiencies
	  • Projected short term needs
	  • Projected long term needs
	• Prioritize a list of expansion needs and develop a long range plan
	• Develop a funding plan
	• Review and reassess at the end of the planning cycle	

Funding Estimate	Capital Costs: $0 Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Objective 2A.2	Develop and implement a process for adding apparatus bay exhaust system.	
Timeframe	12-18 Months	
Critical Tasks	• Identify available technology • Identify best practices for air quality standards • Identify appropriate resources to meet the identified need • Identify funding requirements and sources • Educate members on new equipment uses and capabilities • Identify maintenance and replacement schedule with funding requirements • Install exhaust systems	
Funding Estimate	Capital Costs: $450,000 Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Objective 2A.3	**Develop and implement a plan for the addition of a practical training area within the Springfield Regional Police – Fire Training Center.**	
Timeframe	60 Months	
Critical Tasks	• Identify applicable standards and best practices • Conduct a training needs assessment • Identify practical facilities required • Identify training requirements to meet applicable standards • Identify requirements for instructor cadre • Identify safety requirements • Identify funding requirements	
Funding Estimate	Capital Costs: $1.3 million Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Objective 2A.4	**Develop a plan for the construction of a Fire Department maintenance facility.**	
Timeframe	60 Months	
Critical Tasks	• Identify facility requirements to meet its identified mission • Identify facility location • Identify funding required • Identify project management team	
Funding Estimate	Capital Costs: $0 Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Objective 2B	**Develop and implement a comprehensive assessment of all existing apparatus and projected needs.**	
Timeframe	60 Months	

Critical Tasks	• Assemble a workgroup of qualified individuals
	• Develop a list of all current apparatus and staff vehicles
	• Based on current conditions of history, determine:
	  • Operational readiness
	  • Life cycle expectation based on current mechanical condition
	  • Projected replacement cost requirements based upon life cycle/replacement schedule
	• Establish apparatus life cycle and replacement schedule
	• Implement replacement plan	

Funding Estimate	Capital Costs: $1.5 million annually Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Objective 2C	Develop and implement a comprehensive mid-range capital replacement schedule.	
Timeframe	12 Months	
Critical Tasks	• Define mid-range capital items. • Identify current inventory. • Identify applicable standards. • Develop life cycle replacement schedule. • Identify funding source for sustained funding stream.	
Funding Estimate	Capital Costs: $175,000 annually Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Objective 2C.1	Initiate the replacement of current self-contained breathing apparatus (SCBA).	
Timeframe	12-18 Months	
Critical Tasks	• Identify current inventory needing replacement. • Identify applicable standards and desired technologies. • Evaluate current products. • Determine any support/maintenance equipment/training costs. • Identify funding source. • Replace SCBAs	
Funding Estimate	Capital Costs: $1 million Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Objective 2C.2	Initiate the replacement of automated external defibrillators (AED).	
Timeframe	60 Months	
Critical Tasks	• Identify current inventory needing replacement. • Identify potential expansion of program. • Identify applicable standards and desired technologies. • Evaluate current products. • Determine any support/maintenance equipment/training costs. • Identify funding source/grants.	
Funding Estimate	Capital Costs: $32,000 Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Objective 2C.3	Initiate the replacement of remaining handheld and mobile radios	
Timeframe	60 Months	
Critical Tasks	• Identify current inventory needing replacement • Identify applicable standards and desired technologies • Evaluate current products • Determine any support/maintenance equipment/training costs • Identify funding source/grants	
Funding Estimate	Capital Costs: $450,000 Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Objective 2D	Develop a plan for technology upgrades and replacement.	
Timeframe	12 Months	
Critical Tasks	• Identify by Fire Department Division requirements needed • Identify current hardware inventory and life span of technology • Identify software and licensing issues • Develop a workgroup to explore new technology • Identify funding requirements and life cycle replacement	
Funding Estimate	Capital Costs: $0 Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Objective 2D.1	Initiate the replacement of mobile data terminals.	
Timeframe	36 Months	
Critical Tasks	• Identify current inventory needing replacement • Identify applicable standards and desired technologies • Evaluate current products • Determine any support or training costs • Coordinate with partner agencies • Identify funding source/grants/lease programs	
Funding Estimate	Capital Costs: $100,000 Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Goal 3	Improve communications throughout the organization of Springfield Fire Department.

Objective 3A	Determine the effectiveness of current procedures for internal communication.	
Timeframe	1-8 Weeks	
Critical Tasks	• Designate a group to carry out work (com com). • Develop an "Internal Communications" survey to identify employee opinions on gaps/weaknesses of current communications procedures. • Distribute the survey to internal stakeholders by way of the intranet. • Utilize weekly updates and chain of command to ensure high participation communicating a definite end-date for gathering responses. • Compile and evaluate data from survey and review results.	
Funding Estimate	Capital Costs: $0 Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Objective 3B	Evaluate strengths and weaknesses of other comparable fire departments.	
Timeframe	1-8 Weeks	
Critical Tasks	• Identify relevant outside fire departments based upon similarities in structure and processes including groups identified in 12-city survey. • Develop a survey for comparable fire departments to gather information regarding their identified strengths and weaknesses. • Distribute the survey to key stakeholders in those fire departments, establishing a definite end-date for taking responses. • Evaluate the compilation of results and review. • Compile results of internal and external surveys to eliminate redundancies.	
Funding Estimate	Capital Costs: $0 Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Objective 3C	Develop a plan, based upon the needs identified, to improve internal communications.	
Timeframe	5 Months	
Critical Tasks	• Analyze gathered data to identify realistic and practical solutions. • Establish an improvement plan that includes solutions, implementation and time-line. • Submit the plan to key stakeholders for review, feedback and approval.	
Funding Estimate	Capital Costs: $0 Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Objective 3D	**Implement the communications improvement plan and train the internal stakeholders.**	
Timeframe	6 Weeks	
Critical Tasks	• Review current SOGs/Policies as they relate to the solutions proposed. • If necessary, modify SOCs/Policies and/or create new to support implementation of the improvement plan. • Utilize training staff to educate internal stakeholders regarding implementation. • Develop a mechanism to ensure understanding and compliance by internal stakeholders. • At conclusion of the training, implement the plan.	
Funding Estimate	Capital Costs: $0 Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Objective 3E	**Evaluate the effectiveness of the implemented changes.**	
Timeframe	1 Month and on-going.	
Critical Tasks	• Re-distribute the internal stakeholder survey to identify any weaknesses or gaps that may still exist, or are new since the changes were implemented. • Compare the new results with previous and analyze to determine the effectiveness of the changes. • Identify any new gaps/weaknesses.	
Funding Estimate	Capital Costs: $0 Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Goal 4 Develop an effective communication/outreach program.

Objective 4A	Evaluate the current communication/outreach program.	
Timeframe	6-12 Months	
Critical Tasks	• Evaluate the needs of the community. • Evaluate the current public education program. • Evaluate the current media relations. • Evaluate the current fire department interaction with partners, stakeholders and support services.	
Funding Estimate	Capital Costs: $0 Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Objective 4B	Establish a more effective public education program.	
Timeframe	12-36 Months	
Critical Tasks	• Improve the Juvenile Fire Setter Program. • Develop a community AED/CPR education program. • Establish educational programs for middle school, high school and higher education. • Create education program to address community driving issues (i.e. move over, fire lanes, etc.). • Establish a program to educate residents on the need for residential sprinklers. • Enhance the campaign to curb careless smoking. • Seek out new grant opportunities to fund public education programs.	
Funding Estimate	Capital Costs: $0 Personnel Costs: $0	Consumable Costs: $30,000 Contract Services Costs: $0

Objective 4C	Utilize the media to effectively interact with and educate the community.	
Timeframe	12-24 months	
Critical Tasks	• Work with the PIO Office and local TV/radio stations to create public service announcements. • Develop a regular segment on a local TV/radio station. • Establish organizational policy regarding media contact. • Enhance the department's use of Facebook. • Create a Twitter account. • Schedule a yearly "Media Day" to educate the media about issues facing the fire service. • Establish a policy for responding to newsworthy incidents (i.e. news release updates). • Create a "daily update" of incidents on the website.	
Funding Estimate	Capital Costs: $0 Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Objective 4D	**Initiate more effective interaction with partners, support services and stakeholders.**	
Timeframe	12-36 Months	
Critical Tasks	• Educate/empower a wider range of employees to interact publicly. • Provide line personnel with public relations training and guidance. • Identify target specific key groups to address/approach. (i.e. HBA, civic groups, etc.). • Develop a clear departmental chain of command for flow of information in and out of the department. • Develop clear intradepartmental chain of command for establishing and continuing service relationships.	
Funding Estimate	Capital Costs: $0 Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Objective 4E	**Re-evaluate the efforts to improve outreach.**	
Timeframe	36-60 Months	
Critical Tasks	• Administer a survey to community members/customers. • Administer the survey to local media. • Administer the survey to partners, support services and stakeholders.	
Funding Estimate	Capital Costs: $0 Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Goal 5	To continue to improve the training division delivery both internally and regionally.

Objective 5A	Evaluate and identify internal gaps.	
Timeframe	30 Days	
Critical Tasks	• Form a training committee. • Develop a training survey. • Distribute the survey. • Gather/evaluate the data.	
Funding Estimate	Capital Costs: $0 Personnel Costs: $500 annually	Consumable Costs: $0 Contract Services Costs: $0

Objective 5B	Evaluate and identify regional gaps.	
Timeframe	30 Days (Concurrent with 5A)	

Critical Tasks	• Identify regional interest.
	  • Greene County Training.
	  • Tri-Lakes Training.
	  • Etc.
	• Identify methods used by departments to locate training opportunities.
	• Identify desired training opportunities.
	• Analyze existing training plans.	

Funding Estimate	Capital Costs: $0 Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Objective 5C	Establish a Master Training Plan.	
Timeframe	3-6 Months	

Critical Tasks	• Compile data gathered from 5A and 5B.
	• Consult industry standards; state, local, federal laws; and department policies.
	• Identify costs/funding sources.
	  • Grants
	  • NFA
	  • House Bill
	  • Donations
	  • Etc.
	• Identify/develop curriculum.
	• Identify/develop instructors.
	• Identify host locations.
	• Create annual training plan.	

Funding Estimate	Capital Costs: $0 Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Objective 5D	**Identify and support additional outside training opportunities.**	
Timeframe	30 Days (Concurrent with 5E)	

Critical Tasks	• Identify training opportunities available in other locations.
	  • State Fire Academies
	  • National Fire Academy
	  • Alabama Fire College
	  • Missouri University Fire Rescue Training Institute
	  • Louisiana State University
	  • TEEX
	  • Etc.
	• Advertise/endorse these training opportunities.
	• Assist personnel with any application processes.
	  • Scholarships
	  • Financial assistance
	  • Etc.	

Funding Estimate	Capital Costs: $0 Personnel Costs: $2,000 annually	Consumable Costs: $5,000 annually Contract Services Costs: $0

Objective 5E	**Implement the Training Plan.**	
Timeframe	12 Months	
Critical Tasks	• Use outlets identified in 5A and 5B to promote/publicize a master calendar. • Deliver the identified courses.	
Funding Estimate	Capital Costs: $0 Personnel Costs: $5,000	Consumable Costs: $5,000 Contract Services Costs: $0

Objective 5F	**Evaluate implemented training plan changes.**	
Timeframe	90 Days (Concurrent with the 4th quarter)	
Critical Tasks	• Review individual course evaluations. • Develop a survey to evaluate the success of the training plan. • Distribute the survey through training associations. • Review the survey results. • Apply the necessary changes to the next training plan.	
Funding Estimate	Capital Costs: $0 Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Goal 6	To ensure the stability of our critical infrastructure to support fire department needs.

Objective 6A	Ensure adequate water supply.	
Timeframe	60 Months	
Critical Tasks	• Evaluate existing water supply gaps/problems. • Liaison with City Utilities regarding hydrants (audit, paint, testing, etc.). • Identify alternate water supply option. • Utilize plan review process to ensure water supply meets the needs of new construction/expansion. • Locate/identify the condition of all private hydrants. • Re-evaluate existing water supply gaps/problems.	
Funding Estimate	Capital Costs: $1 million Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Objective 6B	Ensure adequate road system and traffic management for fire department use.	
Timeframe	60 Months	
Critical Tasks	• Evaluate the current condition of roads and identify areas of need. • Identify areas with limited access such as gated communities. • Enforce compliance with fire lanes. • Utilize the plan review process during new construction and ensure adequate access. • Identify and notify public works regarding missing and damaged road signs. • Establish a liaison with mutual and auto aid departments regarding areas of concern in their infrastructure. • Traffic light management. • Re-evaluate current condition of roads and identify areas of need.	
Funding Estimate	Capital Costs: $1 million Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Objective 6C	Update and maintain adequate communications system.	
Timeframe	60 Months	
Critical Tasks	• Evaluate current communications systems condition, capabilities and weaknesses. • Ensure adequate alternate/backup communications systems. • Identify training needs/deficiencies in area of communications. • Upgrade phone/fax/scan capabilities. • Re-evaluate current communications systems, condition, capabilities and weaknesses.	
Funding Estimate	Capital Costs: $0 (Note: Greene County 911 Tax is covering cost of this capital item) Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Goal 7 To ensure asset protection and resilient operations.

Objective 7A	**Provide protection to critical assets. Conduct vulnerability assessment.**	
Timeframe	3-6 months	
Critical Tasks	• Identify critical infrastructure/assets: - People - Equipment - Facilities - Processes, and - Systems • Identify risk and threats. • Gap analysis. • Implement the plan. • Evaluation and re-evaluation.	
Funding Estimate	Capital Costs: $50,000 Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Objective 7B	**Development a plan to restore services after failure.**	
Timeframe	12-18 months	
Critical Tasks	• Prioritize critical infrastructure. • Develop contingency plans. • Identify resources, vendor, and agencies required by the plan. • Test and evaluate the plan.	
Funding Estimate	Capital Costs: $0 Personnel Costs: $0	Consumable Costs: $0 Contract Services Costs: $0

Vision

On the final day of the process, the CPSE presented SFD a revised vision of where the agency will be in the future. This vision provides a target of excellence that the organization will strive toward and provide a basis for its goals and objectives.

Table 19: Springfield Fire Department's Vision

The vision of the Springfield Fire Department is that, by the year 2018, the department will be recognized as an agency that reflects best practices in the delivery of services to our community. Through the pursuit and achievement of our goals, and by remaining an internationally accredited agency, we will demonstrate best practices through continuous improvement in all duties and responsibilities enhancing the services that our community trusts us to provide. We will demonstrate professionalism in all that we do.

In honoring our community's trust, we will be well-trained and equipped to deliver quality departmental programs and services. We will proactively engage with our community through outreach and communication initiatives to support and educate those we serve. We will foster improvement in infrastructure and asset protection and resiliency by use of strategies to support our delivery to the community.

Through comprehensive workforce planning initiatives, we will invest in our greatest organizational assets, and ensure that our department is appropriately staffed and professionally developed to best accomplish our mission.

In these efforts, we shall be viewed as an emergency services agency that clearly values professionalism, integrity, compassion, service and valor as a culture central to our success. Our community's expectations will be met or exceeded by holding one another accountable for carrying out our mission, living our values, and ensuring that this vision becomes reality.

Performance Measurement

"Managing for Results"

As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor."[3] They must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes. It has been stated that:

> …successful strategic planning requires continuing review of actual accomplishments in comparison with the plan…periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked. [4]

Why Measure Performance?

It has been said that:

- ***If you don't measure the results of your plan, you can't tell success from failure.***
- ***If you can't see success, you can't reward it.***
- ***If you can't reward success, you're probably rewarding failure.***
- ***If you can't see success, you can't learn from it.***
- ***If you can't recognize failure, you can't correct it.***
- ***If you can demonstrate results, you can win public support.***

Reinventing Government
David Osborn and Ted Gaebler

In order to establish that the SFD's Strategic Plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon the following:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

[3] Collins Good to Great and the Social Sectors. Boulder, 2009
[4] Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.

A "family of measures" that is typically utilized to indicate and measure performance includes the following:

- **Inputs:** Value of resource used to produce an output.
- **Outputs:** Quantity or number of units produced which are activity-oriented and measurable.
- **Efficiency:** Inputs used per output (or outputs per input).
- **Service Quality:** The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome:** Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Outcome focuses on the ultimate "why" of providing a service.

The Success of the Strategic Plan

The SFD has approached its desire to develop and implement a Strategic Plan by asking for and receiving input from the community and members of the agency during the development stage of the planning process. The agency utilized professional guidance and the Community-Driven Strategic Planning Process to compile this document. The SFD's Strategic Plan cannot be successful through the SFD's actions along, but will depend upon the support received from the authority having jurisdiction, membership of the agency, and the community at-large for the successful implementation of the goals and their related objectives.

> *"No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point."*
>
> Good to Great and the Social Sectors
> Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.[5]

[5] Matthews (2005). *Strategic Planning and Management for Library Managers*

Glossary of Terms, Acronyms, Initialisms

For the purposes of the Community-Driven Strategic Planning, the following terms and acronyms have the meanings set forth below:

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
EOD	Explosive Ordnance Disposal
GIS	Geographic Information System
Input	A performance indication where the value of resources are used to produce an output.
ISO	Insurance Services Office
MCT	Mobile Computer Terminal
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
NFPA	National Fire Protection Association
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
RMS	Record Management System

Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim; the final result of action. Something to accomplish in assisting the agency to move forward.
Strategic Management	An integrated systems approach for leading and managing in a changing world by building consensus of the leadership group, both in shared vision of the desired future and a clarified mission for the organization, and by gaining support and participation of the people in the organization to identify specific changes that must be made, implementing them, and assessing organizational performance.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

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