

Delaware Fire Department



Strategic Plan 2007 - 2012



Center for
Public Safety
Excellence

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INTRODUCTION

The Delaware Fire Department has a long history dating back to 1831 when it was first formed as a volunteer group of “minute men” to provide fire protection throughout the Village of Delaware. The Delaware Fire Department is consistently working to achieve the highest level of professionalism and efficiency on behalf of those it serves. The Delaware Fire Department intends to enter the self-assessment process for the purpose of self-improvement and attaining international fire service accreditation.

In their goal to pursue Accredited Agency status, the Delaware Fire Department contracted with the Center for Public Safety Excellence, Inc. (CPSE) to facilitate a method to place into writing the department's path into the future. The methodology chosen was to develop and implement a “Citizen-Driven Strategic Plan” for the Fire Department. This plan is intended to guide the organization within established parameters set forth by the City Manager and the City Council.



The Center for Public Safety Excellence, Inc. (CPSE) utilized the Customer-Driven Strategic Planning process to accomplish more than just the development of a document. It challenged the membership of Delaware Fire Department to look critically at paradigms, values, philosophies, beliefs and desires. It challenged individuals to work in the best interest of the “team.” Further, it provided the membership with an opportunity to participate in the development of their organization's long-term direction and focus. The members of the Delaware Fire Department External and Internal Stakeholders Group did an outstanding job in committing to this important project and remain committed to the document's completion.

Delaware Fire Department's Strategic Plan sets forth a comprehensive vision and mission statement that provides the agency with a clear path into the future. Additionally, this Strategic Plan identifies the core values that embody how the agency's members, individually and collectively, will carry out the agency's mission. In the following pages, the Delaware Fire Department identifies their goals, objectives and strategies that will allow the agency to realize its vision.

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The Mission Statement

The mission statement of an organization is intended to describe, in succinct terms, the purpose for the organization's existence. The mission statement articulates the principal reason for the agency's presence within the community.

The Delaware Fire Department, through a collaborative process, developed the following mission statement:

**Protection through
preparedness and response,
delivered by the highest
trained professionals.**

ORGANIZATIONAL BACKGROUND

The Delaware Fire Department was established in 1831 through the efforts of volunteer “minute men” throughout the Village of Delaware. In 1834 the Fire Department was organized by the City Council, and reorganized again in 1846 to form the original six fire association companies of:

- The Olentangy Engine Company
- The Neptune Hose Company
- The Rough and Ready Hook and Ladder Company
- The Protection Company
- The Washington Fire Company
- The Union Company

In 1858, W. Miller became the first Fire Chief for the Village of Delaware Fire Department. By 1870, the department had retained its first full-time employees to drive station fire apparatus. The Delaware Fire Department recorded its first major fire in 1910 at Delaware High School on West Winter Street with damage estimated at \$49,000. The combination use of minute men and paid employees continued until the early 1960s when the department became fully staffed as a career fire department.

Prior to 1972, the department was located at City Hall and other various locations within the municipality. The current main station which was built in 1972 is located in the heart of the Ohio Wesleyan University campus and houses the Fire Chief and other administrative offices. The second fire station (Station #302) was built in 1997, and is located on Pittsburgh Drive in the southwest corner of the city. The department has grown to become a department of 44 firefighters with one administrative assistant operating out of two fire stations.

Seventy-one significant fires have lit up the city's sky since the major high school fire of 1910. Of recent history was the Delta Plex fire in 1999 with an estimated \$5,000,000 damage and the historical Bun's Restaurant fire in 2002 with a reported loss of over \$1,125,000.

The City of Delaware Fire Department currently provides not only fire protection, but also advanced life support (ALS) paramedic service for its community. Equipped with an 85 foot ladder platform, two engines, a heavy rescue/hazardous materials unit, brush unit and two ALS ambulances, the department provides vigilant protection for its community.

The Delaware Fire Department celebrated its 175th anniversary in 2006 with no major loss of life or property.

DEFINITION OF A CITIZEN-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, policy makers, and full-time and volunteer 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 do a more efficient job with the available resources, organizations must set objectives based on constructive efforts while eliminating programs that do not serve the customer.

To ensure that customer needs were incorporated, the Citizen-Driven Strategic Planning process was used to develop the Delaware Fire Department Strategic Plan. Businesses employ this type of process to identify market trends, allowing the service provider to focus efforts while reducing risk and wasted effort. This process was adapted to meet the Delaware Fire Departments specific needs.

This document is the result of several strategic planning sessions and includes valuable citizen input.

What is a Strategic Plan?

It is a living management tool that:

- Provides short-term direction;
- Builds a shared vision;
- Sets goals and objectives; and
- 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. A sense of urgency pervades the Citizen-Driven 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. New information from customers, like-providers, and life changes are to be factored into the planning process. ***The strategic plan should be an operationally useful document.***

Citizen-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.

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Successful organizations, whether they are Fortune 500 companies, federal agencies, or state or municipal governments, have recognized that developing customer focus is an absolute necessity. With this information, government agencies must strategically plan how they will deliver high quality products and services to the public and their other customers 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. In the publication "Serving the American Public: Best Practices in Citizen-Driven Strategic Planning Federal Benchmarking Consortium Study Report" dated February 1997, Citizen-Driven Strategic Planning is defined 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."*

To fully understand strategic planning, it is necessary to look at a few key words in the 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 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

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- **how success is to be measured** recognizes that strategic planning must use appropriate measures to determine whether the organization has achieved success.

Most importantly, strategic planning can be an opportunity to unify the management, employees, stakeholders and customers 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.

Where Do Customers Fit into the Strategic Planning Process?

For many successful organizations, the voice of the customer drives their operations and charts the course for their future. Companies, as well as state and city governments, have begun focusing on customers as one of the key motivators in planning for the future.

A "Citizen-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."



Again, it will be useful to define specific terms used in this 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.

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Performance Assessment

Implied within every stage of the planning process is the ability to determine progress made toward the goals established 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.

The Customer–Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

1. Define the services provided to the community;
2. Establish the community's service priorities;
3. Establish the community's expectations of the organization;
4. Identify any concerns the community may have about the organization and its services;
5. Identify those aspects of the organization and its services the community views positively;
6. Develop the Mission Statement, giving careful attention to the services currently provided and which logically can be provided in the future;
7. Develop a Vision of the future;
8. Establish the Values of the organization's membership;
9. Identify the Strengths of the organization;
10. Identify any Weaknesses of the organization;
11. Identify areas of Opportunity for the organization;
12. Identify potential Threats to the organization;
13. Establish realistic goals and objectives for the future;
14. Identify implementation tasks for each objective; and
15. Develop organizational and community commitment to the plan



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PROCESS AND ACKNOWLEDGEMENTS

The Center for Public Safety Excellence, Inc. acknowledges the External Stakeholders and the Delaware Fire Department's Internal Stakeholders for their participation and input into the "Customer-Driven Strategic Planning Process." The Center for Public Safety Excellence, Inc. would also like to acknowledge Chief John Donahue for his leadership and commitment to this process.



Development of the Delaware Fire Department's Strategic Plan was not limited to internal participants alone. In April 2007, a representative from the Center for Public Safety Excellence, Inc. and staff from the Delaware Fire Department held an open meeting where members of the public were invited.

Valuable commentary and useful concerns were collected. The discussion at the meeting revolved around customer concerns, expectations and comments about their Fire Department. The Delaware Fire Department and the Center for Public Safety Excellence, Inc. would like to express a special thank you to the citizens who contributed to the creation of this strategic plan. The development of this plan was truly a "team effort." Citizens present at this meeting were as follows:

Table 1: Delaware Fire Department External Stakeholder Group

<i>Lee Yoakum</i>	<i>Vasili Konstantinidis</i>	<i>Brandon Feller</i>
<i>Carolyn Kay Riggle</i>	<i>Jack Hilborn</i>	<i>Jim Osteen</i>
<i>Larry Harris</i>	<i>Frank Reinhard</i>	<i>Glenn Evans</i>
<i>Lea Morrison</i>	<i>Chuck VanGundy</i>	<i>LeRoy Anderson</i>
<i>Bruce Treiber</i>	<i>Mary Anne Ashworth</i>	<i>Maria B. Vonada</i>
<i>Jason Sanson</i>	<i>Dan Huffman</i>	<i>C. Joseph Diamond</i>
<i>Bill Stroud</i>	<i>Rick Wanner</i>	<i>Amber Downey</i>
<i>Jeff Robinson</i>	<i>Jeff Benton</i>	<i>Randall Wright</i>
<i>Robert E. Green</i>	<i>Fara Waugh</i>	<i>April Nelson</i>
<i>Gretchen Lamphere</i>	<i>Bob Jenkins</i>	<i>Joseph Di Genova</i>
<i>Kim Thompson</i>	<i>Sue Rowland</i>	<i>Andrew Brush</i>
<i>Donald E. Rankey</i>		<i>Mary Jane Santos</i>

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A two-day work session was conducted with representatives of the Fire Department, Police Department, Public Works, the Department of Utilities, Economic Development, the Finance Department, the Department of Administrative Services and the City Manager's Office. The purpose of these work sessions was to review and discuss the agency's approach to "Citizen-Driven Strategic Planning." The work sessions generated a high level of interest and participation.

Discussion at the work sessions focused on the Delaware Fire Department's Mission. The Vision and Values of the organization, as well as the organization's perceived strengths, weaknesses, opportunities and threats were also discussed.

In the process of strategic planning, the following are important:

- To review the agency's history, culture and evolution;
- To identify the current status of the agency; and
- To determine where and what the agency desires to be in the future.

This process could not have been completed without the participation of the members of the Delaware Fire Department and their internal stakeholders. Their insights were invaluable in putting together this strategic plan. The assistance and resources graciously made available to the Center for Public Safety Excellence, Inc. (CPSE) are appreciated.

The participants took their work very seriously and accepted the challenge to develop a quality product. Participants included the following:

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Figure 1: Delaware Fire Department Internal Stakeholder Group



Table 2: Internal Stakeholders for Delaware Fire Department Strategic Plan

<i>Daniel Lobdell Fire Captain</i>	<i>Timothy Pyle Firefighter/Paramedic</i>	<i>Steven Leech Firefighter/Paramedic</i>
<i>Robert Jarvis Firefighter/Paramedic</i>	<i>Steve Prose Firefighter</i>	<i>Robert Wilcox Firefighter/Paramedic</i>
<i>John L. Donahue Fire Chief</i>	<i>Douglas Stewart Fire Captain</i>	<i>Jackie Sobas Director - DAS</i>
<i>Tim Browning Director – Public Works</i>	<i>Allen Rothermel Assistant City Manager</i>	<i>Tom Homan City Manager</i>
<i>Jim Oberle Fire Captain</i>	<i>William Anderson Fire Captain</i>	<i>Gus Comstock Director – Economic Dev.</i>
<i>Bruce Pijanowski Police Captain</i>	<i>Mark D. Huston Firefighter</i>	<i>Terry Marks Firefighter/Paramedic</i>
<i>Jason Rodocker Firefighter/Paramedic</i>	<i>Lee Vanderbosch Fire Captain</i>	<i>Dean Stelzer Director – Finance</i>
<i>Jason Bechtold Development Planner</i>	<i>Tom Marshall Director – Utilities</i>	<i>Brad Stanton Deputy Director – Utilities</i>
	<i>Russ Martin Police Chief</i>	

SERVICES PROVIDED

In following the steps of the Citizen-Driven Strategic Planning Process Outline, the Delaware Fire Department was asked to identify the most important functions and services it provides and offers to the community. It was important to identify these by priority to assure that these services are consistent with the critical needs of their customers. The Internal Stakeholders identified the following services in this priority:

Table 3: Core Services for Delaware Fire Department

- *Fire Suppression*
- *Emergency Medical Services*
- *Rescue*
- *Risk Reduction*
- *Hazardous Materials*

Table 4: Support Programs for Delaware Fire Department

- *Training*
- *Water Supply System and Maintenance*
- *Code Enforcement*
- *Public Education*
- *Fire/Life Safety Inspections*
- *Plans Review*
- *Vehicle/Equipment/Facility Maintenance*
- *Technology Support*
- *Community Infrastructure (streets/traffic/utilities)*
- *Logistics and supply*
- *Communication Systems/Centers*
- *Community Groups*
- *Human Resources Department*
- *Finance Department*
- *Capital Improvement Plan*
- *Community Planning*

CITIZENS ADVISORY GROUP FINDINGS

A key element of the Delaware Fire Department's organizational philosophy is having a high level of commitment to customers, as well as recognizing the importance of customer satisfaction. Therefore, the Delaware Fire Department asked their citizens to participate in a meeting, which would focus on their needs and expectations of that agency. Discussion centered not only on the present services provided but also on priorities for the future.



Customer Priorities

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

Table 5: Customer's Service Priorities of the Delaware Fire Department

<u>SERVICES</u>	<u>RANKING</u>	<u>SCORE</u>
<i>Fire Suppression</i>	<i>1</i>	<i>270</i>
<i>Paramedic EMS</i>	<i>2</i>	<i>262</i>
<i>Basic Rescue</i>	<i>3</i>	<i>209</i>
<i>Advanced Rescue</i>	<i>4</i>	<i>169</i>
<i>Fire Inspections</i>	<i>5</i>	<i>117</i>
<i>Hazardous Materials Mitigation</i>	<i>6</i>	<i>106</i>
<i>Arson Investigation</i>	<i>7</i>	<i>89</i>
<i>Community Fire/EMS Safety Education</i>	<i>8</i>	<i>82</i>
<i>Response to WMD/Bioterrorism</i>	<i>9</i>	<i>58</i>

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Customer 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 customer needs. In certain areas, education, on the level of service that is already available, may be all that is needed. The following are the expectations of the community's Citizens Advisory Group.

Table 6: Customer Expectations of the Delaware Fire Department

- | | |
|--|---|
| <ul style="list-style-type: none">• <i>Quick response times</i>• <i>Professionally trained with exemplary skills</i>• <i>CE Availability of EMT-Paramedic services</i>• <i>Proper resources to do the job</i>• <i>Up-to-date on WMD/Bioterrorism response</i>• <i>Public safety the #1 priority</i>• <i>Competence in fire/rescue</i>• <i>Save lives endangered</i>• <i>Latest skills with Hazardous Materials</i>• <i>Proactive fire prevention programs</i>• <i>Ensure buildings are safe and within codes</i>• <i>Maintain quality services as the City grows</i>• <i>Friendly attitude toward the public</i>• <i>Expand funding for facilities needed (bonds)</i>
• <i>Make the community a safe place to live and work</i>• <i>Get firefighters out of the stations and into the community</i>• <i>Emphasis on community education and preventative measures</i>• <i>Preventive maintenance and regular update of equipment</i>• <i>Teamwork in the organization, and with other agencies</i>• <i>Safety training for the community, businesses and industry</i> | <ul style="list-style-type: none">• <i>Up-to-date equipment and use of technology</i>• <i>Staffing necessary to do a good job</i>• <i>Quality fire suppression</i>• <i>Honorable service</i>• <i>Professionalism</i>• <i>Effective relationship with schools</i>• <i>Proactive approach to serving the community</i>• <i>Use of resources economically and wisely</i>• <i>Expand and add stations as necessary</i>• <i>Functional equipment</i>• <i>Fitness training program for all personnel</i>• <i>Quality patient outcomes</i>• <i>Effective planning for the future</i>• <i>Make use of alternative resources (volunteers, CERT)</i>
• <i>Integrate firefighters professionally into the community</i>• <i>Web presence for up-to-date information to the community</i>• <i>Professional personnel responsive to the customer's needs</i>• <i>Open dialogue with the public on needs and funding</i>• <i>The department must get to emergencies much faster</i> |
|--|---|

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Areas of Customer Concern

The Customer–Driven Strategic Planning Process would fall short and be incomplete without an expression from the customer regarding their concerns about the agency. Some areas of concern may in fact be a weakness within the delivery system. However, some weaknesses may also be misperceptions of the customers based upon a lack of information or incorrect information.

Table 7: Areas of Customer Concern of the Delaware Fire Department

- *Ability to obtain new technology and high level training with limited resources.*
- *I have found several of the department personnel to be unprofessional, arrogant and demanding during times I have considered as “crisis” situations – especially during the evening hours.*
- *I am concerned with the department’s ability to cope with increased demands on services posed by recent high density home development.*
- *How will the department grow as the City grows? Will all areas of the City be effectively served?*
- *Need additional staff and stations.*
- *Strength of the unions.*
- *Putting earnings/salary before service to the public.*
- *Dispatch time and control.*
- *Lack of proper and technologically appropriate equipment.*
- *The City should court additional commercial and industrial development to affect the cost of rapid residential development.*
- *Lack of internal/external communication.*
- *Animosity between the Fire Department and the City Council.*
- *Ability to keep up with the City’s growth.*
- *Funding to upgrade and meet the needs of a growing community.*
- *24-7 manpower with adequate response time to service the community.*
- *Working cooperatively with the County and other Townships.*
- *Managing the growth of the City – having enough resources to serve.*
- *Adequate funding for the department (Do we need a fire/police levy?).*
- *Manpower – do we have enough help for a major incident?*
- *Union vs. the City - Who runs the department, the Chief or the Union?*
- *Adequate staffing.*
- *Adequate equipment.*
- *Do we have quality response times for all locations (South and East especially)?*
- *When will the development be too much for the protection available?*
- *Are we able to grow (staff and equipment) adequately to meet our growing community’s needs?*

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- *That we are short on manpower.*
- *Not large enough department to cover service area.*
- *Number of fire stations.*
- *Fire Department funding and growth of the community.*
- *Age and function of equipment.*
- *Have to rely on neighboring townships for coverage.*
- *Having enough staff to handle services.*
- *Keeping opportunities including pay scales and advancement comparable to Central Ohio fire forces so that Delaware doesn't train and then lose firefighters to better paying communities.*
- *They should be provided with proper equipment and training to accomplish their response priorities.*
- *Response times need to be better.*
- *We need a fire station on the East side of town.*
- *Training! Training! Training!*
- *The growth of this City will truly cause our response time and saving of lives to become effected. We need to expand to another fire station south and west of town and have the firefighters to man them.*
- *Locations of fire stations.*
- *Ability to rapidly respond to all areas of the community.*
- *Adequate staffing and funding.*
- *The ability to quickly locate the address of a reported emergency and respond.*
- *Must have all equipment necessary to do their job, and in excellent working order.*
- *With the increase in population and annexations of the City, my concerns surround the available manpower or current staffing to provide timely response and positive outcomes.*
- *City infrastructure impedes response. Road planning makes it difficult to move about town quickly.*
- *Response times to southern parts of the City.*
- *Fire stations located on the west side of town.*
- *Are they well equipped to protect us?*
- *They are too invisible for being such an asset to the City and its citizens.*
- *Are we delivering fire and safety services in the most effective and efficient methods?
How do we see ourselves 5-10-20 years down the road?*
- *Enough people to serve a growing community.*

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Positive Customer Feedback

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



The External Stakeholders provided the following comments when asked to identify the positive aspects of the department.

Table 8: Positive Customer Comments about the Delaware Fire Department

- *Always professional, well trained staff.*
- *Having had need for EMS, I appreciate the good people and service we have.*
- *They share a common focus.*
- *Inspectors are very knowledgeable and friendly.*
- *It is nice to have the community involved in this process.*
- *Currently doing a good job. It is nice to be involved and asked for input.*
- *Building the station on Pittsburg Drive was a big benefit.*
- *Strong sense of community partnership since Chief Donahue.*
- *I have experienced good response and professionalism from staff.*
- *DFD has always maintained a high level of professionalism and competency. They take an active role in the health and welfare of our community. EMS standards have always been very high, and the EMS division has always been open to constructive criticism.*
- *Very active role in emergency management.*
- *My expectations are very high for our new chief and our department.*
- *Highly competent staff.*
- *Good community inspection program.*
- *Professional and courteous staff.*
- *Our department is always very responsive and caring on calls, friendly to anyone when asked a question. At this point, our response time is good.*
- *Well trained. Good emergency services.*
- *Our experience thus far has been very positive. Questions are responded to in a timely manner, and personnel have been helpful and courteous.*
- *I have been impressed overall by the Delaware Fire Department.*

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- *The fact that you are conducting this study and having this meeting is a huge strength. Showing the community that you value its input goes a long way toward becoming a valued part of the City, and makes residents more aware of your presence.*
- *Good leadership within the department. Interest in continuous improvement.*
- *Very good reputation, professionalism, responsiveness, facilities and equipment.*
- *Positive attitude and professionalism shown daily.*
- *Excellent ability to contain downtown fires and prevent spread to downtown buildings.*
- *Existing staff.*
- *History of protecting our historic downtown.*
- *They do an excellent job of suppression. We have had three major fires downtown and have not lost the downtown area. Keep it up!*
- *We love the fire department in Delaware.*
- *We respect our fire department.*
- *Helpful in interpreting homeland security mandates.*
- *The new chief is very approachable, open and personable.*
- *Engaging in this process is very forward thinking.*
- *Great nucleus of people.*
- *The fire department has done a wonderful job in fighting the downtown fires.*
- *In 1999, we experienced the largest fire in the history of Delaware. The only thing that prevented loss of life and a total loss of our building was the courage, professionalism and skill of Delaware's Fire Department.*



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Other Thoughts and Comments

The External Stakeholders were asked to share any other comments they had about the Delaware Fire Department or its services. The following written comments were received.

Table 9: General Citizen Comments about the Delaware Fire Department

- *Prior to today's meeting, I looked at the department's web site and was impressed with the amount of information it contained. Developing some means of making the public aware of the website may be something to consider.*
- *This planning session is the first in making our department an up to date unit with the times and our future growth.*
- *The new chief has brought fresh ideas and new vision to the department – seems very committed to improving training and certification of all force. He is very open and eager to learning the community and exploring department procedures and services, rather than just accepting "this is the way its always been done."*
- *Having grown up around fire protection, I was impressed to see a "first" this past February during a 12" snow when a fire truck was preceded by 2 fire pick-up truck vehicles equipped with snow plows to ensure they could get to the emergency.*
- *The new chief is revitalizing the department and there seems to be an improved personnel environment. I am very pleased with the fire department services. Willow Brook Christian Village uses the department a lot – one fire, many paramedic responses, education, inspection - great service always! Thank you!*

Figure 2: External Stakeholders Preparing Feedback for the Delaware Fire Department



INTERNAL STAKEHOLDERS FINDINGS

The Mission Statement

The purpose of the Mission Statement is to answer the question “Why do we exist as an organization?” After a great deal of work and discussion by the Internal Stakeholders, the intentionally simplistic, yet meaningful statement is provided below:

Table 10: Delaware Fire Department Mission Statement

Protection through preparedness and response, delivered by the highest trained professionals.

The Vision Statement

In addition to knowing who they are and understanding their beliefs, all successful organizations need to define where they expect to be in the future. After having established the organization’s Mission, the next logical step is to establish a vision of what the Delaware Fire Department should be in the future. Vision statements are built upon the framework of the Mission Statement.

Figure 3: Internal Stakeholders during a Work Session



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Vision Statements provide targets of excellence that the organization will strive toward and provide a basis for their goals and objectives. The following Vision Statement was developed for the Delaware Fire Department.

Table 11: Delaware Fire Department Vision Statement

In the next five years, the Delaware Fire Department will continue to be recognized by local businesses, residents, and regional fire agencies as a proactive, well trained and citizen-centered fire organization that places a high premium on effective response times and firefighter safety.

While we will respect our history, the Delaware Fire Department will implement plans to remove all barriers built upon territorial attitudes and poor communication. We will develop and renew necessary partnerships to explore consolidation and resource sharing practices that carry the best interest of our organization and citizens. Providing the highest service at the most reasonable cost will serve as a major component of our organizational philosophy.

We will match the size of our workforce to citizen expectations and to the risk that exists in our community while providing our employees with the needed resources to provide the safest environment possible. Our equipment will remain dependable, capable and consistent with the needs of the community, embracing cutting-edge technology and emphasizing firefighter safety.

Our workforce culture will reflect a healthy and family oriented atmosphere that is nurtured by fair and consistent practices, open communication processes and up-to-date procedures that guide the decisions of our personnel. Our mission will be accomplished by a physically fit, healthy, and increasingly diverse work force, well trained in a multitude of specialized skills and empowered with a high level of involvement in our success.

We will meet or exceed national best practices thereby ensuring that the Delaware Fire Department is a credible and professional organization.



DELAWARE FIRE DEPARTMENT – Strategic Plan

Values

Establishing values embraced by all members of an organization is extremely important. Values recognize those features and considerations that make up the personality of the organization. Those assembled for the Delaware Fire Department during the strategic planning process felt it absolutely necessary to declare the following statements as values for the organization.

Table 12: Delaware Fire Department Value Statements

<ul style="list-style-type: none">• <u>Professionalism</u> <i>Through dedicated and competent employees; we serve as honest stewards of the tax payers' money, and will never allow our integrity to become compromised.</i>• <u>Teamwork</u> <i>We believe in the value and promotion of teamwork within our organization and the community. We believe that through service as a cohesive and enthusiastic team, there is formidable strength, balance and security.</i>• <u>Commitment</u> <i>We value a family atmosphere in which every member can grow personally and professionally towards providing an excellent level of service delivery to our internal and external communities.</i>• <u>Respect</u> <i>We value respect for each person as an individual, and an attitude that recognizes the worth of others, exhibiting compassion for those in need. We value diversity as strength for our organization and as a representative bond to our community.</i>

With the completion of the Mission, Vision and Values, Delaware Fire Department established the operation of the organization. The Mission, Vision, and Values are the foundation of any successful organization. Every effort should be made to keep these current and meaningful so that the individuals who make up the organization are well guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

S.W.O.T. ANALYSIS

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

Strengths

It is important for any organization to identify their strengths in order to assure that they are capable of providing the services requested by customers 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 precious staff time. Through a consensus process, the Internal Stakeholders identified the strengths of the Delaware Fire Department as follows:

Table 13: Strengths of the Delaware Fire Department

<i>Tradition and History of Department</i>	<i>Community Support and Involvement</i>
<i>Strong Recruitment</i>	<i>Training/Cross-Training</i>
<i>Relationship with Law Enforcement</i>	<i>Quality Apparatus and Equipment</i>
<i>Morale of Department</i>	<i>Leadership of Department</i>
<i>Internal Relationships</i>	<i>Motivated Staff</i>
<i>Effective Relations with Business and Public</i>	<i>Strong Work Ethic</i>
<i>Technical Skill of Employees</i>	<i>Effective EMS Delivery</i>
<i>Location of City in relationship to assistance</i>	<i>High Performance Output from Employees</i>
<i>Low Turnover</i>	<i>Employee Dedication to Job</i>
<i>Interagency Cooperation</i>	

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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 problems, 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 14: Weaknesses of the Delaware Fire Department

<i>Facilities</i>	<i>Community Education</i>
<i>Reliance on External Sources</i>	<i>Turf Battles/Issues</i>
<i>Staffing Flexibility</i>	<i>Staffing (organization structure)</i>
<i>Diversity</i>	<i>Response Time</i>
<i>Coverage</i>	<i>Lack of Specialization</i>
<i>Data Collection Systems (GIS & Records)</i>	<i>Lack of Language Interpretation</i>
<i>Lack of Cooperation (internally)</i>	<i>Inconsistency of Standards</i>
<i>Span of Control</i>	<i>IT Storage/Back-up/Security</i>
<i>Improved Communication (Union/Management/Department-wide)</i>	<i>Lack of Knowledge of Districts</i>
<i>Animosity- City Administration and Department</i>	<i>Lack of Updated SOPs/Rules/Regulations/Disaster Plan</i>

DELAWARE FIRE DEPARTMENT – Strategic Plan

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. Many opportunities exist for the Delaware Fire Department. The Internal Stakeholders identified the following opportunities:

Table 15: Opportunities for the Delaware Fire Department

<i>Grant Funding</i>
<i>Levies – County Sales Tax</i>
<i>Regionalization – Cooperative efforts</i>
<i>Consolidation</i>
<i>Cooperative Purchasing</i>
<i>Educational Opportunities</i>
<i>Alternative Funding (i.e., EMS Billing)</i>
<i>Creative Financing (i.e., Leasing)</i>
<i>Green Facilities/Apparatus</i>
<i>Departmental and Community Growth</i>
<i>Technology (i.e. GIS)</i>
<i>Previous Experiences</i>
<i>Innovation</i>
<i>Corporate Partnerships</i>
<i>Cooperation with City Departments</i>
<i>Co-location with other Departments</i>
<i>Training – DACC, other Fire Departments</i>
<i>FAA Funding/Expanding Airport/Crash Apparatus and Equipment</i>

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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 16: Threats to the Delaware Fire Department

<i>Lack of Fire Department Growth with Community Growth</i>	<i>False Sense of Security with Automatic/Mutual Aid</i>
<i>Disinformation (untruths)</i>	<i>Old School Thinking</i>
<i>Misinformation (uninformed)</i>	<i>Politics</i>
<i>Unmanaged Growth</i>	<i>Lack of Buy-in</i>
<i>Inability to Provide Core Services</i>	<i>Inadequate Infrastructure</i>
<i>Unfunded Mandates</i>	<i>Costs</i>
<i>Inability to Grow (land locked)</i>	<i>Privatization</i>
<i>Apathy</i>	<i>Delaware County EMS/911</i>
<i>Staff Overextended</i>	

DELAWARE FIRE DEPARTMENT – Strategic Plan

CRITICAL ISSUES AND SERVICE GAPS

After reviewing the Delaware Fire Department’s core services, the organizational strengths and weaknesses, and the opportunities and threats posed by industry and the community environment in which the agency operates, the Internal Stakeholders identified the primary critical issues that face the Delaware Fire Department. By participating in the Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis, the Delaware Fire Department was able to produce a tangible list of critical issues and service gaps that provided the foundation for the establishment of goals and objectives, in order to meet the future vision of the Delaware Fire Department.

The list below reflects the issues identified by the Internal Stakeholders that pose the greatest risk to the department’s services and organizational health. In addition, the Internal Stakeholders also identified gaps in the Delaware Fire Department’s activities that need to be filled in order to provide the levels of service it has pledged itself to fulfill.

Table 17: Critical Issues of the Delaware Fire Department

<ul style="list-style-type: none">• <i>Revise/Develop Standard Operating Procedures/Guides</i>• <i>Improve Staffing</i>• <i>Improve Funding</i>	<ul style="list-style-type: none">• <i>Standardization of Communication Processes</i>• <i>Lower Response Times</i>
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Table 18: Service Gaps of the Delaware Fire Department

<ul style="list-style-type: none">• <i>Upgrade and Modernize Existing Facilities</i>• <i>Deployment Analysis to Identify Appropriate Location of Facilities to Meet Standard of Cover</i>• <i>Implement Means to Provide District Response Information</i>• <i>Meet all adopted international benchmarks</i>• <i>Identify Funding Resources to Maintain/Improve Service Delivery Programs</i>• <i>Identify Marketing Strategy</i>• <i>Re-evaluate Organizational Structure</i>	<ul style="list-style-type: none">• <i>Explore Consolidation of Resources through Regionalization</i>• <i>Improve Internal Communications and Interdepartmental Interaction</i>• <i>Re-evaluate and Develop New Supply System for Multiple Stations</i>• <i>Include Public Works on Apparatus/Facility Specifications</i>• <i>Refine Communications System</i>• <i>Improve Record Management System</i>
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GOALS AND OBJECTIVES

The Citizen-Driven Strategic Planning Process implemented by the Center for Public Safety Excellence, Inc. has, to this point, dealt with establishing the Mission, Vision, and Values of the Delaware Fire Department. In addition, the identification of strengths, weaknesses and needs of both the organization and customer was accomplished. In order to achieve the mission of the Delaware Fire Department, realistic goals and objectives must be established. Goals and objectives are imperative to enhance strengths, to address identified weaknesses, to provide the individual members with clear direction and to address the concerns of the citizens.

In order to establish the goals and objectives, the Internal Stakeholders met a number of times to complete this critical phase of the planning process. 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.

***If you don't keep score,
you're only practicing.***

Vince Lombardi,
American Football
Coach and Motivator

The goals and objectives should now become the focus of the efforts of the Delaware Fire Department. Care was taken by the staff of the Center for Public Safety Excellence, Inc. to ensure that the critical needs and areas of needed enhancement previously identified were addressed within the goals and objectives.

By following these goals and objectives carefully, the organization can be directed into their desired future. These established goals and objectives should also greatly reduce the number of obstacles and distractions for the organization and its members.

The Internal Stakeholders set priorities for the accomplishment of specific objectives. Those objectives that carried higher priorities have been identified for completion first and those objectives with a lower priority can be accomplished later. Overall, these goals and objectives provide very specific timelines within the next two years and more general timelines beyond that period of time. The leadership of Delaware Fire Department should meet periodically with the City Manager to review progress toward these goals and objectives and adjust timelines and specific targets as needs and the environment change. The timelines identified are for planning purposes only, and can be modified and streamlined as necessary by the Fire Chief or City Manager.

DELAWARE FIRE DEPARTMENT – Strategic Plan

Goal 1	Improve Staffing to Accomplish the Organizational Mission
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Objective 1A	Develop a continuous comprehensive deployment analysis.
Timeline	18 months from Start Date
Critical Tasks	<ul style="list-style-type: none"> • Create a task force. • Identify and procure a record management system. • Conduct a community risk analysis. • Implement continual risk management analysis.

Objective 1B	Adopt a benchmark for appropriate staffing and facilities.
Timeline	12 months from Start Date
Critical Tasks	<ul style="list-style-type: none"> • Create a task force. • Identify current resources. • Identify regional staffing benchmarks. • Adopt national standards for staffing and response. • Present and justify needs and findings.

Objective 1C	Obtain funding to meet organizational mission.
Timeline	18 months from Start Date
Critical Tasks	<ul style="list-style-type: none"> • Create a task force. • Identify current funding. • Identify future funding needs required to meet organizational mission. • Identify how to secure funding. • Implement program to secure funding.

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Goal 2	Improve Facilities to Match Resource to Risk
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Objective 2A	Assess current facilities to meet needs of personnel and community.
Timeline	6 months from Start Date
Critical Tasks	<ul style="list-style-type: none"> • Assign an internal facility task force. • Develop a needs list. • Prioritize the needs list. • Develop on-going facility maintenance program.

Objective 2B	Compare facilities to risk assessment needs, to determine optimal locations for delivering core services.
Timeline	18 months from Start Date
Critical Tasks	<ul style="list-style-type: none"> • Establish task force to research what works, and what doesn't work with facilities. • Gather historical response data. • Look at future trends. • Develop facility expansion master plan.

Objective 2C	Establish a plan to finance any deficiencies realized.
Timeline	12 months from Start Date
Critical Tasks	<ul style="list-style-type: none"> • Task fire administration with presenting facilities maintenance plan and facility expansion plan into the City Capital Improvement Plan (CIP).

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Goal 3	Provide Clear Guidance through Effective Standard Operating Guidelines (SOGs)
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Objective 3A	Conduct a needs assessment.
Timeline	3 months from Start Date
Critical Tasks	<ul style="list-style-type: none"> • Create a Standard Operating Guidelines (SOG) Task Force. • Task Force examine operations based upon departmental priorities of: <ul style="list-style-type: none"> Response Training Risk Reduction Other • Determine required SOGs. • Obtain staff/union approval of SOGs (ongoing). • Integrate staff/union feedback as needed or applicable.

Objective 3B	Review current Standard Operating Guidelines (SOGs).
Timeline	3 months after completion of Objective 3A
Critical Tasks	<ul style="list-style-type: none"> • Collect and read current SOGs. • Make retention recommendations based upon operations. • Obtain staff/union approval of recommendations. • Retain accepted SOGs. • Remove rejected SOGs.

Objective 3C	Review industry standards and best practices.
Timeline	3 months after completion of Objective 3B
Critical Tasks	<ul style="list-style-type: none"> • Collect and research industry standards and best practices: <ul style="list-style-type: none"> NFPA IFSTA CPSE/CFAI Other model departments and/or agencies. • Make recommendations based upon research. • Obtain staff/union approval of recommendations. • Integrate staff/union feedback. • Monitor and review updates as industry standards change.

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Objective 3D	Develop an effective format.
Timeline	3 months after completion of Objective 3A
Critical Tasks	<ul style="list-style-type: none"> • Develop a standard document format. • Develop an electronic database. • Develop an accessible database with remote access. • Identify locations for paper copies of SOG

Objective 3E	Author new Standard Operating Guidelines (SOGs).
Timeline	6 months after completion of Objective 3C
Critical Tasks	<ul style="list-style-type: none"> • Assign topics to authors. • Research and compile data on topic. • Create draft copy. • Review by SOG team. • Integrate feedback. • Create draft copy. • Staff/union review. • Integrate feedback. • Create final draft of SOGs and publish.

Objective 3F	Provide a Stakeholder Review.
Timeline	1 months after completion of Objective 3E
Critical Tasks	<ul style="list-style-type: none"> • Provide draft copies via organizational communications policy. • Develop and provide means for receiving stakeholder feedback. • Create process for data collection and examination. • Integrate feedback. • Send to training process.

Objective 3G	Implement new Standard Operating Guidelines (SOGs).
Timeline	1 months after completion of Objective 3B
Critical Tasks	<ul style="list-style-type: none"> • Lesson Plan Developed • Tentative Implementation Date Established • Training Programmed Scheduled and Presented • Implementation of New SOGs

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Objective 3H	Establish a review and appraisal process.
Timeline	November and December Annually
Critical Tasks	<ul style="list-style-type: none">• Formal Notice Sent out Requesting for Review• Recommendations Reviewed• Recommendation being moved on, implemented in draft SOG• Draft SOG sent out for comment• Draft SOG modified based on Comment• Training/Communication Mean Identified• Implement New SOG's

DELAWARE FIRE DEPARTMENT – Strategic Plan

Goal 4	Improve Communication Processes/Systems
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Objective 4A	Establish policies/procedures to provide information to all fire department personnel.
Timeline	One Month
Critical Tasks	<ul style="list-style-type: none"> • Identify means of communication (e-mail, etc.). • Identify chain of command with regards to communication. • Create task force to accomplish objective. • Conduct training on policies/procedures. • Implement policies/procedures.

Objective 4B	Establish policies/procedures to provide/share information with City departments, Administration and City Council.
Timeline	One Month
Critical Tasks	<ul style="list-style-type: none"> • Create task force to accomplish objective. • Identify chain of command in regards to communication. • Identify means of communication. • Draft, review and implement policies and procedures. • Conduct training on policies and procedures. • Identify accountability of policy and procedure usage.

Objective 4C	Establish policies/procedures to provide information to outside agencies (i.e., media, county fire departments, state, etc.).
Timeline	One Month
Critical Tasks	<ul style="list-style-type: none"> • Create task force to accomplish objective. • Identify means of communications. • Identify chain of command. • Conduct training. • Review and implement. • Accountability of policies and procedures.

Objective 4D	Develop a process to provide consistent, accurate positional statements.
Timeline	On-going
Critical Tasks	<ul style="list-style-type: none"> • Assign a task force. • Identify critical position issues (Press, LODD, major events). • Identify format to get information out in a timely manner.

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	<ul style="list-style-type: none">• Identify department Public Information Officer (PIO).• Identify accountability practices of policies and procedures, and their usage.
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PERFORMANCE MEASUREMENT “MANAGING FOR RESULTS”

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 Delaware Fire Department Strategic Plan is achieving results, performance measurement data should be implemented and integrated as part of the plan. An integrated process, known as “Managing for Results,” is recommended, 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.

A “family of measures” that is typically utilized to provide indication and measure of performance include 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.

**INTERNAL STAKEHOLDER
SAMPLE PERFORMANCE MEASURES**

The following are samples of performance measures of which the internal stakeholders prepared in a breakout session following the establishment of organizational goals and objectives:

Sample 1B: The arrival of an Effective Response Force (ERF) with a total reflex time (TRT) of less than ____ minutes 90 percent of the time.

Sample 2B: Provide for the arrival of adequate resources to initiate Basic Life Support (BLS) within ____ minutes 90% of the time, following the dispatch of emergency response forces.

Current: X minutes Target: 4 minutes

Sample 4A: To have 100% of the department’s personnel trained on the Communications Policy within six (6) months.

To effectively manage for results, it is recommended that performance measures be established for each objective in the strategic plan. Performance measures should also be established for each of the Delaware Fire Department’s core program areas.

THE SUCCESS OF THE STRATEGIC PLAN

The Delaware Fire Department approached their 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 Delaware Fire Department utilized professional guidance and the Citizen-Driven Strategic Planning Process to compile this written document. The success of the Delaware Fire Department Strategic Plan will not depend upon the implementation of the four goals and their related objectives, but from the support received from the authority having jurisdiction, the membership of the agency and the community at-large.

The Delaware Fire Department Strategic Plan creates a platform for a wide range of beginnings. This Strategic Plan will come to life by being shared, debated, and implemented in the context of organizational realities.

The final step the Citizen-Driven Strategic Planning Process is to develop organizational and community commitment to the plan. Everyone who has a stake in the present and the future of the Delaware Fire Department also has a role and responsibility in this Strategic Plan.

GLOSSARY OF TERMS

For the purposes of the Citizen-Driven Strategic Planning, the following terms 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.
Accredited	The act of accrediting or the state of being accredited, especially the granting of approval to an institution or agency by an official review board or organization that has established nationally accepted standards.
Advance Planning	That part of the planning process where organizational leaders, in concert with the strategic planning staff, define the planning process; establish membership, roles and responsibilities for the process; clarify expectations for process outputs and outcomes; and provide the necessary resources to ensure its success.
Customers	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.
Input	A performance indication where the value of resources are used to produce an output

DELAWARE FIRE DEPARTMENT – Strategic Plan

Key Performance Indicator	Measurable factors of extreme importance to the organization in achieving the strategic goals, objectives, vision, and values that if not implemented properly would likely result in significant decrease in customer satisfaction, employee morale, and financial management.
Master Planning	A combination of the organization's strategic plan and its operational plans. Master plans take the various plans and integrate them into one document. Master plans help define the anticipated future of the community's demographics and how the community is expected to develop or change in the timeframe covered by the master plan.
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.
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 Management	Is the monitoring for improvement of performance through the on going process of goal setting, allocation of budget resources to priorities, and the evaluation of results against pre established performance criteria.
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
Service Quality	A performance indication that identifies the degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
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.

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Strategic Direction	The organization's goals, objectives and strategies by which they plan to achieve its vision, mission and values.
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 the 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 provide 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.
Support	As used in the objectives and strategies outlined in this plan, support may include, but is not limited to: information, facilitation, coordination, technical assistance or financial assistance.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

ACRONYMS AND ABBREVIATIONS

CAD	Computer Aided Dispatch
CFAI	Commission on Fire Accreditation International
CMO	City Manager’s Office
CPAT	Candidate Physical Ability Test
CPSE	Center for Public Safety Excellence, Inc.
EMS	Emergency Medical Services
ERF	Effective Response Force
GIS	Geographic Information Systems
IAFC	International Association of Fire Chiefs
IAFF	International Association of Fire Fighters
IFC	International Fire Code
LODD	Line of Duty Death
MDC	Mobile Data Computer
NFPA	National Fire Protection Association
NIMS	National Incident Management System
PIO	Public Information Officer
SOG	Standard Operating Guidelines
SOP	Standard Operating Procedure
UFC	Uniform Fire Code
WMD	Weapons of Mass Destruction