

**CITY OF DECATUR, GEORGIA
DECATUR FIRE RESCUE**

**THREE YEAR DEPARTMENT STRATEGIC PLAN
2016 TO 2019**

Temporary Cover Page

**CITY OF DECATUR, GEORGIA
DECATUR FIRE RESCUE**

Table of Contents

	Page Number
Letter from the Fire Chief	3
Letter from the City Manager	4
Letter from the Assistant City Manager	5
The Strategic Planning Team and Facilitators	6
The Executive Summary	7
The Planning Process – <i>The Systems Thinking Approach</i>	10
The Strategic Management Process	10
Decatur Fire Rescue’s Strategic Direction:	11
• Vision Statement	11
• Mission Statement	11
• Core Values	12
• Guiding Principle	12
The Strategic Plan’s Key Success Measures	13
Decatur Fire Rescue’s Strategies and Strategic Action Items	15
Appendix	21
• Comparison City Research	22
• Key Success Measure Glossary	43
• Linkage Matrix of the City’s and Decatur Fire Rescue’s Strategic Plans	46
• Decatur Fire Rescue’s Strategic Plan Linkage Matrix	51

**CITY OF DECATUR, GEORGIA
DECATUR FIRE RESCUE**



Message from Chief Toni Washington

The City of Decatur's Fire Rescue goal is not only to become a model of professional excellence beyond the fire profession, but for any profession. It is always interesting to work in a field that is embedded in tradition and try and move those traditions to fit into a progressive arena. Firefighting is a mixture of family, military, medical, government, service, and business. It is beyond a job; it is an identifying characteristic for many of our personnel.

I am excited to share a combination of our accomplishments and our strategic plan for 2016-2019. It is a representation of our entire department and demonstrates that we are aligned with the City of Decatur. "The best way for us to predict our future, is to create it" and we have specific plans for doing just that.

We combined that with stakeholder input and have developed action items to move towards expansion of the department in terms of personnel numbers, activities, training, competency, and excellence. The process of forming and implementing a strategic plan was undertaken in efforts to lay a framework for transforming the mission of a new department into a successful reality. Firefighting is deep rooted in tradition and its history. We now have a guide that takes who we are to who we will become.

I would also like to thank the Core Planning Team and Frank and Alysia Foster of Organizations By Design, for assisting us in the development of this valuable document. As Chief of this department, I am well aware that creating the plan is half of the process.

We will focus on the implementation of our first departmental strategic plan in 2016. The team will be diligent about leading this plan, the implementation, and the follow through in all areas so that we will not only create our future, but attain it.

**CITY OF DECATUR, GEORGIA
CITY OF DECATUR, GEORGIA
DECATUR FIRE RESCUE**

The Strategic Plan Core Planning Team Members and Facilitators

Planning and Change Management are thought to be the primary roles of Leadership. Decatur Fire Rescue immersed its entire Leadership team and many of their direct reports in this vital function of Organizational Planning.

The members of the 2016 -2019 “Core” Planning Team include:

Fire Chief Toni Washington
Deputy Chief Stephanie Harpring
Captain Ninetta Violante
Captain David Ratledge
Captain James Meyers
Captain Chet Walker

Consulting Firm: Organizations By Design, LLC
1650 Briarleaf Path
Conyers, Ga. 30013
678-458-4611
Frankfoster1903@comcast.net

Facilitators:

Frank Foster
Alysin Foster

CITY OF DECATUR, GEORGIA DECATUR FIRE RESCUE

Executive Summary

Decatur Fire Rescue's strategic plan coincides with the strategic plan of the advancing municipality of the City of Decatur. The department recognizes it is a part of the city and appreciates how all of the city's components are interconnected. Decatur is growing in population and area. Structures are getting taller and homes are getting larger. As a department, it has expanded in quantity and quality of services provided. The department will have to increase in staffing and equipment to continue providing the highest level of care and to ensure the City of Decatur experience is safe and pleasant for all. The department's desire is to be as dynamic and innovative as the city it represents, on the forefront of creativity and exceptional service.

Success measures determined by stakeholder input will be used to measure the success of the strategic plan, and how Decatur Fire Rescue contributes to their quality of life. Stakeholder participation will be solicited continuously to determine their input and needs as key variables. Decatur Fire Rescue will develop professionals by increasing training, participation, morale, and work satisfaction within the department. The number of promotion ready personnel will be elevated to prepare the department and its members for future advancement and growth.

Budget goals will be established to support the success measures created. The department will upgrade operational systems and training for a growing city and increased obligations. Operational systems will include the assessment of needed positions and staff in prevention and operations. These various measurements will keep the department on target with its strategies, action items, and overall vision.

This department is preparing for the future of Decatur and changing technology of the fire rescue service. It is analyzing capabilities to build a highly trained and professional workforce. Decatur will venture out into the community to create external partnerships while continuing the exceptional services stakeholders are currently experiencing. The department growth and alterations will mirror that of the city. This synergy will produce excellent response to a wide range of emergencies:

- Active shooter scenarios
- Bomb threat
- Car fires
- Carbon monoxide leaks
- Confined space rescue
- Down wires and trees
- Elevator entrapments
- Falls
- Hazardous material incidents
- High angle rescue
- House fires
- Medical emergencies

- Metro Atlanta Rapid Transit Authority incidents
- Motor vehicle accidents
- Service calls
- Train derailments
- Terrorist threat assessments

Increase in personnel numbers and better training arenas will also provide for high quality programs:

- Car seat checks
- Cooking safety classes
- CPR and First Aid
- Driver Error
- Drunk driving re-enactments
- Elderly fall prevention
- SMART911
- Parents Reducing Injuries
- Routine blood pressure checks
- Senior FIT car safety
- Special Needs and emergency education, as well as
- Other safety programs

Decatur Fire Rescue extends itself to all major public events. Decatur Fire Rescue personnel work with volunteers on community enrichment projects:

- Home improvements on Martin Luther King Day Seniors Project
- Delivering gifts to seniors for A Season of Giving
- Meeting with families of different need individuals to discuss safety plans
- Monitoring safety and medical emergencies at city festivals and events.

Decatur Fire Rescue works to recreate itself in order to serve all with the highest level of care. Decatur Fire Rescue serves each person in the best way possible.

Decatur Fire Rescue personnel push themselves to make the department distinguished and honorable. The department has accomplished such goals through the support of the residents, city government, and each other. Decatur Fire Rescue has 5 officers who received National Fire Officer Designation Certification. Six firefighters attained their paramedic license. Firefighters and officers have attended and presented at national and state conferences. They represent the progressive and diverse nature of the city in a multitude of public arenas. Decatur Fire Rescue is proud of its Insurance Service Office (ISO) rating of 2, a rating held only by 15% of the fire departments in Georgia. It has maintained this rating since 1983.

Fire protection began in Decatur, Georgia in 1909 with the appointment of eight volunteer men. The department has evolved from eight volunteer men to 39 full time paid personnel, led by the Center for Public Safety Excellence's first nationally-awarded designated African American female Chief Fire Officer. The fleet has expanded from a single modified fire truck to seven multi-purpose firefighting apparatus and command

vehicles. Decatur Fire Rescue is one of the most diverse and progressive fire departments in the nation. The department is a blend of cultures, educational backgrounds, experiences, abilities, ethnicities, genders, and sexual orientations - from firefighters to chief officers.

The department will strive to become not only firefighters, but professionals. Decatur Fire Rescue personnel will have leadership and managerial programs to include an employee professional handbook. The department will evaluate abilities and opportunities to build external partnerships through better marketing strategies and outreach efforts. Members will seek information from other department and city programs to see where fire services can support the city. Decatur Fire Rescue has become a department to be emulated, like its city, and it will continue to define what it means to be a Fire Rescue Service Professional and a Public Servant.

CITY OF DECATUR, GEORGIA FIRE RESCUE

2016 – 2019 STRATEGIC PLAN

The Strategic Management Process

Strategic Thinking is about clarifying the Direction, Vision, and Focus of the entire department as well as its success measures and goals. It asks Five Strategic Thinking Questions – in sequence:

PHASE A: Where do we want to be?

PHASE B: How will we get there?

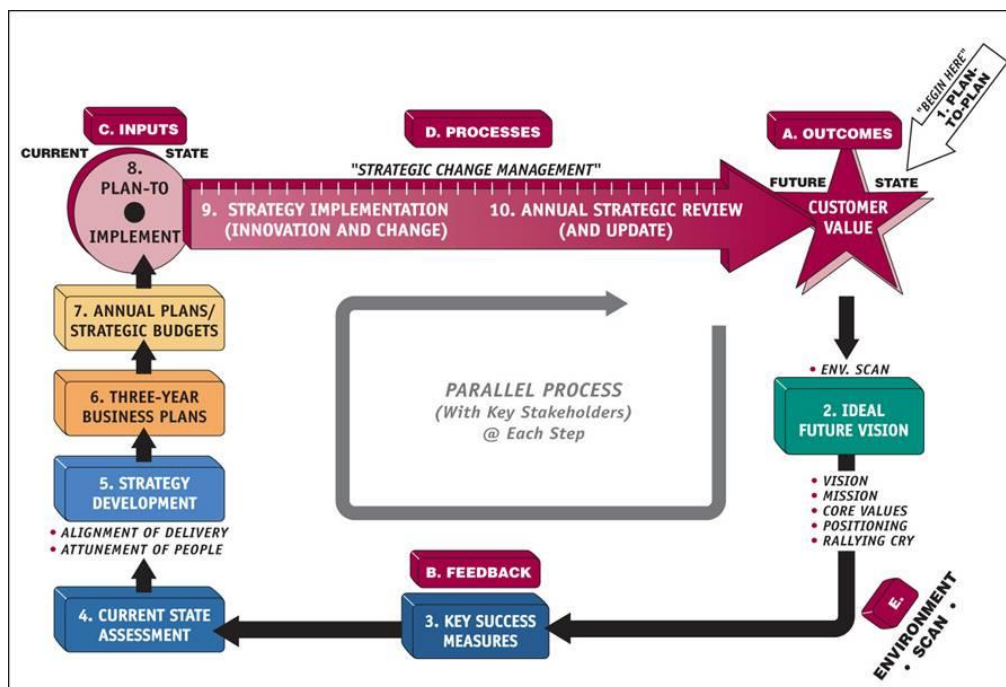
PHASE C: Where are we now?

PHASE D: How do we get there?

PHASE E: What is changing in the environment that we need to take into account?

The Department's Core Planning Team had many rounds of serious and thought-provoking discussions regarding each one of the five phases of the Strategic Management Process, as graphically depicted in the model below:

Strategic Management Process



DECATUR FIRE RESCUE 2016 – 2019 STRATEGIC PLAN

The Decatur Fire Rescue's Strategic Direction for its Ideal Future

The Ideal Future or the Desired Outcomes for the future (Vision) gives an indication of how an organization wants to be positioned to achieve that vision (as noted in the Mission), and the principles that will guide its behavior, internally and externally (Core Values), as they achieve that Ideal Future or Desired Outcome.

Decatur Fire Rescue sought the input from both internal and external stakeholders to inform the development of the Vision and Mission. That picture of their Ideal Future served as a guide for the rest of their Plan.

Decatur Fire Rescue's:

VISION STATEMENT

Decatur Fire Rescue is a dynamic and innovative Department on the forefront of creativity and exceptional service.

MISSION STATEMENT

Decatur Fire Rescue is committed to providing the highest level of care through emergency response and community services that make the City of Decatur experience safe and pleasant for all.

**DECATUR FIRE RESCUE
2016 – 2019 STRATEGIC PLAN**

DEPARTMENTAL CORE VALUES

Integrity – The characteristic that ensures a person is always honest, truthful, and fair in their dealing with others. One displays integrity by having the courage to do and say that which is right and true even if it may not be beneficial to them.

Compassion – The City of Decatur personnel are to share a level of compassion and empathy for the diversity of our community, as well as their fellow firefighters.

Leadership - Stating goals clearly. Being innovative. The inspirational person that practices what they preach and leads by example. Dedicated and committed to the organization with an “all in” attitude. Displaying a strong, positive work ethic. One who is transparent with inspiration and motivation. Open to change and growth.

Professionalism – A highly trained, competent individual who is responsible and accountable for exceeding all requirements. One who is continuously achieving excellence in knowledge, skills, and ability while displaying a positive attitude and representation of Decatur Fire Rescue.

Guiding Principle

Pending

DECATUR FIRE RESCUE 2016 – 2019 STRATEGIC PLAN

KEY SUCCESS MEASURES

Key Success Measures convert the desired outcomes of your ideal future to quantifiable realities. They tell you whether you are on track with achieving your desired outcomes. Ideally, they measure results, not activities and efforts.

Decatur Fire Rescue keeps track of a significant amount of data. For the purpose of this planning effort, the focus was on data that was more strategic and linked to measuring the successful achievement of the Vision and Mission.

The Key Success measures identified will allow the Department's Leadership team to determine if the execution of each strategy is ...

- ❖ Effective (achieving its stated goals),
- ❖ Efficient (making the appropriate resource decisions), and
- ❖ Having the intended impact

Key Success Measures Champion: *Deputy Chief Stephanie Harpring*

Key Success Measures for the Decatur Fire Rescue's Strategic Plan:

Key Stakeholders Success Measures

- The [target] number of enrollment in department-sponsored citizen programs
- The [Targeted Average] Scores from department-generated Citizen Satisfaction (qualitative and quantitative) Surveys

Employee Success Measures:

- The [Target] percent increase in employees volunteering to participate in community activities
- The percentage increase in the number increase of accolades, awards and accommodations
- The percentage increase in the number of professional licenses and certifications
- The percent [Target] reduction in employee disciplinary actions

Process Improvements Success Measures

- Maintaining an Insurance Service Office (ISO) Rating Score of 2
- The [Target] number of favorable responses to the department's community outreach efforts
- The [Target] number of promotion-ready people in the succession pipeline
- The [Target] number increase in the department's staffing

Financial / Resourcing Success Measures:

- The percent [Target] reduction in overtime
- The percent [Target] of requested equipment and vehicle budget proposals that are approved

DECATUR FIRE RESCUE 2016 – 2019 STRATEGIC PLAN

STRATEGIES AND STRATEGIC ACTION ITEMS

Strategies are the “critical few” things that will bridge the gap between where the organization is today and where it hopes to be in the future. These are the “gap closers”. Strategies improve focus, unify department efforts, and should drive the budget (not vice versa). They also make implementation clearer, more executable, and sustainable.

Decatur Fire Rescue identified several core strategies that they believe will “move the needle” towards becoming the department they aspire to be.

STRATEGY A: Preparing the Department and its capabilities for the future growth of the City of Decatur

Strategy Definition - Align the department resources to coincide with an advancing municipality

Strategy Champion: _____

Strategic Action Item: Prepare for City Growth and Expansion

- Upgrade training practices to focus on a growing city
- Enhance organization systems (Emergency Medical Service (EMS), Fire, Prevention, and Training) to handle increased obligations
- Create a paid position to assist with community risk reduction
- Increase the number of personnel to mirror the evolving needs of the city
- Upgrade equipment to anticipate city structures and landscape changes

**DECATUR FIRE RESCUE
2016 – 2019 STRATEGIC PLAN**

STRATEGY B: *Building a highly trained and professional workforce*

Strategy Definition - Creating a department that is motivated, proficient, and effective

Strategy Champion: _____

Strategic Action Item #1: Evaluate and improve the effectiveness of the current workforce

- Create an employee Professional Handbook/Guide
- Create a structured leadership and supervisory program
- Develop measures to evaluate the effectiveness of the leadership and supervisory program
- Actively increase employee participation in city personal development programs
- Incorporate and standardize the professional development handbook
- Evaluate effectiveness of the mentoring program
- Define and emphasize the need and strength of diversity within the department
- Define and emphasize the need for unity within the department
- Ensure the Annual High Performing Organization Evaluations reflects each Decatur Fire Rescue employee's performance towards the accomplishment of the department's strategic and operational goals
- Develop quarterly benchmarks that assist personnel in accomplishing promotional prerequisite requirements
- Develop and offer non-financial incentives for increased performance

Strategic Action Item #2: Evaluate current and future staffing needs

- Create and develop a business case to obtain necessary and needed additional staffing for the department
- Review structured layout of the City of Decatur to evaluate the department's capabilities for meeting the future operational requirements of the city
- Present business case to appropriate channels – noting the impact on the Insurance Service Office (ISO) rating
- Hire the additional personnel needed to meet or exceed National Fire Prevention Association (NFPA) standards and guidelines
- Staff all positions and ranks with qualified personnel

**DECATUR FIRE RESCUE
2016 – 2019 STRATEGIC PLAN**

STRATEGY C: *Build External Partnerships*

Strategy Definition – Create and enhance relationships for a stronger community

Strategy Champion: Chief Ninetta Violante

Strategic Action Item #1

- Set criteria for and identify new partnerships
 - Evaluate with whom we should have new partnerships, particularly after reviewing meeting with other city department heads
 - Organize the current list of contacts, from vendors, other fire departments, schools, and other city departments
 - Conduct follow through meetings with partners
 - Choose new department representatives, if necessary
 - Reevaluate the status and viability of each partnership
- Develop and lay out a yearly calendar
- Look beyond the normal fire service network for training assistance, using different organizations, such as local hardware stores, local builders, and residents that would like to build or create training tools and scenarios

Strategic Action Item #2

- Recruit community involvement
 - List all groups within Decatur, neighborhood groups, business group, etc. with their leaders and contact information
 - Take advantage of new apartments and condos built to inform new members of the community about Decatur Fire Rescue and its services
- Improve diligence of guidelines of Civilians Assisting Public Safety (CAPS) programs, internships, teen programs: Explorers, Community Emergency Response Teams (CERT), Jr. Fire Marshals, and summer programs
- Track current levels of programs with computer software and note numbers as they increase or decrease
 - Inform community about all scheduled events such as programs, training, meetings of how to get involved
- Create a Business Self-Inspection Program

Strategic Action Item #3

- Broaden awareness of departmental programs and community outreach
- Develop marketing strategies
 - Distribute flyers about programs at community events and at the schools
 - Expand and utilize various media outlets
- Increase internal participation in Decatur Fire Rescue programs

Strategic Action Item #4

- Establish joint partnership opportunities
 - Seek partnerships with applicable nonprofit and nongovernment agencies
 - Create Memorandums of Understandings (MOUs) to formalize relationships
- Build and maintain relationships

**DECATUR FIRE RESCUE
2016 – 2019 STRATEGIC PLAN**

STRATEGY D: *Provide exceptional service to our stakeholders*

Strategy Definition - Identify customer needs and exceed their expectations for emergency response, programs, and prevention

Strategy Champion: Captain Chet Walker

Strategic Action Item - #1

- Ensure Decatur Fire Rescue's strategic plan is in line with the City's strategic plan
 - Educate department personnel on the City's and Decatur Fire Rescue's Strategic Plans and obtain feedback on the alignment
 - Meet regularly with City Managers and Department heads whenever there are changes to the City's Strategic Plan, or changes to any departmental plans to see if Decatur Fire Rescue Strategic Plan is still in alignment
 - If not, Decatur Fire Rescue will adjust their plan, if necessary

Strategic Action Item #2

- Increase communication and outreach about services provided by Decatur Fire Rescue;
 - Produce monthly contributions for every Decatur media and social media formats
 - Complete annual training with all personnel about all programs with which Decatur Fire Rescue participates
 - Provide flyers, posters or booklets summarizing all programs for reference
 - Provide an annual "open house" during day and evenings
 - Coordinate with other city Public Information Officers (PIOs)

Strategic Action Item - #3

- Create, nurture, and develop City of Decatur governmental relationships
 - Explain the fire department's strategic plan to other department heads to allow participation ideas to stem from other departments
 - Gain a detailed synopsis of other departments' programs to identify where Decatur Fire Rescue can support and collaborate with other departments
 - Conduct targeted city wide training, including Public Works, Police, Active Living, City Hall, and others

Strategic Action Item #4

- Increase internal participation on City committees and projects
 - Identify:
 - City events and projects
 - Available committees
 - Identify contact event and project coordinators
 - Conduct After Action (event) Review of the department's performance during the event
 - Make recommendations (if any) for improvement

Strategic Action Item #5

- Develop survey measurements to ensure the quality of services is exceptional
 - Create the surveys
 - Define the measures
 - Define the target audience
 - Collect the data
 - Analyze the data
 - Create an action plan based upon results of the data

**DECATUR FIRE RESCUE
2016 – 2019 STRATEGIC PLAN**

Appendix

**DECATUR FIRE RESCUE
2016 – 2019 STRATEGIC PLAN**

COMPARISON CITY RESEARCH

“We Compare, so We Can Excel”

Decatur Fire Rescue conducted a Comparison City Research as part of the planning process. That research encompassed several agencies against which the City of Decatur benchmarks, along with other municipalities selected by the Core Planning Team. Decatur Fire Rescue used the research to assist in the creation of innovative strategies that ensure Decatur Fire Rescue continues to strive for excellence:

Clayton, Missouri

City of Greer, South Carolina

Cartersville, Georgia

Humble, Texas

Statesville, North Carolina

Vail, Colorado

Piqua, Ohio

Lafayette, Louisiana

Fairfax, Virginia

Needham, Massachusetts

Queen Creek, Arizona

Dover, New Hampshire

Saco, Maine

Clayton, Missouri Fire Department

When I expressed that we use this department as a Benchmark City, the Chief knew that his city used us as a benchmark as well. This city is “on it”. They have a “customer centered strategic plan”, annual report, feasibility study, and documents galore. All items are posted on their website at http://www.claytonmo.gov/Government/Departments/Fire/Reports_and_Studies.htm.

Chief Mark Thorp realizes that the documents were due for an update but they have been dealing with “civil unrest” and treating that as the current priority. (Clayton is probably a good city to inspire conversation between PD and Fire. And we could definitely learn from their handling of civil unrest.)

They do many similar programs like CPR, car seats, ride-a-longs; but they do not consider their service or projects “out of the norm,” meaning that all fire departments should be doing these things.

They were the EMS SERVICE OF THE YEAR in 2000. They have an annual stair climb, emergency preparedness documents on their server, emphasize health and wellness, and have several specialty teams:

- Pipes and drums
- Funeral assistance
- DMAT
- Heavy Rescue
- FEMA
- USAR

They do a special program for fourth graders. They do a special program for the seniors –safety preparation for going away to college or living independently. They do a similar program for new freshman at their 2 colleges and 1 seminary school.

Chief Thorp is interested in dialogue with Chief Washington to see more of what the City of Decatur is doing.

City of Greer Fire, South Carolina Fire Department

The City of Greer Fire Department has been protecting citizens since 1914 when it was known as the Greer Volunteer Fire Company No. 1 and fought fires using buckets from a horse-drawn wagon filled with barrels of water. In 1919 the city purchased its first motorized fire engine -- a 1919 Seagrave. Sam O. Mahaffey was hired to drive it and earned the honor of becoming the city's first full-time paid firefighter.

Mission

The City of Greer Fire Department's mission is to be committed to the development and delivery of emergency services to the highest professional level with an emphasis on results. As the fire service changes, we will diversify and stay abreast of new technology, training and education. We recognize that to provide these vital services in a safe, professional, efficient and compassionate manner, our ultimate goal must be: the protection of our constituents, their property and the environment.

Vision

Achieving unity, integrity and diligent support from all aspects concerning the preservation of all life, property, and the ever-changing environment, by leading an engineered system of effective resources, recognized by all as a highly professional and spirited association throughout the 21st Century.

Today, the City of Greer Fire Department has more than 30 full-time members expertly trained in fire prevention, firefighting, rescue, fire inspection, hazardous material response, and emergency medical response. Three stations (including the shared Pelham-Batesville Station Four) stocked with state-of-the-art equipment allow the department to cover approximately 25 square miles and respond to more than 2,500 calls annually. The department, which carries an ISO Class 2 rating, has a dedicated group of volunteers who undergo regular training along with the full-time firefighters.

Promoting fire prevention and safety within the community is an important part of the department's mission. Educational programs reach more than 6,000 residents every year -- from school children who tour the stations to senior citizens who benefit from smoke detector installation. The department is also helping to train the next generation of firefighters through its Explorer Program, which invites young people to ride trucks and attend training to learn more about the department and its duties.

The City of Greer has a large residential base in addition to commercial facilities. The department responds to automatic fire alarms for both residential and commercial facilities. They also respond to calls for:

- Vehicle Fires
- Grass Fires
- Brush Fires
- Smoke Scares

The City of Greer Fire Department offers rescue support for:

- Vehicle Accidents
- Extrication
- Confined Spaces
- Building Collapse
- Trench Rescue
- Swift Water Rescue

Personnel are licensed by the South Carolina Department of Health and Environmental Control as Medical First Responders at the intermediate level. Services rendered by the department's personnel include basic medical treatment, cardiac treatment with automatic external defibrillation, advanced airway intubation, and IV administration.

Haz Mat

In the event of an incident involving hazardous materials, the primary objective is to recognize the hazards that exist and to remove the general public from any potential contact

During a hazardous material emergency, the City of Greer Fire Department has three priorities: ensuring the safety of those in the area, incident stabilization, and property conservation. A hazardous material emergency may be as small as a gas leak, or as large as a spill at a local industry.

Training

The training division's mission is to educate all Greer Fire Department personnel to properly mitigate emergencies that occur within our fire service area.

It also proactively trains all personnel in new technologies, strategies, and tactics, allowing the department to deliver emergency services safely, productively, and at the highest professional level. The training department also provides special classes for city employees and the public.

Car seat Inspection

As part of Safe Kids Upstate, the City of Greer Fire Department is a permanent car seat inspection station for child safety seats. Seats are inspected and installed on the first and third Wednesday of each month.

Tours

If you would like to schedule a station tour for your class or home school, please call the business office at (864) 416-6601. During the tour students will learn about fire safety, the importance of having a smoke alarm and escape plan, and will see one of our firefighters don their turn-out gear. They will also tour the dayroom, bunkroom, bay, and fire trucks.

Cartersville, Georgia Fire Department

The Cartersville Fire Department covers roughly 10 sq. miles. They have 4 stations and around 70 personnel. They have the "regular" programs like fire extinguisher teachings, fire education and prevention, CPR and first aid classes, and installation of smoke detectors.

They work a lot with the businesses and have a large but fluctuating industry customer base. A little over half of the tax base is residential. They have a fire prevention smoke house. They emphasize educating K-3 grades. They are just beginning to do car seat checks.

What is great about the department is the **accessibility**. I called and got a firefighter who handed the phone to the training officer who talked with me and then handed the phone to the fire marshal. Each person was polite and sincere. They remembered persons from City of Decatur Fire and extended "hellos" from their "buddies".

They do have their own training building that they share with Bartow Fire Department. They train "rigorously" and have technical rope rescue, HAZMAT, and other specialty teams.

I see their emphasis in customer service from each firefighter, their professional demeanor, their willingness to answer questions and take the time to discuss matters. They may offer fewer programs but they seem to do the firefighting aspect well.

Humble, Texas Fire Department

Simplified, broad delivery of mission, not key specific on core values to individuals more geared towards the services of fire prevention, training, medical response.

Mission Statement

The City of Humble Fire Department exists to meet needs created by a variety of crisis situations that demand a quick, efficient and professional emergency response.

We strive to provide the highest quality service while maximizing the productivity of our staff and reducing costs whenever possible.

We will do as much as we can within the limitations of our resources to protect lives and property and limit the degree of human suffering when called to an emergency.

It is through our prevention, education and training efforts that we strive to prevent, prepare for, or otherwise limit, the extent of any fire or emergency.

Value Statement

- The public's trust and opportunity to serve;
- A highly trained professional work force; Teamwork to effectively achieve the Department's mission;
- A work force that is a community oriented service provider while maintaining focus on our core objectives.

The City of Humble Fire Department proudly protects 15,000 residents living in the 10 square mile area that makes up the City of Humble. However it is estimated that up to 150,000 people come through our city daily. The department operates two fire Stations. The department is a combination department (paid/Volunteer) that provides Public Fire Education, Suppression, Rescue, and Advanced Life Support services.

The current ISO rating of the department is 2. The City of Humble Fire Department has a total of 36 full-time employees.

These positions consist of:

1-Chief

2-Assistant Chiefs

30-Firefighter EMT's and/or Paramedics

1-Billing Clerk/Secretary

2-Dispatchers

City of Humble Fire Department Fire Suppression Division

The Humble Fire Department-Suppression Division has a staff of 15 personnel. The staff consists of an Assistant Fire Chief, 2 Dispatchers, and 12 Shift personnel. Shift personnel are divided into 3 shifts working 24-hours on and 48-hours off and report to the Assistant Chief.

Each Shift has a Captain. Eight of the Shift personnel assigned to the Suppression Division are cross-trained and certified as Firefighter Paramedics. The remaining Shift personnel are certified as EMT's. The department also has 30 auxiliary employees. These employees are used to fill vacant positions due to vacation, sick days, etc. for both, Suppression and EMS Divisions.

The function of the City of Humble Fire Department involves more than just responding to and extinguishing fire. Some of their daily activities include:

- Medical Response
- Fire Prevention / Safety Education
- Training
- Smoke Detector Inspection / Installation (Residents of the City of Humble)
- Confined Space Rescue
- Daily equipment checks / maintenance
- Preplans
- HazMat
- Fire Suppression
- Extrication

City of Humble Fire Department Fire EMS Division

The Humble Fire Department-EMS Division has a staff of 18 personnel. The staff consists of an Assistant Fire Chief, Billing Clerk, and 16 Shift personnel divided into 3 shifts working 24-hours on and 48-hours off. Each Shift has an EMS Supervisor. Eleven of the personnel assigned to the EMS Division are cross-trained and certified as Firefighter/Paramedics. The remaining Shift personnel are Paramedic certified only. The Department staffs 3 Medic Units 24 hours a day and has a fourth fully equipped Medic Unit that can be placed in service when off-duty personnel are available and a need for the unit exists.

Humble Fire Department Medic Units are registered with the Texas Department of Health as Mobile Intensive Care Units (MICU) and are equipped with the necessary equipment to provide the highest level of care available outside the hospital setting. The Medic Units are required to be staffed with a minimum of 1 Paramedic and 1 EMT-Basic. Humble Medic Units are usually staffed with 2 Paramedics

TOTAL PROPOSED FIRE DEPARTMENT EXPENDITURES 3,200,904.29
TOTAL PROPOSED FIRE EMS DIVISION EXPENDITURES 2,528,970.22

City of Statesville, North Carolina Fire Department

I like the way they encompassed the care throughout the core values with their explanation of values. It sounds like the City Of Decatur.

The City of Statesville grew steadily from a backcountry village into a busy town during the second quarter of the 19th century. A downtown business district was well established by 1850, surrounded by residential lots.

The Department was built on past leadership; without them we could not see the present possibilities and tackle the challenges of the future. They pride ourselves in being a part of the community and strive to provide a superior service to our customers. They are dedicated to improving the quality of life in the City of Statesville and partner with the other City departments to provide an excellent service to all who live, work, and play in our community.

Statesville Fire Department is similar to Decatur in that they served 20,800 population and employed 54 FF. They have grown to 27,000 population and 3 fire stations with another under construction. They have a clear direction and high expectations. They currently operate three engines and one tower truck; with three reserve units.

Mission Statement

The Statesville Fire Department is dedicated to the safety and protection of our community's quality of life from all hazards through a well trained, professional, rapid response team, seeking opportunities to serve, and placing others before self.

Vision Statement

The Statesville Fire Department will be a community focused, value centered, modern, and credible fire protection service serving the citizens of Statesville.

Value Statement

The Statesville Fire Department achieves its mission and vision by building upon a system of values. We uphold professionalism as our core value. Our defining values also include: Integrity, Compassion, Service, Honesty, Stewardship, and Courteousness.

Professionalism:

Our core value of professionalism defines who we are. We believe our chosen career is an upstanding and sound service to the community we serve. We take our role seriously and do all that we can to be a positive role model to the future generations.

Integrity:

We believe in living by moral and ethical principles. We demonstrate our values by the way we live our lives in the public's eye and in the confines of the fire station walls.

Compassion:

We believe in caring for our community members who are suffering from tragic events in their lives and do all that is in our power to assist in stabilizing the situation with a merciful attitude.

Service Excellence:

We believe in providing the best possible service to the community where we live and work and do all we can to meet the needs of our neighbors through a humble, competent, and well trained, efficient team.

Programs

Smoke Alarm Program

**I called several times to speak with someone but haven't received a response. The only program I saw on the internet was the smoke alarm program.

Vail, Colorado Fire Department

Vail Fire and Emergency Services (**VFES**) is an all risk fire department providing fire suppression, fire prevention, emergency medical services, technical rescue and wildfire mitigation services. **VFES** is a fulltime paid department operating out of 3 fully staffed stations. It serves a population 5,300 full time residents, 4,400 part time residents, and upwards of 20,000 guests daily during winter months.

VFES has 39 fire fighting/ administrative personnel: One fire chief, one deputy fire chief, one fire marshal, and one part time administrative assistant.

VFES operates 4-class A 4x4 Pumpers, 1- 75 foot Quint, 1- 85 foot Tower Ladder, 2-type 6 Wildland Engines, 1- Parade Engine, 2- 4x4 Utility Trucks, 1- Technical Rescue Trailer, and 2-Command/ Chief vehicles.

VFES is similar in size to Decatur Fire Department in that they cover an area of 4.6 miles by 8.5 miles in size.

The Mission Statement for them is: Excellence through Commitment, Compassion and Courage... Anytime, Anyplace.

The Vision Statement for them is: Excellence in Emergency services.

The Values for them is the same as their police: Integrity, teamwork, and excellence.

The Fire Prevention section of **VFES** provides: Fire Investigations, Public education, Car seat Checks, and Inspections.

I choose the Vail Colorado Fire department because it is similar in size to Decatur Fire Department and also because it's Police Department was chosen by the Decatur Police Department for comparison.

Piqua, Ohio Fire Department

- With the organization you have chosen to research, does it, in fact/or purport to, address problem solving through community relationships, cutting edge technology, and deliver excellent service with empathy and respect? The Piqua Fire Department has a strong relationship with the community. A Citizens Group has strongly supported the Police and Fire service in town. The group was named "citizens for safety" the group is now named Citizens for a Better Piqua. This group successfully supported and passed a safety services levy adding 6 Firefighters and 5 Police officers to the force. The Fire Department has been moving forward with technological advances in both computers/tablets updated. Safety monitoring equipment. Training Fire attack completed in the new SLICERS. Rededication to inspection and prevention/education program.

- How have they positioned themselves – Vision/Mission/Self-Promotion? The Newly Promoted Chief is starting a review process with stakeholder involvement to update the Vision and Mission Statements.

- How are they promoting their "uniqueness"? The Piqua Fire Department is in the rebranding process with new logo and patches. The Engines, Trucks and Medic Units have added branding as well . The citizens have been made fully aware of the departments capabilities during the safety services levy. The Levy Passed with overwhelming support.

- If they have completed and published their Strategic Plan, what are some of their strategies? Piqua Fire Department is currently revising the strategic plan with an emphasis of community P.R. and involvement in community safety education.

- What programs and services are they offering that are different and perhaps more innovative than Decatur Fire Department? The current program that Piqua Fire Department is especially proud of is the Combination CO/Smoke detector program that was funded completely by private donations. The program has the requirement of financial need vetted via the partnership with the Salvation Army and the Fire Department then installs the units in the household and instructs the residents of how the units operate. The program is in full swing and we are closing in on protecting 80 homes from CO and the backup benefit of a smoke detector.

- Anything else you feel is noteworthy? The Piqua Fire Department is currently exploring the partnership with Bowling Green State University to look at repurposing the City's old water treatment facility and turning that into a regional Fire and Police training center. That site has everything a fire department would need for any type of specialty. The site also has a reservoir to conduct water rescue training.

Answers from -Brent Pohlschneider, Piqua Fire Chief

Lafayette Fire Department

Lafayette Fire Department is a Class 2 rating Fire Dept. Established 1897 consisting of 25 volunteers known as the Hobo Volunteer Fire Company. 100 years later LFD comprises Five divisions with a total roster of 250 employees, 13 Stations 47.49 Square miles and service a population of 119,966 Acadians.

Born and raised in Lafayette Robert P. Benoit appointed Fire Chief August 1993 until present time.

Mission Statement

To safeguard and and reduce the dangers to life ,property and the environment through innovative training, code enforcement and prompt dispatch of a qualified fire suppression force.

The Division and Section

- Administration
- Communication
- Emergency Operation
- HAZMAT
- Fire Prevention & Investigation
- Training

Each year the fire department provides resources for and participates in the CPR certification event held at the Cajundome.

Members who participate in fundraising activates for the Muscular Dystrophy Association.

Involved in a program with Big Brothers Big Sisters of Acadiana.

Provides assistance to uninsured residents who suffer the loss of a fire.

I chose the LFD because they are also a Class 2 Department, and the also serve the citizens by assisting with community functions and parades and annual events such as Mardi Gras.

Fairfax, Virginia Fire Department

Very large county department actively involved in community and get information out to department and public. How can we disseminate information to become more effective and informative?

Comparison City Research

Fairfax County Fire and Rescue Department

4100 Chain Bridge Road
Fairfax, Virginia 22030
703-246-2126.

The Fairfax County Fire and Rescue Department trains firefighters to provide a full complement of fire suppression, technical rescue, swift water rescue, hazardous materials, and emergency medical services, including basic and advanced life support and emergency medical transportation—it is a career and volunteer all hazards department. Since its humble beginning in July 1949, the Fairfax County Fire and Rescue Department has evolved from ten skilled "drivers" to a complex agency responsible for meeting the emergency needs of over one million residents. Today, nearly 1,400 uniformed men and women operate from 38 fire and rescue stations strategically positioned throughout Fairfax County. Additionally, about 180 civilians provide key support functions from headquarters and other locations.

The Fairfax County Fire and Rescue Department operates on three separate 24-hour rotation shifts. Each shift is led by a Deputy Fire Chief. The county is separated geographically into seven battalions, each managed by a battalion management team of a Battalion Fire Chief and EMS Captain. Fire suppression personnel and paramedics work in tandem to ensure the highest level of safety and care possible for the residents of Fairfax County.

VISION

The Fairfax County Fire and Rescue Department is dedicated to being a premier community-focused fire and rescue department ensuring a safe environment for everyone.

MISSION

Provide the highest quality services to protect the lives, property, and environment of our community.

I selected this Fire Department because they are similar to Decatur being actively involved in the public outreach. They have developed the similar programs as Decatur but on a much larger scale. They currently have non-profit organization which aids in the implementation of the fire prevention and outreach programs. This is a county department and much larger than Decatur. They have the resources and personnel to assist with accomplishing goals. I feel this department is a glimpse of what Decatur strives to be in our Mission and Vision.

Chet D. Walker

RESIDENTIAL FIRE AND BURN PREVENTION

General Home Fire Safety
Smoke Alarms
Carbon Monoxide Alarm Program
Escape Planning
Home Escape Planning
Home Fire Safety Survey
Home Fire Extinguishers
Evacuation

HIGH RISK - SPECIAL NEEDS

Every Step of the Way
Every Step of the Way
Fire Safety for Older Adults
File of Life
Fire Safety for Hearing Impaired *Visual Smoke Alarm Program*
Fire Safety for the Disabled

FIRE SAFETY IN THE HOME

Dryer Safety Tips
Fire Safe Heating Systems
Portable Heaters - Heat or Hazard

FIRE SAFETY IN THE WORKPLACE

General Fire Safety
Flyer for Work Safety
Fire extinguishers

SEASONAL SAFETY

Spring/Summer

Boating
Cookouts
Falls from Windows
Be Careful With Windows and Young Children (English, Spanish)
Fireworks
Grilling
Water Safety Tips

Needham, Massachusetts Fire Department

The primary focus is on Fire Administration. They have no written “vision” statement. I also did not see the core values unless it came from “Administration leadership and direction.” It made me question: Did we base our core values around the type of fire fighter we would like to have in our department? Or the kind of service we would like our fire fighter to experience within our organization?

“Great schools, low taxes, and a thriving retail scene—we’ll drink to that.”

Discover the City

Last year’s inaugural season of the Great Hall Concert Series—a revolving salon of local and international musicians, performers, and artists lighting up the renovated town hall—only strengthened Needham’s emerging reputation for cultural refinement. Dwellers here also enjoy the many restaurants in Needham center, as well as a recovering retail scene that took a hit when Dedham’s Legacy Place mall debuted in 2009. And don’t forget the liquor stores that will begin opening up after residents voted overwhelmingly last year to ditch Needham’s age-old designation as a dry town. Steady business and industry revenues keep property taxes shockingly low for a suburb that every year sits near the top of this magazine’s school rankings. And for those who may be caring for another type of dependent, an \$8 million senior center is scheduled to start welcoming guests this fall, offering movie nights and computer and fitness classes.-
Boston Magazine 2013

Schools are a top priority with 96.6 percent of students graduating high school in Needham. Needham, Massachusetts is located 19 miles from Boston. They have the Massachusetts Bay Transportation Authority (MBTA) to travel to and from Boston. The city prides itself on its “community engagement.”

Seventy-two percent of Needham residents hold a bachelor’s degree or higher. The city’s per capita income is \$63,117 compared to Decatur’s average of \$65,000. Needham’s median property value is \$662,500 compared to Decatur’s \$300,000 (which I would estimate is now higher). The fire department serves over 28,000 people (Decatur’s is around 20,000) and 12 square miles (Decatur’s is 2.1 sq. miles).

Mission Statement

The mission of Needham Fire Department is to provide the Town of Needham with a first class team of well-trained professionals to protect the lives and property of its residents through fire suppression, emergency medical services, emergency disaster preparedness, fire inspections and fire prevention through education.

Note: There were no core values, nor a vision statement found in affiliation with this department; however, the chief has been contacted and I will let you know what I find.

Fire Department

The Needham Fire Department has a force of 54 Firefighters and 14 Officers whom are commanded by Chief Denis Condon. They have 2 engines, 1 ladder, and 1 BLS rescue/ambulance respond from 2 fire stations and average over 3,000 runs annually. Mutual aid availability is 1 engine.

Fire Administration provides the leadership and direction to ensure the effective and efficient delivery of fire and emergency medical services to the town. To achieve their goals, Fire Administrative personnel participate in professional development, courses, seminars, conferences and independent study to stay abreast of the ever changing world of fire and emergency services. The Fire Administration is comprised of the following administrative personnel:

- Fire Chief
- Deputy Chief of Operations
- Four Deputy Fire Chiefs
- Two Captains
- Director of Administrative Services
- Administrative Assistant

Fire Programs

Fire Protection: The Fire Protection program is comprised of six lieutenants and 51 firefighters. This program is responsible for maintaining a fire suppression force adequately protected with approved NFPA protective clothing and equipment, and for providing state-of-the-art firefighting and rescue equipment.

The Fire Prevention / Inspection: This program consists of two full time fire inspectors. They are responsible for inspecting buildings / residences, issuing fire permits and collecting fees, and monitoring and licensing the storage, handling and/or use of hazardous materials. In addition, they are responsible for code enforcement, plans review, participating in preparing and revising fire laws and regulations, investigating fires, public fire safety awareness and educations, and the disposition of arson cases.

The Fire Alarm division: The Fire Alarm division installs and maintains the municipal fire alarm system, the *internal* communications within the Fire Department, and reviews blueprints and conducts building inspections pertaining to fire alarm and sprinkler systems.

Emergency Medical Services: The Needham Fire Department is responsible for providing the Town with Emergency Medical Service. They use their cross trained Firefighting personnel. All of the apparatus are staffed with personnel trained as First Responders, Emergency Medical Technicians or Paramedics. Currently the Needham Fire Department operates two ambulances that provide the Town with Basic or Advanced Life Support capabilities depending on the nature of the incident. This allows transport of the sick and injured to the nearest and most appropriate medical facility available.

Queen Creek, Arizona Fire Department

Queen Creek Fire Department was established in 2008. Prior to that, their fire protection was covered by the county fire department and volunteers. Their area of coverage is larger than Decatur in that it is 28.49 square miles of rural and city coverage. They deliver both Fire and EMS service to this area.

They have 2 fire stations, 30 fire fighters, one Deputy Fire Chief, and one Fire Chief.

They are very similar in services to City of Decatur Fire in that they provide the following programs:

- CPR
- Car Seat inspection/ installation
- CERT (same as Decatur CAPS)
- Fire Prevention and Education services (schools, seniors, citizens, business)
- Fire Inspections (commercial and residential)
- Assist in all city events

Dover, New Hampshire Fire Department

Newly promoted Fire Chief Eric Hagman. Chief Hagman Retired as Assistant Fire Chief In 2012 And in September 2015 he was asked to step in as Chief of the Department The Chief serves as the City's Emergency Management Director. The wearing of two hats has served the citizens and visitors of Dover well. By incorporating resources from the fire service and other city agencies, the Emergency Management Director manages the city's emergency preparedness and mitigation in a synergistic manner

Mission Statement

To provide the community with information, education, services and representation to improve the quality of life and to enhance their ability to survive from the devastation of fire, environmental, natural and manmade emergencies

No Vision Statement

The Department service a population of 30,000 with a call volume of 5,700 calls per year with 3,000 of those medical related.

Dover Fire and Rescue has 3 Administrative Chief and 55 sworn full time personnel. They operate 4 shift of 13 personnel. They have: 3 station 3 staffed ALS Ambulance for transporting, 21 Paramedics and the remanding personnel are Intermediate Emergency Medical Technician.

Their website has links to commonly requested Forms and Documents: including Health License Application, Building Permit Application, Code Enforcement, Plumbing, Electrical Applications.

262 Sixth St.

This station serves as the headquarters for Dover Fire & Rescue and Inspection Services. Built in 2008, this station is staffed daily with Chief Officers and Inspection Services .Liberty North End Station is home to a 55' Quint, a Heavy Rescue, a 100' Tower Ladder and a reserve ambulance. The apparatus are staffed with a Lieutenant and 3 firefighters.

Central Fire Station

9-11 Broadway, just before the Railroad bridge

Central Station, built in 1899, served as our headquarters for over 100 years. This station houses an Advanced Life Support Ambulance, a Frontline Engine and a reserve engine. The station is staffed by a Captain and 4 Firefighters.

South End Fire Station

25 Durham Road, next to the Dover Middle School

The South End Fire Station is staffed by 24 hours a day by a Lieutenant and two firefighters. The station is home to a Frontline Engine, a reserve engine and a reserve ambulance.

This station also houses our Department Mechanic who works to keep our Fleet ready to respond at a moments notice.

Dover Fire and Rescue provides Public Education through CPR, AED and Fire Extinguisher Training for the Citizens.

Chief Hagman informed me that he was impressed with our Website and it informed him of the type of information and updates his Department was in dire need of.

Saco, Maine Fire Department

Their site is extremely informative, almost overwhelmingly informative. We should take ideas from their website because it is loaded with information

Annual Reports and Bi-monthly newsletters are on their web site and allow one to get a little insight as to how our departments may be similar and in some cases different.

It appears that the most significant difference between us is that they staff two Paramedic level transporting ambulances. In Maine, fire-based EMS with transport to a hospital accounts for well over 60% of all ambulance services, and in Saco, EMS is nearly 80% of the call volume.

As a coastal community they provide marine fire/rescue services to over 5 miles of recreational beaches, a very active fishing village (lobster & shrimp), and a very active recreational river. Given the often misunderstood dangers of the ocean, they average 30 calls annually for anything and everything to small sailboats or kayaks in danger to larger fishing vessels. In about 75% of those calls they are finding life in danger and a clear rescue situation at hand.

As in many other departments, their efforts at public out-reach are with the best intentions, but delivery is often hampered by available on-duty staffing to complete those assignments while responding to a daily average of 8+ emergency calls. The most successful venture has been their annual Open House which has seen attendance by more than 350 citizens. It does not hurt having a new \$6 million dollar state-of-the-art Central Fire Station for residents to see. They have seen some success with CPR and Child Car Seat inspections.

Their fire Chief states that in six years, he has yet to really produce a document that he can call a Strategic Plan. They have 10 Strategic Initiatives, which are the foundation for their Strategic plan, but it has not come to fruition. They find they are working on the initiatives without ever having written the plan. Not published anywhere is their Communications Plan, from which comes their Annual Report, Bi-monthly Newsletter, and hopefully soon, a department Facebook page and Twitter feed. Saco Fire expects their city will be updating the website to include more current information about all city departments.

DECATUR FIRE RESCUE 2016 – 2019 STRATEGIC PLAN

Key Success Measure Glossary

<i>The “Key Success Measure Glossary” describes how the Key Success Measures are being defined, what the targets or trends will be, if known, how the data is being calculated to determine the measure, and the source from which that data will be drawn.</i>			
Success Measure	Target	Calculation	Source of Data
Key Stakeholder Measures			
The [Target] number of people enrolled in Department-sponsored citizen programs	<ul style="list-style-type: none"> • Year 2016 - 2017₁ • Year 2017 - 2018₂ • Year 2018 - 2019₃ 	The total number (for that calendar year) of people enrolled in Department-sponsored citizen programs	The Fire Department's Citizen Programs records
The [Targeted Average] Scores from The Fire Department's developed Citizen Satisfaction (qualitative and quantitative) Survey	<ul style="list-style-type: none"> • Year 2016 - 2017₁ • Year 2017 - 2018₂ • Year 2018 - 2019₃ 	The total number of citizen survey scores (for that calendar year), divided by the total number of citizens taking the survey	The Fire Department's Survey Results records

Employees			
The [Target] percent increase in employees volunteering to participate in community activities	<ul style="list-style-type: none"> • Year 2016 - 2017₁ • Year 2017 - 2018₂ • Year 2018 - 2019₃ 	The total number of employees (for that calendar year), who volunteered to participate in community activities divided by the total number of employees in the department	The Fire Department's Staffing and Assignment records
The increase or decrease in the number increase of accolades, awards and accommodations received	<ul style="list-style-type: none"> • Year 2016 - 2017₁ • Year 2017 - 2018₂ • Year 2018 - 2019₃ 	The total number of accolades, awards and accommodations for the current calendar year, Compared to the total number from the previous year	The Department's Training and Personnel Performance Records
The [Target] percent reduction in employee formal disciplinary actions	<ul style="list-style-type: none"> • Year 2016 - 2017₁ • Year 2017 - 2018₂ • Year 2018 - 2019₃ 	The total number of employee formal disciplinary actions (for that calendar year), divided by the total number of employees in the department	The Department's Disciplinary records
The increase or decrease in the number of professional licenses and certifications received	<ul style="list-style-type: none"> • Year 2016 - 2017₁ • Year 2017 - 2018₂ • Year 2018 - 2019₃ 	The total number of accolades, awards and accommodations for the current calendar year, Compared to the total number from the previous year	The Department's Training Records

Internal Business/Process Improvements			
Maintaining an ISO Rating of 2	<ul style="list-style-type: none"> • Year 2016 - 2017₁ • Year 2017 - 2018₂ • Year 2018 - 2019₃ 	The ISO Rating	?
The [Target] number of favorable responses to the Department's community outreach efforts	<ul style="list-style-type: none"> • Year 2016 - 2017₁ • Year 2017 - 2018₂ • Year 2018 - 2019₃ 	The total number (for that calendar year) of documented positive community responses	The Fire Department's ?
The [Target] number of promotion-ready people the succession pipeline	<ul style="list-style-type: none"> • Year 2016 - 2017₁ • Year 2017 - 2018₂ • Year 2018 - 2019₃ 	TBD	The Fire Department's Employee Performance Records
The [Target] number increase in the department's staffing	<ul style="list-style-type: none"> • Year 2016 - 2017₁ • Year 2017 - 2018₂ • Year 2018 - 2019₃ 	TBD	The Fire Department's Staffing Records

Financial/Resourcing			
The percent [Target] reduction in overtime	<ul style="list-style-type: none"> • Year 2016 - 2017₁ • Year 2017 - 2018₂ • Year 2018 - 2019₃ 	The total previous year's Overtime, divided by current year's	The City of Decatur Budget records
The percent [Target] of requested equipment and vehicle budget proposals that are approved	<ul style="list-style-type: none"> • Year 2016 - 2017₁ • Year 2017 - 2018₂ • Year 2018 - 2019₃ 	The total equipment and vehicle budget approved, divided by the total equipment and vehicle budget requested	The City of Decatur Budget records

Foot Notes:

- Year 2016 - 2017₁ - Baseline to be established or verified in the first Plan year
- Year 2017 - 2018₂ - Target to be determined once baseline has been established
- Year 2018 - 2019₃ - Target to be determined based upon target/trend established the previous year

**DECATUR FIRE RESCUE
2016 – 2019 STRATEGIC PLAN**

**Linkage Matrix
City of Decatur and Decatur Fire Rescue Strategic Plans**

City of Decatur Strategic Plan	Decatur Fire Rescue Strategic Plan Strategy and Implementation Year
Principle A Manage growth while retaining character	
Goal 3: Protect existing neighborhoods while promoting growth and adopting standards that guide future growth	Strategy A: Preparing the Department and its capabilities for the future growth of the City of Decatur Definition - Align the department resources to coincide with an advancing municipality
Task 3E; Improve the predictability and efficiency of the process for new development approval by establishing development standards and requirements that are consistent with the goals of the strategic plan.	Strategic Action Item: Prepare for City Growth and Expansion <ul style="list-style-type: none"> • Upgrade training practices to include a growing city • Enhance organization systems (EMS, Fire Prevention, and Training) to handle increased obligations • Create a paid position to assist the fire marshal • Increase number of personnel to mirror the evolving city needs • Upgrade equipment as city structures and landscapes alters
Principle B: Encourage a diverse and engaged community	
Goal 6: Strengthen communication and involvement in and among neighborhoods, city government, volunteer boards and commissions, institutions, community	STRATEGY C: Build External Partnerships Definition – Create and enhance relationships for a stronger community
Task 6A; Provide communication in a variety of formats to reach a broad audience. <u>Expand the use of social media and electronic tools such as Open City Hall</u> to encourage citizen participation.	Strategic Action Item #1 <ul style="list-style-type: none"> • Set criteria for and identify new partnerships Strategic Action Item #2 <ul style="list-style-type: none"> • Recruit community involvement Strategic Action Item #3

	<ul style="list-style-type: none"> • Create and develop intergovernmental relationships for support and exchange of ideas and information <p>Strategic Action Item #4</p> <ul style="list-style-type: none"> • Broaden awareness of departmental programs and community outreach <ul style="list-style-type: none"> • Develop marketing strategies • Expand and utilize various media outlets • Increase and expand active participation in department programs <p>Strategic Action Item #5</p> <ul style="list-style-type: none"> • Establish joint partnership opportunities
Goal 7: Support, expand, and develop programs, services, events, and opportunities that respond to diverse interests, encourage community interaction, and promote a stronger sense of community.	
Task 7A; Continue to provide volunteer support services and maintain programs like the MLK service project, Season of Giving, and special event support.	<p>STRATEGY D: Provide exceptional service to our stakeholders</p> <p>Strategy Definition - Identify customer needs and exceed their expectations for emergency response, programs, and prevention</p>
Task 7B; Explore the opportunity for an event that educates citizens about their community and connects them with community, institutional, and nonprofit organizations to promote community pride, volunteerism, neighborhood interaction, and communication with the public	<p>Strategic Action Item - #1</p> <ul style="list-style-type: none"> • Ensure Decatur Fire Rescue's strategic plan is in line with the City's strategic plan <p>Strategic Action Item #2</p> <ul style="list-style-type: none"> • Increase communication and outreach about services provided <p>Strategic Action Item - #3</p> <ul style="list-style-type: none"> • Create, nurture, and develop City of Decatur governmental relationships <p>Strategic Action Item #4</p> <ul style="list-style-type: none"> • Increase participation on City committees and projects <p>Strategic Action Item #5</p> <ul style="list-style-type: none"> • Develop survey measurements to ensure the quality of services is exceptional
Principle C: Serve as good stewards of the environment and community resources	

Goal 10: Continue to provide quality services within fiscal limits acceptable to the community	STRATEGY B: Building a highly trained and professional workforce Strategy Definition - Creating a department that is motivated, proficient, and effective
Task 10C; Use the budget process to assure the most cost effective use of city resources to implement the city's vision	Strategic Action Item #2: Evaluate current and future staffing needs <ul style="list-style-type: none"> • Create and develop a business case to obtain necessary and needed additional staffing for the department • Present business case to appropriate channels • Hire the additional personnel needed
Principle D Support a safe, healthy, lifelong community	
	<i>[DFD Strategy & Strategic Action Items most closely aligned with Principle D in City Strategic Plan]</i> STRATEGY B: Building a highly trained and professional workforce Strategy Definition - Creating a department that is motivated, proficient, and effective
	Strategic Action Item #1: Evaluate and improve the effectiveness of the current workforce <ul style="list-style-type: none"> • Create an employee handbook guide • Create a structured leadership and supervisory program • Develop measures to evaluate the effectiveness of the leadership and supervisory program • Actively encourage the use and participation of the city personal development programs • Incorporate and standardize the professional development handbook • Evaluate effectiveness of the mentoring program • Emphasize the need and strength of diversity within the department • Emphasize the need for unity within the department Strategic Action Item #2: Evaluate current and future staffing needs

	<ul style="list-style-type: none"> • Create and develop a business case to obtain necessary and needed additional staffing for the department • Present business case to appropriate channels • Hire the additional personnel needed
--	---

Decatur Fire Rescue's Strategic Plan Linkage Matrix

