



Middletown Fire Protection District 2015-2020 STRATEGIC PLAN



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Introduction

The Middletown Fire Protection District (MFPD) provides fire suppression, emergency medical services, basic and technical rescue, hazardous materials mitigation, 911 emergency communications, fire prevention, inspection and investigation, public education, domestic preparedness planning, and response to residents, businesses, and visitors within the city of Middletown and surrounding communities. The MFPD 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." 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 MFPD to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further 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 demonstrated commitment 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.



**MIDDLETOWN FIRE PROTECTION DISTRICT
STRATEGIC PLAN
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Organizational Background

The City of Middletown was originally incorporated in 1797 by the Jefferson County Court on 500 acres of land lying on a branch of the forks of Beargrass Creek with the original plat indicating that Middletown was



initially two and one-half blocks long and two blocks wide. Though there is no recorded explanation why the city was named Middletown, it is commonly believed that that name was chosen because the town was in the "middle" of the two older cities of Louisville and Shelbyville. Other sources indicate that Middletown was so named by its location as the "middle" town between Westport and Shippingport, two important early settlements along the Ohio River.

In 1940, members of the Middletown Civic Club founded the Middletown Volunteer Fire Department which operated for 27 years before being dissolved with the formation of the Middletown Fire Protection District. In January of 2003, the City of Louisville and Jefferson County merged into one government: the Louisville/Jefferson County Metro Government, also known as Louisville Metro. Residents in the suburban service area are protected by the Middletown Fire Protection District and 16 other Kentucky Revised Statute Chapter 75 Fire Districts. This suburban area of Jefferson County consists of more than 300 square miles, serviced by over 1,100 volunteer and career firefighters.



Historic District Clock

Today, the Middletown Fire Protection District (MFPD) provides emergency response services including fire suppression, technical rescue and extrication, EMS assistance, fire inspections/fire prevention, training and apparatus maintenance to a 22 square mile district within the Louisville Metro suburban area with a population of approximately 45,000 residents. The MFPD's response area is composed of growing residential, light industrial, office, medical and shopping facilities along with several miles of interstate roadways.

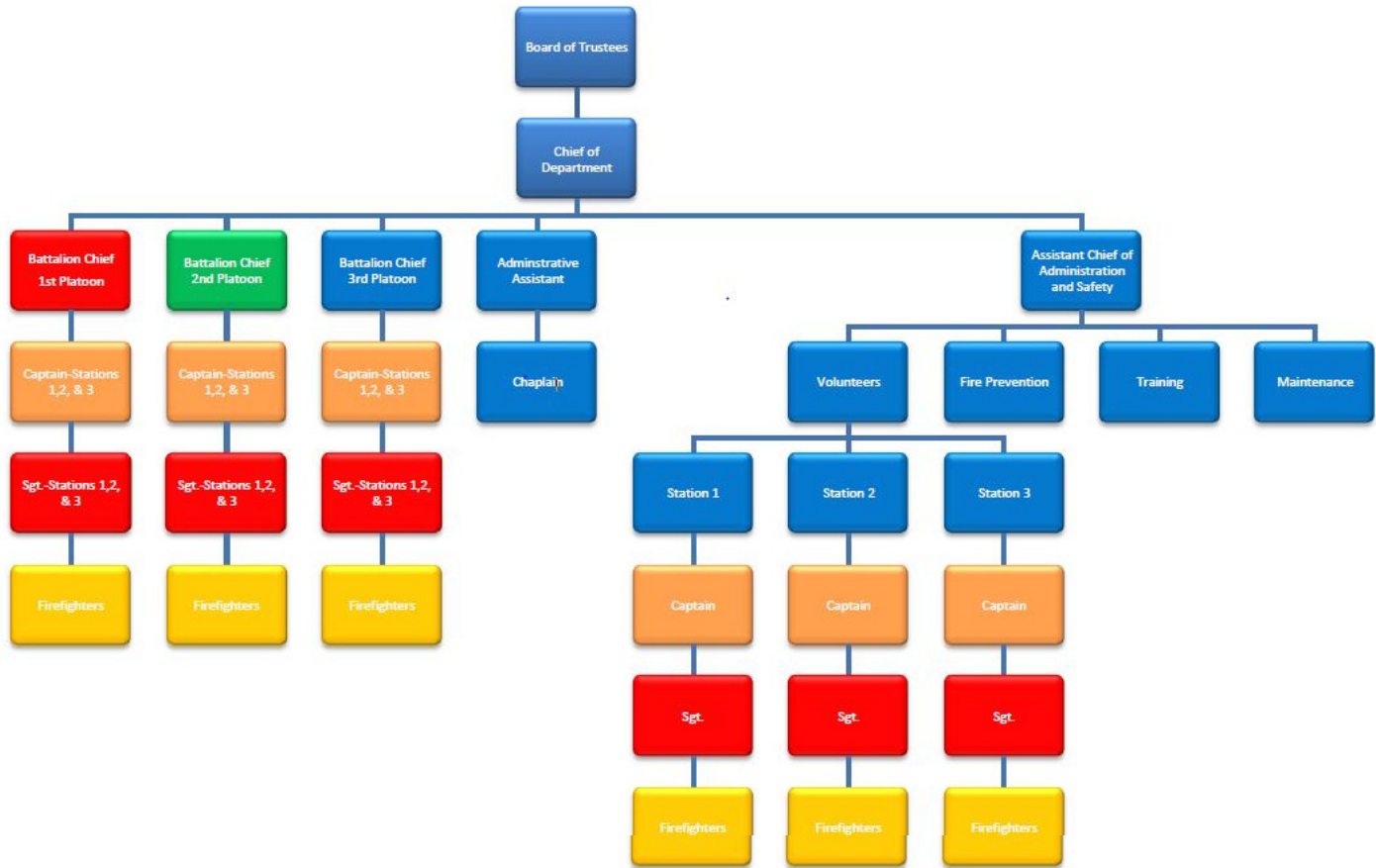
The MFPD provides services from three stations staffed by 42 career and 35 volunteer firefighters through a 24/48 staffing platoon system with an on call volunteer "live in" dorm program. The

MFPD also operates a regional training facility along with a dedicated maintenance facility. The Fire Chief reports to a seven-member volunteer Board of Trustees, as outlined in Kentucky Revised Statutes, and is responsible for administering a budget of approximately six million dollars.





Organizational Structure





Definition of a Community-Driven Strategic Plan

Public demands of the fire service continue to increase, while funding and other resources continue to shrink or remain stagnant. These trends place increased pressure on the modern fire service manager, policymakers, and staff to develop ways to be more effective and efficient. In many cases, the public is demanding the accomplishment of specific goals, objectives, and services with fewer or existing 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. In an effort 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 services to the public through better, more efficient 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 Protection Districts 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

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





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 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.

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;

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





- **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.

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. Revisit the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
7. Revisit 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 and thanks the external and internal stakeholders of the Middletown Fire Protection District (MFPD) for their participation and input into the Community-Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Jeff Riddle and his team for their leadership and commitment to this process. Development of the MFPD strategic plan took place in August 2015, beginning with a meeting hosted by representatives from the CPSE and MFPD for members of the community (external stakeholders). Input received from the meeting revolved around community expectations, concerns, and other comments about the agency. Those present at this meeting were as follows:

Middletown Fire Protection District External Stakeholders

<i>Tom Arnold</i>	<i>Stuart Benson</i>	<i>Bill Dieruf</i>	<i>Lori Hatton</i>
<i>David Howser</i>	<i>Bill Hulsey</i>	<i>Bonnie Jung</i>	<i>Dawn Lee</i>
<i>Matt Ricketts</i>	<i>Bill Rockwood</i>	<i>Tom Smith</i>	<i>Glen Stuckel</i>
<i>Jim Wright</i>		<i>Jim Yates</i>	



External Stakeholders Work Session





Community Group Findings

A key element of the agency’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 invited community representatives to participate in a meeting focusing on the community’s needs and expectations of the agency. Discussion centered on the present service programs provided, and on priorities for the future.

Community Priorities

In order to dedicate time, energy, and resources to services most desired by its community, the MFPD needs to understand what the customers consider to be their priorities. With that, the external stakeholders were asked to prioritize the programs offered by the agency through a process of direct comparison.

Community Program Priorities of the Middletown Fire Protection District

PROGRAMS	RANKING	SCORE
Rescue – Basic and Technical	1	74
Fire Suppression	2	72
Emergency Medical Services	3	67
Hazardous Materials Mitigation	4	43
Fire Prevention	5	40
Fire Investigation	6	27
Disaster or Domestic Terrorism Response	7	22
Public Fire/EMS Safety Education	8	19



External Stakeholders 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.

Community Expectations of the Middletown Fire Protection District (verbatim, in priority order)

1. Emergency runs in a timely fashion, extinguishment of fires quickly. Prompt, efficient services to both fire and medical emergencies.
2. Being well trained. That staff be well trained to respond properly to emergencies.
3. That the department work to prevent emergencies by enforcing codes and educating the public.
4. Equipment to be ready when needed.
5. Safety of men. Safe operations for the public and emergency staff.
6. Professional. I expect that they will engage the public in such a manner as to present a professional image and reflect well upon our community.
7. Staffing. Maximum staffing per unit within budget.
8. Being able to determine the cause and effect of fire problems.
9. Be visible to the public, offering safety instruction to our community and schools.
10. Spend tax dollars wisely. That the department judiciously use funds to maximize the "return on safety" for the community.
11. I expect that they value life above property - life of both citizen and responder.
12. Saving lives.
13. Quality fire suppression service.
14. Reactive to community needs.
15. I expect that they have enough people and diversity of training to be able to respond to any given situation 24/7.
16. Have a working knowledge of disaster planning and work with area governments (small cities) to implement and establish their city plan.
17. Fire suppression reduces property loss.
18. Community involvement.
19. Transparent in management and fiscal operations.
20. I expect that our governmental leadership has provided the resources, both human and mechanical, that will enable them to do the job we ask them to do.
21. Encourage, recruit, and train young firefighters to ensure there are firefighters for years to come!





22. Continually update staff on new protocol and fire service technologies.
23. Coordinate with other fire districts and work together.
24. Safety programs for the public.
25. Do all things necessary to keep ISO rating low.
26. Knowledge of the district.
27. Trustworthy. Community-centered mentality.



External Stakeholders Work Session

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.

Areas of Community Concern about the Middletown Fire Protection District (verbatim, in no particular order)

- Adequate tax base to pay bills.
- Long term sustainability under current tax base.
- Spending tax dollars wisely.
- Previous spending's – big stations, too much equipment.
- None – well run department.
- I am concerned that recent growth may tax their reserves. The number of multi-family dwellings is amazing.





- I am not certain that we are located in the best strategic position to respond across the community especially in light of growing traffic issues.
- I don't have any idea if we are staffed as well as we could be. Do we have enough people to fully address issues 24/7?
- Sometimes decisions are made by the fire marshal to change how things are constructed after they are built. Directives that are more restrictive than code should be identified and noted in the plan review stage so that there are no surprises of additional costs incurred at the CO inspection stage. Generally this does not happen but when it does it is very frustrating.
- Dollars available for future needs.
- Who will cover the district if they do not have funds and go out of business?
- Merging with Metro.
- Equipment wearing out before its time because it being shared by other districts.
- District buying new equipment.
- Amount of staff as to not over work firemen.
- Availability for them to continue classes.
- That they continue to work with the community and be visible.
- Having enough money.
- Funding.
- Staffing – professional versus volunteer.
- Continuous education.
- Public involvement.
- Units not adequately staffed (3 vs. 4/ unit)
- Not a “Savings” district.
- Hire additional full time staff.
- Appears command staff disconnected from line officers and firefighters.
- Financial status (tax base).
- Cost of equipment.
- Adequate compensation of personnel.
- Effects of merger countywide.
- Handling several emergency events.
- Keeping up with new developments and ensuring existing structures remain compliant with current codes.
- Having enough people to do their job when needed.





- Keeping our property insurance rates as low as possible.
- As general public, how can we be sure fire department has equipment necessary to do the best job possible?
- How does general public see where tax dollars are spent in the fire service?
- Does general public understand opportunities to get involved with fire department as potential board members?
- Increasing demographic of aging baby boomers with accompanying 911 potential issues – more ADT alarms, etc.
- Future recruitment of volunteers.



External Stakeholders Work Session

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.

Positive Community Comments about the Middletown Fire Protection District (verbatim, in no particular order)

- Good public relations
- Well trained.
- Well organized.
- Reacting to changes in the fire service – volunteer / paid.
- Great team players – help other departments.
- Leaders in local fire departments.
- Strong leaders – chief and assistant chief are strong leaders within the department and in the community.
- Strong board – diverse and independent thinkers & problem solvers.





- Well-staffed & well maintained equipment and facilities.
- Strong fiscal management with sustainable future.
- Personnel appear well trained.
- Top-notch facilities.
- Nice fire equipment.
- Deployment of resources appears good.
- Disciplined department.
- Good apparatus.
- Well-trained.
- Looking to improve.
- Community involvement.
- Easy to work with.
- Good involvement in the community.
- Knowledgeable.
- Always willing to get involved in the community!!
- Does a great job visiting schools and groups to engage the community.
- Very polite, attentive, understanding.
- Seem to have great leadership.
- Quick response.
- Crusade for Children!
- Excellent, keep on doing what you do.
- Always willing to help.
- Very responsive to small cities' needs. They are constantly working to be visible to our community. They offer their facility for use by schools and others when needed.
- The fire chief often attends small city council meetings to keep the citizens informed on not only safety, but new rules and codes that the department must follow.
- Response time meets or exceeds expectations.
- Training seems to follow the need.
- Equipment is in a ready state.
- Middletown is one of the best departments in town!
- Staff is always professional and appear to be well trained.
- Equipment appears to be well maintained.
- Staff appear to value and appreciate their leadership.
- Fire prevention / education efforts are visible to the public.





- Fire Marshal Dittmer does a great job interpreting and enforcing code requirements reasonable and fairly.
- The situations of which I am over where the department was called upon to respond have all been positive. Response time was quick. The interaction with personnel was positive.
- The command staff have always been friendly and engaging.
- Every time I have visited the firehouse, the facility is well kept and the equipment looks well maintained.

Other Thoughts and Comments

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

Other Community Comments about the Middletown Fire Protection District (verbatim, in no particular order)

- Gratitude that this department is aspiring to go to the next level by the accreditation process.
- Middletown is a leader within the suburban fire service community. This process will make a great department even greater. I applaud your efforts in going through this process and engaging your stakeholders.
- Performing a SWOT analysis and developing KPIs and metrics will drive upward improvement.
- MFPD is a good department that has transitioned well from a volunteer department to a fully paid department.
- Units are consistently staffed with 3 personnel per unit. Instead of storing away tax revenues, hire additional personnel or increase overtime.
- Good job.
- I don't think the average person understands the financial constraints of suburban fire departments and how their finances work – but we certainly want them to have the best equipment if they show up at our house for a fire!!
- I feel we are very fortunate to have the group of men and women in our district. They are very professional and are always willing to help in our community at any time we need.
- The fire department of today is different than the fire department of 30 years ago. But the fire department of today will look to us the same as we look at the past fire department 30 years from now. We need to think of planning for the future today.
- Thanks for all you do! I appreciate all they do for our community. Thanks for your service.





Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the agency’s approach to Community-Driven Strategic Planning, with focus on the MFPD’s Mission, Values, Core Programs and Support Services, as well as the agency's perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions involved participation by the broad agency representation in attendance, as named and pictured below.

Internal Stakeholder Representatives of Middletown Fire Protection District

<i>Tim Banks</i> Firefighter	<i>Kevin Catlett</i> Captain	<i>Dave Dittmer</i> Captain (Fire Marshal)	<i>Miguel Ferreira</i> Firefighter
<i>Matt Goolsby</i> Captain (Trustee)	<i>Jackson Helson</i> Firefighter	<i>Emily Kaskie</i> Sergeant	<i>Chad Keep</i> Captain
<i>Patty Kryza</i> Administrative Assistant	<i>Andy Longstreet</i> Assistant Chief	<i>Ron Maddux</i> Captain (Training Officer)	<i>Jason McCutchen</i> Captain (Trustee)
<i>Brad Michel</i> Battalion Chief	<i>Brad Oser</i> Battalion Chief	<i>Darryl Rhodes</i> Battalion Chief	<i>Jeff Riddle</i> Fire Chief
<i>Bobby Shanks</i> Sergeant	<i>Mike Williams</i> Sergeant	<i>Brandon Woosley</i> Firefighter	<i>Jim Yates</i> Chairman (Trustee)



Internal Stakeholders Group in front of the Old Wetherby House (City Hall)





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?

Mission of the Middletown Fire Protection District

Providing the exceptional service you deserve.

Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality of the organization.

Values of the Middletown Fire Protection District

We are professionals! Our members operate with integrity; they are trustworthy, vigilant and respectful.

Integrity - We are accountable, personally and organizationally, for our actions and behaviors. We are dedicated stewards of the resources with which we are entrusted.

Professional - We demonstrate an attitude of safe, competent, collaborative teamwork with our peers and the community. We strive for excellence by seeking out the best practices of our industry.

Trustworthy - Our words and actions are consistent. We speak the truth. We honor confidences.

Respect - We are respectful towards each other and our community. We are compassionate and recognize the worth of others.

Vigilance - We are constantly vigilant. Our leaders are focused on developing trends. We practice continuous improvements. We maintain ourselves and our equipment in a constant state of readiness.

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 agency are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

**Internal Stakeholders
Work Session**





Programs and Services

The MFPD internal stakeholders identified the following core programs provided to the community, as well as the services that enable the agency to deliver those programs:

Core Programs of the Middletown Fire Protection District

- Rescue – Basic and Technical
- Emergency Medical Services
- Fire Prevention
- Disaster or Domestic Terrorism Response
- Fire Suppression
- Hazardous Materials Mitigation
- Fire Investigation
- Public Fire / EMS Safety Education

Supporting Services of the Middletown Fire Protection District

- Professional Associations
- Health Department
- Metropolitan Sewer District
- Water Company
- Child Safe Place
- Adult Protection Services
- Metro EMS
- Mutual Aid Departments
- EMA
- State DOT
- Metro Public Works
- Develop Louisville
- Civil Support Team (CST)
- Fire Commission
- Kentucky Board of EMS
- Louisville Metro Arson
- Board of Trustees
- Gas Pipelines Companies
- Training Bureau
- Human Resources
- Joint Emergency Service Unit
- OSHA
- Air Pollution Control District
- Red Cross
- MetroSafe
- LG&E
- Child Protection Services
- Law Enforcement
- Private Ambulance
- Vendors
- School Board
- Public Works
- State Fire Rescue Training
- 123rd STS
- State Fire Marshal
- State Chiefs
- ATF
- Metro Government
- Railroads
- Maintenance Bureau
- Administrative Staff
- Jefferson County Special Ops Command
- Kentucky Airport Authority





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. Internal stakeholders 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 and allocated funds. Through a consensus process, the internal stakeholders identified the strengths of the MFPD as follows:

Strengths of the Middletown Fire Protection District

People	Play well with others
Dollars - financial stability (tax base)	Benefits
Experience	Well organized
Well-disciplined	Good public relations
Equipment / resources	Performance based vs. hours based (training)
Community involvement	Leadership
Strong administration	Respect for each other
Adequate facilities	Diversity
Long-term financial planning	Trade craft (well-performing crews) (trained)
Training facility	Some progressive policies
Flexibility / crew leadership	Active volunteer staff
Maintenance facility	Openness of information





Weaknesses

Performance, or lack thereof, 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.



Internal Stakeholders Work Session

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:

Weaknesses of the Middletown Fire Protection District

Communication	Consistency in operations
Lack of diversified training topics	Professional development
Outdated SOGs / policies	Trust
Staffing	Undefined expectations
Taking responsibility for personal actions	Defined responsibility
Not looking at the big picture - globally	Lack of chaplain participation
Lack of a Public Information Officer	Leadership coaching
Special disciplines not grouped together	Honesty
Lack of department wide training (all together)	Micromanagement
Succession planning	Analysis paralysis
Awareness on ALL levels - understanding different dimensions – board, operations, line	





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:

Opportunities for the Middletown Fire Protection District

District growth (real estate development)	Tax rate increase
Follow up and tracking outcomes	Grants
Community support	Public image
Department public / private resource partnership	Financial stability
Increase mutual aid training (Oldham County, etc.)	In-lieu of tax payments
Externally funded training opportunities	Merger – collaboration
Government cost recovery (MSD, water company, EMS)	
Pro-active community involvement – open house, smoke detectors, movie night, home inspection program, car seats.	



Internal Stakeholders Work Session





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:

Threats to the Middletown Fire Protection District

Forced merger / takeover	Terrorism
Lack of community support (loss of faith in FD)	Civil disobedience
External economic factors	Natural disasters / weather
Family issues	Epidemic
Tax cap / state government	Active shooter
Outside agencies lack of resources (EMS/PD)	Media - misrepresentation
Changes in retirement programs	Social media – internet
Cyber security - hacking	Not knowing the law
Competing employment opportunities	Recession / inflation
Lawsuits	Finding board member candidates
Pace of change in industry and legal standards	Addressing generation differences
Healthcare cost increases	Effects of increased traffic
Elevated run volume	Aging population
Public overdependence of emergency services	Outside agency needs / participation
Over taxation of resources – magnitude of incident (GE fire)	
Big brother – cell cameras (never know who is watching)	
Lack of community / citizens understanding the department’s process	





Critical Issues and Service Gaps

After reviewing the agency’s core programs and support services, and identifying internal strengths and weaknesses along with external opportunities and threats, two groups of internal stakeholders identified their primary critical issues and service gaps.

Critical Issues and Service Gap Issues Identified

- Training	- Personnel	- Communication
- Equipment and facilities	- Financial	- Staffing
- Fire prevention	- Accountability	- Micromanagement
- Trust	- Community involvement	- Standards
- Policies	- Succession Planning	- Processes
- Time management	- Accreditation	- Mentoring
- Policies	- Standards	- SOGs
- Big picture	- Workload	- Maintenance
- Volunteer utilization	- Sustainability	- Specialization

Strategic Initiatives

Having reviewed the agency’s critical issues and service gaps, the following strategic initiatives were identified as the foundation for development of goals and objectives.

Prioritized Strategic Initiatives of the Middletown Fire Protection District

Training	Workforce Development
Internal Communications	Physical Resource Management
Financial Sustainability	Accreditation

Goals and Objectives

In order to continuously achieve the mission of the MFPD, realistic goals and objectives with timelines for completion must be established to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of agency efforts, as they will direct the agency to its desired future while having reduced the obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives, and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with MFPD leadership.

“Goals allow you to control the direction of change in your favor.”

Brian Tracy,
Author





Goal 1	Provide a safe and competent training program to the meet the organization's mission.	
Objective 1A	Identify and analyze the current training program.	
Timeframe	1 Month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Classify all programs currently delivered. • Analyze the effectiveness of each program delivered. • Report findings for future consideration development. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1B	Identify industry best practices and relevant standards for quality training programs.	
Timeframe	3 Months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Support local, state, and national school. • Locate successful training programs. • Determine the adaptability to meet the district's needs. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1C	Identify and utilize subject matter experts for training distribution.	
Timeframe	3 Months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Survey all instructors for topic preference. • Survey students on class/instructor pre/post class. • Assign and coordinate all classes with the relevant instructor. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1D	Create, update, and distribute SOGs relevant to the training program.	
Timeframe	9 Months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Review all current SOGs pertaining to training. • Update all training SOGs using best practices and local directives. • Create SOGs as gaps are identified. • Distribute the SOGs via email, intranet, training schedules, and postings at all facilities. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1E	Increase the use of technology in the delivery of training.	
Timeframe	9 Months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify current use of technological services for training. • Research for technology improvements. • Determine the needs for feasibility and sustainability. • Train on and implement any new technology. • Evaluate the effectiveness and revise as needed. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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Objective 1F	Maintain a list of outside agencies that provide training opportunities.	
Timeframe	Ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Identify outside agencies that provide specialized training. Compile a list of those agencies and the curriculum identified. Maintain and distribute the list via email, intranet, and postings at all facilities. Periodically review the list and revise as changes occur. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 2	Develop a comprehensive workforce development process that aligns with the District's Mission and Values while meeting the needs of the individual members.	
Objective 2A	Identify and evaluate any current workforce development processes that may be in place.	
Timeframe	2 weeks	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Review and evaluate current policies and job descriptions. Review and evaluate current practices that are not included in documented policies. Determine and categorize any gaps that exist. Report findings. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2B	Develop a system that ensures members are clear about the critical steps needed for individual advancement.	
Timeframe	6 to 9 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Identify development paths currently available within the District. Identify the various critical components needed to meet the minimum and desired qualifications for each path. Develop a tool to allow members to track their progression towards meeting their chosen career path. (Modular) Train members in the use of the tool. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2C	Develop a system to ensure redundancy in critical skills or knowledge.	
Timeframe	6 to 9 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Identify the critical skills and knowledge held by individual members. (i.e. training, budgeting, maintenance, code enforcement). Identify interested/appropriate persons/positions to develop or learn the critical skills identified above. (Triple redundancy). Develop a plan to ensure that each critical skill or knowledge is transferred to the members identified above. Develop a process to periodically review this objective. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 2D	Develop a formal system of mentoring.	
Timeframe	4 to 6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Identify and evaluate best-practices for formal mentoring programs within and outside our industry. Select or develop a mentoring program to meet the mission of the District. Identify mentors and mentees for the program. Develop a process to evaluate feedback about the program and use it for continuous improvement of the program. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2E	Develop a promotional system that addresses the unique aspects of the various functional areas of the District.	
Timeframe	9 to 12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Identify the functional areas within the organizational structure of the District. Evaluate the current promotional process' effectiveness in selecting the best candidate for each functional area. Modify the promotional process to apply to each functional area. Evaluate the effectiveness of the modifications. Analyze the need for a formal succession planning process. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2F	Develop and implement a system to regularly review and update the workforce development plan.	
Timeframe	Ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Identify and review the workforce development process. Make recommendations to the Board for changes to the workforce development process. Identify and deliver any administrative training needed prior to implementation. Create methodology for measuring activity and outcomes of the new program. Implement the program. Evaluate results for program modification and report findings on an annual basis. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 3	Develop effective internal communication to create clarity in department expectations and procedures.	
Objective 3A	Identify the methods of communication that the MFPD uses.	
Timeframe	1 week	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Compile a list of informal communication methods used at the MFPD. Compile a list of formal communication methods used at the MFPD. Report the findings. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 3B	Identify current communication procedures and policies for the various needs.	
Timeframe	2 weeks	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Compile a list of current communication procedures and policies. • Conduct an analysis of the effectiveness of the procedures and policies. • Report the findings. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3C	Interview a proportional sampling of members at all ranks and divisions within the department on the effectiveness of various communication topics.	
Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify the sample to be analyzed. • Establish the interview criteria based on the following topics: <ul style="list-style-type: none"> ○ Information sharing. ○ Chain of command. ○ Open-door policy. ○ Accessibility of policies. ○ Communication of proposed and approved policy changes and additions. ○ Accessibility and effectiveness of SOGs. ○ Decision communications. ○ Communication delivery of all members. • Conduct the interviews and collect feedback. • Establish and report findings from the interviews. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3D	Analyze the need for any changes in policies and procedures based on the received feedback.	
Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Compile a list of recommendations for change. • Present the recommended changes and member feedback to the command staff and the board representatives. • Train on the approved changes to include all members of the district. • Implement approved changes. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3E	Review the effectiveness of the implemented changes.	
Timeframe	1 year and ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Analyze the changes to communication processes for effectiveness. • Develop revisions if identified. • Submit for approval of the proposed changes. • Train personnel on the changes. • Implement the revised changes and recommended and revised. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Goal 4	Develop an effective physical resources (equipment/facilities) program that supports the districts mission.	
Objective 4A	Inventory the district's equipment and facilities	
Timeframe	1 week	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • List all buildings and land/property. • List all vehicles, apparatus, and ancillary equipment (i.e. trailers, ATV, etc.). • Create a single source containing the inventoried physical resources. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4B	Evaluate the status of the inventory list for effectiveness or challenges	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Establish an evaluation system based on the following criteria: <ul style="list-style-type: none"> ○ Age. ○ Past maintenance, improvement, and repairs. ○ Current repair needs. ○ Life expectancy. ○ Replacement costs. • Conduct the evaluation. • Notate any challenges or issues. • Report findings. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4C	Review the current plan for projected improvements, repairs, replacement needs for all fixed assets (stations and maintenance facility).	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Compare results from the evaluation to the current plan. • Report the findings along with developed recommendations. • Implement any approved changes to the current plan. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4D	Develop a preventative maintenance program for buildings and land/property.	
Timeframe	5 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify all equipment and utilities that require preventative maintenance. • Identify existing scheduled preventative maintenance tasks being performed. • Identify vendors involved in preventative maintenance. • Develop a list / check sheet for items needing preventative maintenance. • Identify, purchase, and stock preventative maintenance items. • Identify, train, and assign appropriate members on proper methods of preventative maintenance. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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Objective 4E	Develop a plan for vehicle, apparatus, and ancillary equipment replacement.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a timeline for each vehicle based on its life expectancy. • Project the replacement cost on each vehicle/apparatus at end life. • Project the replacement cost for ancillary equipment. • Develop and submit the plan. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4F	Evaluate the existing vehicle, apparatus, and ancillary equipment maintenance program.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Compare the existing program with recognized standards, regulations, and practices. • Develop a list of recommendations for changes and improvements to existing program. • Report the findings. • Implement any approved changes. • Train members on new procedures/processes. • Keep an eye on it. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 5	Develop a financial plan that accurately reflects and supports the needs of our district.	
Objective 5A	Identify and analyze the current budgeting and forecasting processes.	
Timeframe	2 – 3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify and interview the people that have responsibility for budget development and review. • Develop and document a list of key budgeting processes. • Evaluate the effectiveness/efficiency of the identified processes. • Develop processes to address any noted inefficiencies. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5B	Develop a process to capture and provide feedback for budget/purchasing requests that are not regular and recurring.	
Timeframe	6 months to 1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify and classify the various categories of purchase made by the district. • Develop a process for capturing purchasing requests for each of the identified categories. • Develop a process to organize and evaluate each request's concurrence with current district goals and objectives. • Develop a process to provide and document feedback on each request (approved/pending/denied/tentative). 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 5C	Develop a system for delegating purchasing authority and responsibility to an appropriate level within the organization for regular and recurring purchases.	
Timeframe	2 – 3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Identify and classify the various regular and recurring categories of purchases made by the district. Identify persons/positions with current responsibility for making regular purchasing decisions. Develop and document guidance that allows responsible persons to fulfill purchasing needs without requiring additional levels of approval. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5D	Develop a more transparent system to regularly report financial information to our internal and external stakeholders.	
Timeframe	3 – 4 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Identify current financial report system. Identify industry best practices for financial reporting. Implement systems of financial reporting for internal and external stakeholders. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5E	Develop a process or triggers to re-evaluate and make adjustments to the budget during the fiscal year.	
Timeframe	2 – 3 months, then ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Identify key areas of the budget where deviations could significantly impact the current goals and objectives of the district. Implement a process of regular and timely review of financial performance by those with purchasing responsibility. Develop and implement a process to inform the board of deviations along with recommendations for adjustments to the budget. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5F	Develop and implement a system to regularly review and update the financial planning process.	
Timeframe	Annually and ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Identify and review the current financial planning process. Make recommendations to the board for changes to the financial planning process. Train on and implement any approved revisions. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Goal 6 Prepare for, pursue, achieve and maintain international accreditation.	
Objective 6A	Form committees as needed to pursue and maintain accreditation.
Timeframe	30 days
Critical Tasks	<ul style="list-style-type: none"> • Establish committee member criteria. • Determine the composition of the committee. • Develop and complete the selection process.
Funding Estimate	Capital Costs: _____ Consumable Costs: _____ Personnel Costs: in-house _____ Contract Services Costs: _____
Objective 6B	Prepare a community-driven strategic plan.
Timeframe	3 months and on-going
Critical Tasks	<ul style="list-style-type: none"> • Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, departmental concerns and strengths perceived about the fire department. • Provide internal stakeholder work sessions to evaluate and update if necessary the mission, vision and values, to determine internal strengths and weaknesses, external opportunities and threats, establish critical issues and service gaps, determine goals and objectives to achieve over five years. • Determine a work plan for the accomplishment of each goal and implement the plan. • Annually evaluate objectives accomplished with the plan. • Report annual plan progress to internal and external stakeholders.
Funding Estimate	Capital Costs: _____ Consumable Costs: _____ Personnel Costs: _____ Contract Services Costs: _____
Objective 6C	Conduct a community hazards and risk assessment, and publish a Community Risk and Standards of Cover document.
Timeframe	6 – 12 months
Critical Tasks	<ul style="list-style-type: none"> • Receive customized instruction on hazard and risk assessment, and standards of cover document preparation. • Perform community hazards and risk assessment. • Evaluate historical community emergency response performance and coverage. • Establish benchmark and baseline emergency response performance objectives. • Establish and publish Standards of Cover. • Maintain, and annually update the Standards of Cover document.
Funding Estimate	Capital Costs: _____ Consumable Costs: _____ Personnel Costs: in-house _____ Contract Services Costs: _____





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Objective 6D	Conduct and document a self-assessment appraisal of the department utilizing the CPSE/CFAI Fire and Emergency Services Self Assessment Manual criteria.	
Timeframe	6 months	
Critical Tasks	<ul style="list-style-type: none"> • Receive customized instruction on writing a CFAI self-assessment manual. • Post self-assessment manual category and criterion writing to the CPSE Technical Advisor SharePoint site for review and comment. • Upon document review completion, host a self-assessment site study for CPSE Technical Advisor review and report. • Upon receipt of CPSE Self-Assessment Site Study Report, evaluate observations and recommendations to determine readiness for “Candidate Agency” status. • Implement necessary adjustments as required for CFAI Candidate Agency status. 	
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:
Objective 6E	Achieve agency accreditation by the Commission on Fire Accreditation International.	
Timeframe	4 months	
Critical Tasks	<ul style="list-style-type: none"> • Apply for “Candidate Agency” status with the Commission on Fire Accreditation International. • Prepare for CFAI Peer Assessor Team visit. • Upload Strategic Plan, Standards of Cover and Self-Assessment Categories and Criterion for review and comment by CFAI Peer Team. • Host CFAI Peer Team site visit for accreditation review. • Receive CFAI Peer Team recommendation to CFAI for Accredited status. • Receive an Accredited status vote in the CFAI hearings, achieving International Accreditation. 	
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs: \$6,000
Objective 6F	Maintain agency accreditation with the Commission on Fire Accreditation International.	
Timeframe	Ongoing	
Critical Tasks	<ul style="list-style-type: none"> • Submit required Annual Compliance Reports. • Attend regularly scheduled CFAI “Dayroom Discussion” web-meetings to ensure continued education on the CFAI model. • Participate in the accreditation process by providing “peer assessors” for external agency review and identification of possible best practices. • Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies. • Submit Annual Compliance Reports as required by CFAI policies. • Establish succession development of internal accreditation team in preparation for next accreditation cycle. 	
Funding Estimate	Capital Costs: Personnel Costs:\$1000 / in-house	Consumable Costs: Contract Services Costs:





Vision

On the final day of the process, the CPSE presented the MFPD a vision of where the agency will be in the future if the strategic plan is accomplished. This vision is intended as a target of excellence to strive toward, and provides a basis for its goals and objectives.

Vision of the Middletown Fire Protection District

The vision of the Middletown Fire Protection District is to demonstrate continuous improvement toward excellence in service delivery. We envision a district that is widely known as an internationally accredited department that delivers exceptional service to our community.

With integrity, we will continue to practice proper stewardship of the trust conferred on us by ensuring financial sustainability and fiscal responsibility. This will support our investment in our greatest organizational assets, our members, through workforce development initiatives.

Our enhanced communications processes will bolster our performance and ensure we exemplify respect for ourselves and those we serve. By pursuing greater training opportunities and initiatives, we will strive to ensure the district lives up to its professional expectations. By the processes established to manage and develop our physical resources, our vigilance will remain high and focused on what is best for the community.

We will realize individual and district excellence as we hold one another accountable for fulfilling our mission, living our values, accomplishing our goals, and ensuring 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 MFPD'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

MFPD 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 success of the MFPD’s strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, membership of the agency, and the community at-large.

“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.
ATF	Alcohol Tobacco and Firearms
CERT	Community Emergency Response Team
CFAI	Commission on Fire Accreditation International
CPSE	Center for Public Safety Excellence
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 Protection District or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
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.
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency
Haz-Mat	Hazardous materials
Input	A performance indication where the value of resources are used to produce an output.
ISO	Insurance Services Office
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.
OSHA	Occupational Health and Safety Administration
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.
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 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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