



WILSON FIRE/RESCUE SERVICES 2019-2024 *Strategic Plan*



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**Wilson Fire Rescue Services
2019-2024 Strategic Plan**

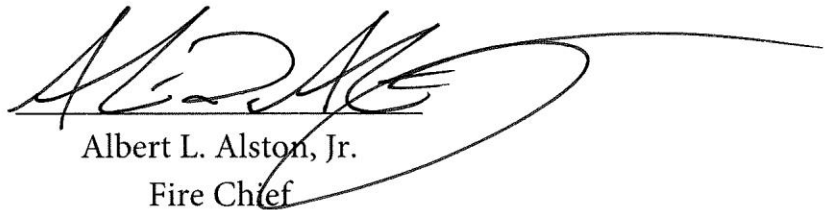
Approval Page



Grant Goings
City Manager

9-26-19

Date



Albert L. Alston, Jr.
Fire Chief

9-26-19

Date

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Executive Summary

It is my honor to present to you the 2019 through 2024 Strategic Plan. Wilson Fire/Rescue Services has a storied tradition of service to the community. This plan will mirror our continuous effort to better serve our customers, the citizens of Wilson, and the members of Wilson Fire/Rescue Services. This plan will guide our management decisions, organizational structure, and efficient use of city resources.



Our strategic plan is written in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual 9th Ed.* A broad cross-section of community leaders, business and non-profit representatives, citizens, and local elected officials participated in expressing what was important to them in the delivery of 21st century emergency and non-emergency services. Through this effort, we were able to outline community expectations, concerns, and priorities.

The members of Wilson Fire/Rescue Services were an essential part of this process. They came with open minds, recognizing that their conversations and ideas would chart the course of our future. This dynamic group was made up of service professionals from all ethnic groups, generations, backgrounds, and years of service. They did more than develop a strategic plan, they created a new normal for this organization.

Therefore, it is the goal of Wilson Fire/Rescue Services to constantly seek input from both our external and internal partners to ensure a high level of effectiveness and efficiency in the delivery of emergency services. As the world around us continues to change, we are faced with demands for service that the traditional fire service has never before seen. It is important to understand that the fire service of today is not the fire service of yesterday. While this plan will provide a road map of where we want to take our organization in the next five years, we recognize that as our city and workforce evolve, we will have to make progressive modifications to stay competitive in the constantly changing fire service.

This strategic plan offers an inspiring glimpse into the potential success of our department. However, we must always remember that the foundation of our existence is the people in the communities we serve. The relationships and bonds formed through the positive non-emergency interactions we have with people are as important as the ones we have with them in moments of crisis. Let us never forget the “service” portion of being a part of the fire service, as the work we do for others will ultimately be the legacy we leave with our city.

A handwritten signature in black ink, appearing to read 'AL ALSTON', with a long, sweeping underline that extends to the right.

Albert L. Alston, Jr
Fire Chief

Introduction

Wilson Fire/Rescue Services (WFRS) provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors of Wilson, North Carolina. WFRS 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 department'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 Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual 9th 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 department's members 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 department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and department stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion and future plan execution.

WILSON FIRE/RESCUE SERVICES | STRATEGIC PLAN

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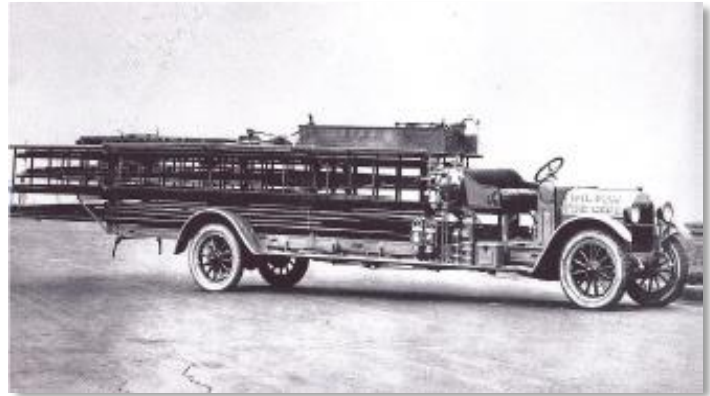
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Organizational Background

Originally incorporated in 1849, the City of Wilson, North Carolina has continued to thrive and grow to the municipality it is today. Once widely known as “The World’s Greatest Tobacco Market,” the city now has a quality economy centered around agriculture, manufacturing, commercial, and service industries.



Wilson Fire/Rescue Services has a long history of providing emergency services in the city. The department first came into existence as the Phoenix Fire Hose Company in 1858. The name was changed to the Wilson Fire Department around 1880. From its genesis, the department was a robust, all-volunteer organization until 1938, when the evolution was completed into a fully-paid, career department.

The department has continued to keep pace with growth and changes within the fire service industry and the risks encountered within the city. Focusing on quality delivery and change, emergency medical

services became part of the response matrix. As the department positioned itself as an all-hazard agency, it was decided to change the department name to Wilson Fire/Rescue Services (WFRS) in 1993.



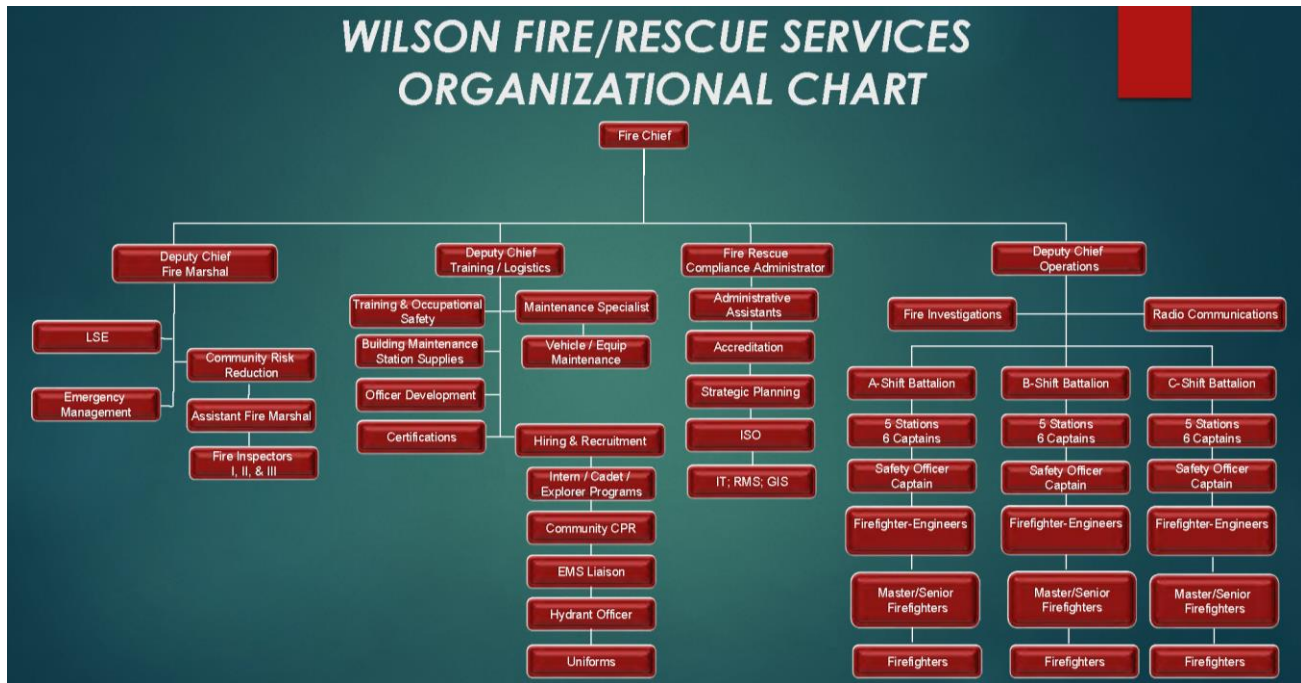
Today, WFRS provides its services from five fire stations with resources located strategically throughout the city and deployed based on risk and demand. Staffed with 100 uniformed and civilian professionals, the

department remains dedicated to life safety of its community by providing emergency operations and community risk reduction. The department’s embrace of excellence is evidenced by its continued internationally accredited status, and its Class 1 ISO protection class rating. WFRS continues to remain mission-focused and dedicated to those it serves.



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Organizational Structure



Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A community-driven emergency service organization is one that seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources. The process of strategic planning can be defined as “a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.”¹

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 defined 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. 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 progression and success will be measured.

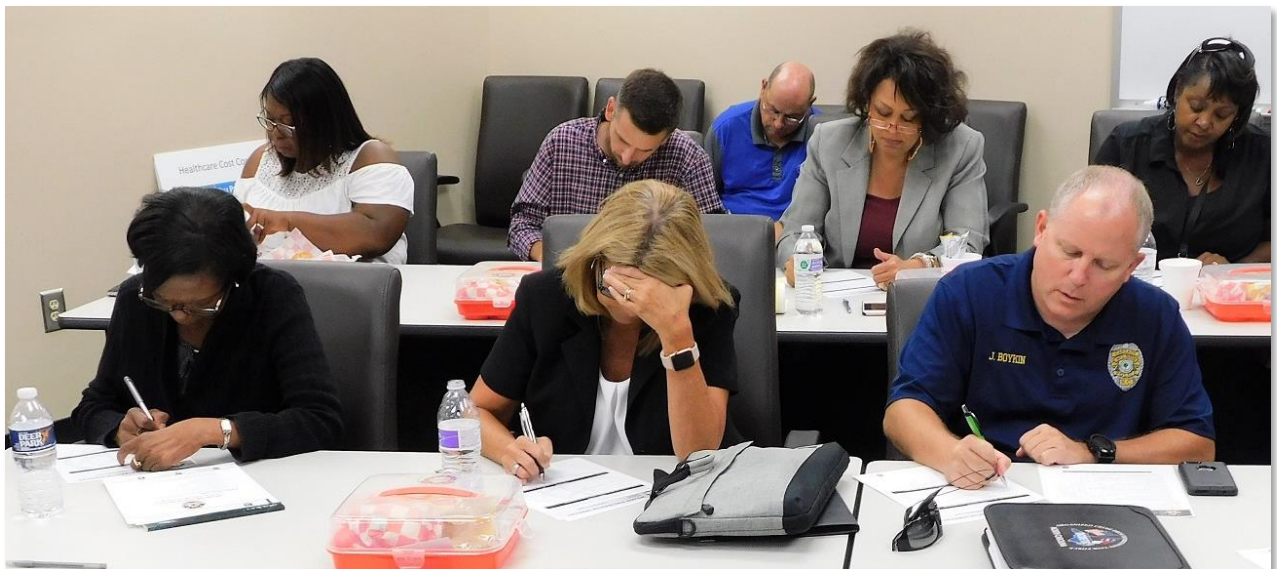
¹ See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)



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The Community-Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the values of the organization's membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.



Community Stakeholders Work Session



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Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and department stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Albert L. Alston, Jr., CFO and the team of professionals that participated for their leadership and commitment to this process.

Development of this strategic plan took place in July and August 2019, beginning with meetings hosted by a representative from the CPSE for members of the community (as named in the following table). The department identified community stakeholders to ensure broad representation. The community stakeholders were comprised of some who reside or work within Wilson Fire/Rescue Services’ coverage area, and some who were recipients of WFRS’ service(s).

Wilson Fire/Rescue Services’ Community Stakeholders			
Rebecca Agner	Abder Allan	Leroy Barnes	Phil Batts
Benny Boykin	Jeff Boykin	Melinda Boykin	Michael Cobb
Tammy Daniel	Heather Driver	Matt Edwards	Teresa Elkin
Petula Epps	Chad Griffiths	Brie Handgraaf	Roy Henderson
Kendra Howell	India Hussey	James Johnson, III	Rodger Lentz
Greg McGuire	Wendy Moore	Geoffrey Schiefer	Renee Smith
Agnes Speight	Denise Stinagle	Charlotte Turner	Harry Tyson
Joni Tyson	Pamela Walthall	Jessica Watson	



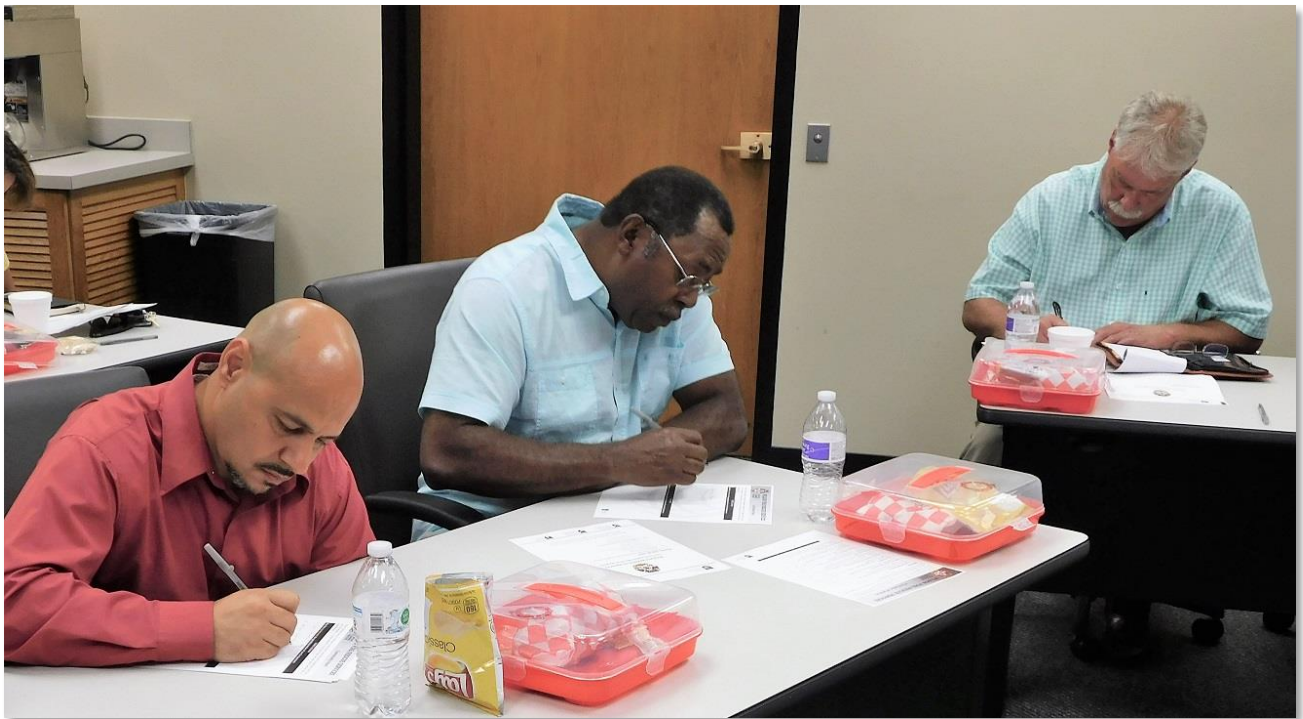
Community Stakeholders Work Session



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Community Group Findings

A key element of WFRS' organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided by the department. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized), as well as positive and other comments about the organization. Specific findings of the community stakeholders are provided in the appendix of this document. The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholders' feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.



Community Stakeholders Work Session



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Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, WFRS needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Fire Suppression	1	175
Emergency Medical Services	2	143
Hazardous Materials Mitigation	3	109
Technical Rescue	4	108
Community Risk Reduction	5	97
Domestic Preparedness Planning and Response	6	92
Public Fire and Life Safety Education	7	59
Fire Investigation	8	57

See Appendix 1 for a complete list of the community findings including expectations, areas of concern, positive feedback, and other thoughts and comments.



Community Stakeholders Work Session



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Department Stakeholder Group Findings

The department stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization’s approach to community-driven strategic planning, focusing on the department’s mission, values, core programs, and support services. Additionally, focus was given to the organization’s perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group that represented a broad cross-section of the department, as named and pictured below.

Wilson Fire/Rescue Services’ Department Stakeholders			
John Archer <i>Fire Inspector</i>	Matthew Bailey <i>Fire Captain</i>	Michael Brown <i>Battalion Commander</i>	Don Edwards <i>Battalion Commander</i>
John Fatzaun <i>Firefighter Engineer</i>	Victor Gonzalez-Martinez <i>Senior Firefighter</i>	Joe Henry <i>Firefighter</i>	William Johnson <i>Firefighter Engineer</i>
Tracy McKeel <i>Compliance Administrator</i>	Travon McNair <i>Firefighter</i>	Brian Penny <i>Fire Captain</i>	Cameron Reaves <i>Firefighter</i>
Aaron Reed <i>Acting Assistant Fire Marshal</i>	Allison Register <i>Firefighter</i>	Shauna Smith <i>Life Safety Educator</i>	Michael Sumner <i>Deputy Fire Chief</i>
Cameron Taylor <i>Firefighter</i>	Ralph Vitale <i>Fire Captain</i>	Mariah White <i>Firefighter</i>	Kandis Williams <i>Administrative Assistant</i>
Mena Williams <i>Firefighter Engineer</i>	Katherine Woodley <i>Firefighter</i>		



Department Stakeholders



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Mission

The purpose of the mission is to answer the questions:

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

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

Wilson Fire/Rescue Services Mission

We are dedicated to life safety by providing emergency services and community risk reduction to serve our community and to assist other agencies.



Department Stakeholders Work Session



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Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

Wilson Fire/Rescue Services Values

Pride – a commitment to the ownership and continued excellence of our organization and its mission.

Integrity – providing selfless service with character, honesty, and honor.

Teamwork – exhibiting strong leadership and cooperation throughout the organization to achieve a common goal.

Vision – honoring past endeavors, while preparing for future opportunities.

Knowledge – ongoing effort to improve education, skills, and technology.

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

Programs and Services

In order to ensure a deeper focus exists in determining issues and gaps within an organization, there must be a delineation between core programs and supporting services. Core programs are those core deliverables provided by the department. Supporting services are all the internal and external programs and services that help WFRS deliver its core programs.

The importance of understanding the difference is that issues and gaps may exist in core programs or supporting services, and the department's strategic approach may bring forth different considerations for improvement. Additionally, supporting services may be internal or external to the organization and requires



Department Stakeholders Work Session



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understanding how the difference impacts their location within the analysis of strengths, weaknesses, opportunities, and threats if identified. Finally, it is important that the department stakeholders understand that in order to deliver the identified core programs, many local, state, and national supporting services support its delivery.

Through a facilitated brainstorming session, the department stakeholders agreed upon the core programs provided to the community, as well as many of the supporting services that support the programs. This session provided the sought understanding of the differences and the important key elements of the delineation.

SWOT Analysis

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize, as well as those that pose a danger. Department stakeholders participated in this activity to record WFRS' strengths and weaknesses, as well as the possible opportunities and potential threats. Information gathered through this analysis provides guidance toward the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

Appendix 2 consists of the SWOT data and analysis collected by the department stakeholders.



Department Stakeholders Work Session



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Critical Issues and Service Gaps

Following the identification and review of the department’s SWOT, two separate groups of department stakeholders met to identify themes as primary critical issues and service gaps (found in Appendix 3).

The critical issues and services gaps identified by the stakeholders provides further guidance toward the identification of the strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.



Department Stakeholders Work Session

Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

Wilson Fire/Rescue Services’ Strategic Initiatives		
Workforce Planning and Development	Physical Resources	External Communication
Internal Communications	Training	Health and Wellness

Goals and Objectives

To continuously achieve the mission of WFRS, realistic goals and objectives with timelines for completion must be established. These will serve to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the department’s efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established workgroups 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 WFRS’ leadership.





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Goal 1 **Develop and enhance the organization to provide quality service to our community by fulfilling the promise of the department’s mission statement.**

Objective 1A **Enhance the recruitment and hiring process to reflect our diverse community and increase organizational development and growth.**

Timeframe	1 year; start date Jan 2021	Assigned to:	Fire Recruiter
Critical Tasks	<ul style="list-style-type: none"> • Identify the department’s current workforce diversity needs. • Evaluate the department’s current recruitment process. • Evaluate best practices from other agencies. • Present research to senior staff for. • Revisit annually to evaluate its effectiveness. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 1B **Evaluate retention of personnel for quality, longevity, and stability of the organization.**

Timeframe	2 years; start date Nov 2019	Assigned to:	Deputy Chief of Training & Fire Recruiter
Critical Tasks	<ul style="list-style-type: none"> • Identify the department’s current workforce retention needs. • Evaluate the department’s current retention efforts. • Evaluate best practices from other agencies. • Present research to senior staff. • Revisit the program annually to evaluate its effectiveness. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 1C **Evaluate the current staffing in all divisions to ensure optimal service to the community.**

Timeframe	2 years; start date Nov 2019	Assigned to:	Deputy Chief of Operations
Critical Tasks	<ul style="list-style-type: none"> • Identify the department’s current workforce needs. • Identify the department’s current personnel needs for all programs. • Evaluate the department’s delivery effectiveness. • Research national standards on staffing levels. • Evaluate best practices from other agencies. • Revise plan for ensuring proper staff deployment. • Present the plan to senior staff. • Revisit the plan annually and continuously evaluate its effectiveness. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	



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Objective 1D	Create and implement a succession plan to measure outcomes of personnel for effective and continuous improvement.	
Timeframe	6 months; start date Nov 2019	Assigned to: Deputy Chief of Training
Critical Tasks	<ul style="list-style-type: none"> • Identify the department’s current workforce needs. • Evaluate the department’s current succession plan. • Research other scholarly resources relevant to succession planning. • Evaluate best practices from other agencies. • Revise the current succession plan to meet existing needs. • Present the plan to senior staff. • Implement the revised plan as approved. • Revisit the plan annually to evaluate its effectiveness. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



Department Stakeholders Work Session



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Goal 2	Evaluate and improve the organization’s physical resources and equipment to better serve the community.	
Objective 2A	Evaluate current and future needs of all facilities to ensure safe and efficient operations.	
Timeframe	1 year; start date Nov 2019 (ongoing)	Assigned to: Deputy Chief of Training
Critical Tasks	<ul style="list-style-type: none"> • Identify all facilities under WFRS control. • Utilize internal and external (facilities maintenance) to assess all WFRS facilities. • Prioritize maintenance needs. • Publish an internal facilities maintenance plan. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2B	Evaluate current and future needs of all apparatus and mounted equipment to ensure safe and efficient operations.	
Timeframe	1 year; start date Nov 2019 (ongoing)	Assigned to: Deputy Chief of Training
Critical Tasks	<ul style="list-style-type: none"> • Identify all apparatus and mounted equipment under WFRS control. • Conduct an assessment of all WFRS apparatus and mounted equipment. • Prioritize maintenance and mounted equipment needs. • Develop a cost/needs analysis. • Revisit the plan continuously. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2C	Evaluate current and future needs of all communication equipment to ensure safe and efficient operations.	
Timeframe	1 year; start date Jan 2020 (ongoing)	Assigned to: Deputy Chief of Operations
Critical Tasks	<ul style="list-style-type: none"> • Identify all communication equipment under WFRS control. • Form a stakeholder committee to identify strengths and weaknesses of the current communication system. • Prioritize communication system needs. • Develop a cost/needs analysis. • Revisit the plan continuously. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2D	Evaluate current and future needs of technology hardware and software platforms.	
Timeframe	2 years; start date Jan 2020	Assigned to: Compliance Administrator
Critical Tasks	<ul style="list-style-type: none"> • Identify all technology equipment under WFRS control. • Compile a needs and replacement cost analysis. • Implement a course of action based on funding. • Reevaluate on an annual basis. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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Goal 3 Enhance WFRS' community engagement, outreach programs, and communication to improve relationships with our customers and other agencies.

Objective 3A Enhance the comprehensive public information and outreach program to ensure the community is fully informed.

Timeframe 6 months; start date Nov 2019 **Assigned to:** Life Safety Educator

- Critical Tasks**
- Identify how the department's current information to the community and other agencies is distributed and received.
 - Analyze strengths and weakness of how current information is distributed and received.
 - Analyze the department's current outreach program.
 - Research how other agencies successfully distribute information and outreach materials to customers.
 - Enhance current program based on research findings.
 - Conduct a cost analysis that would be effective to reach the public and other agencies.
 - Review if the process is working and what changes, if any, need to be made.

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

Objective 3B Continue to provide code compliance support and guidance to all new and existing businesses to enhance life safety in our community.

Timeframe 18 months; start date Nov 2019 **Assigned to:** Deputy Chief of Administration / Fire Marshal

- Critical Tasks**
- Analyze the department's current system in place.
 - Identify what processes are working and which are not.
 - Research how other agencies successfully provide support and guidance to new and existing businesses.
 - Utilizing research, enhance the existing processes for providing code compliance support and guidance.

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



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Goal 4 Analyze departmental internal communication to continuously improve the communication process.

Objective 4A Analyze the current internal communication process.

Timeframe 1 month; start date March 2020 **Assigned to:** Compliance Administrator

- Assemble workgroup in 15 days from plan implementation.

Critical Tasks

- Review current internal communications process.
- Identify strengths and weaknesses of internal communications process.

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

Objective 4B Research best practices utilized in internal communications.

Timeframe 3 months; start date May 2020 **Assigned to:** Compliance Administrator

- Contact agencies of like size and scope to gather feedback on best practices.
- Determine what practices are working for other agencies, along with what other challenges exist.

Critical Tasks

- Review any published documents available.
- Compile research findings for analysis.
- Prepare and present workgroup findings with proposed solutions to improve internal communications.

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

Objective 4C Evaluate and consider implementation of workgroup findings.

Timeframe 6 months; start date Aug 2020 **Assigned to:** Senior Staff

- Evaluate workgroup findings.
 - Make adjustments as needed to workgroup findings.
- Critical Tasks**
- Conduct cost analysis.
 - Develop implementation strategy where needed.
 - Reevaluate plan after 3 years from implementation.

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



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Goal 5 Evaluate the department’s training programs to continuously meet the requirements of the organization and the evolving community.

Objective 5A Analyze the current training programs.

Timeframe 1 month; start date March 2020 **Assigned to:** Deputy Chief of Training.

- Assemble workgroup in 15 days from plan implementation.
- Review current training programs.
- Identify strengths and weaknesses of training programs.

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

Objective 5B Research best practices utilized in training program management.

Timeframe 3 months; start date May 2020 **Assigned to:** Deputy Chief of Training

- Contact agencies of like size and scope to gather feedback on best practices.
- Determine what practices are working for other agencies, along with what other challenges exist.
- Review any published documents available.
- Compile research finds for analysis.
- Prepare and present workgroup findings with proposed solutions to improve training programs.

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

Objective 5C Evaluate and consider implementation of workgroup findings.

Timeframe 6 months; start date Aug 2020 **Assigned to:** Deputy Chief of Training

- Evaluate workgroup findings.
- Make adjustments as needed to workgroup findings.
- Conduct cost analysis.
- Develop implementation strategy where needed.
- Reevaluate plan after 3 years from implementation.

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



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Goal 6

Evaluate and continuously improve the department's wellness programs to ensure the long-term viability, safety, and health of all personnel.

Objective 6A

Evaluate the current cancer prevention policies to reduce the risk and exposure of all employees.

Timeframe 1 year; start date March 2020 **Assigned to:** Deputy Chief of Training

Critical Tasks

- Form a safety and health committee.
 - Research and identify the causes of cancer in the fire service
- Evaluate current policies in relation to the findings.
- Identify areas of improvement and create recommendations.
- Submit findings and recommendations to the senior staff.
- Senior staff will review findings and implement as needed

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

Objective 6B

Assess, research, develop, and improve current physical fitness policies and equipment to improve the physical fitness levels of all employees.

Timeframe 3 months; start date March 2020 **Assigned to:** Deputy Chief of Training

Critical Tasks

- Utilize departmental safety and health committee.
- Evaluate current policies in relation to physical fitness programs.
- Identify areas of improvement and create recommendations.
- Conduct cost analysis and budget request.
- Submit findings and justify recommendations to senior staff.
- Senior staff will review findings and implement as needed.

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

Objective 6C

Research, develop, and continually improve mental health policies to ensure the mental wellness of all employees.

Timeframe 1 year; start date March 2020 **Assigned to:** Deputy Chief of Training

Critical Tasks

- Utilize departmental safety and health committee.
- Research and identify mental health policies.
- Research services available to employees.
- Identify areas of improvement and create recommendations.
- Submit findings and recommendations to the senior staff.
- Senior staff will review findings and implement as needed.

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



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Strategic Plan Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department's global vision but rather, to confirm the futurity of the work that was designed by the department stakeholders. This strategic plan vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

“Vision is knowing who you are, where you're going, and what will guide your journey”

Ken Blanchard

Wilson Fire/Rescue Services' 2024 Strategic Plan Vision

is to continue to be widely known as an internationally accredited organization that always concentrates on those we serve. We remain dedicated to life safety by providing emergency operations and community risk reduction in service to our community. This strategic plan vision, our true futurity, will only become reality by striving to accomplish our goals. **We will become this future by...**

Working to always personify our pride and integrity. This will be realized by the management of our physical resources for effectiveness while having the vision to be prepared for the future. We will always be good stewards of what is entrusted to us while seeking greater efficacies of our decisions.

Focusing on those who carry out our mission, our members. We will ensure a well-trained workforce is in place that remains mission-focused to meet our calling of providing quality services in all that we do. Further, our emphasis on enhanced employee health and wellness will make certain of quality performance, while providing for our longevity. These together will support the fact we value knowledge of all within our department.

Respecting the relationships we have with the citizens of Wilson, and ourselves. Our bolstered approaches to external communication will further guarantee a well-informed public, while also supporting a transparent departmental identity. Teamwork will be boosted by our internal communications initiatives, helping us highlight greater efficiencies and outcomes. As a result, our messaging will be comprehensive and positive.

Seeking continuous improvement, while honoring our history and always doing what is right. Together, we commit to service, while pursuing transformation, living for our future, and being the best of the best in all that we do, while striving to bring this strategic plan vision to reality.



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Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim 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."² Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

- 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

To establish that the department'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 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.



Department Stakeholders Work Session

² Collins Good to Great and the Social Sectors. Boulder, 2009



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A “family of measures” typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** – Quantifiable 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 service is provided.
- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the “why” of providing a service.

The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon the implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, 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 department and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.³

³ Matthews (2005). *Strategic Planning and Management for Library Managers*



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Glossary of Terms, Acronyms, and Initialisms

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.
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 department 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.
FD	Fire Department
ICS	Incident Command System
Input	A performance indication where the value of resources is 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.
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.
SOP	Standard Operating Procedure
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 an 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.



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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 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.
SWOT	Strengths, Weaknesses, Opportunities and Threats.
VFD	Volunteer Fire Department
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.
WFRS	Wilson Fire/Rescue Services



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Appendix 1

Community Expectations

Understanding what the community expects of its fire service 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.

Respondents were asked to list, in priority order, up to five subjects relative to the expectations they have for Wilson Fire/Rescue Services. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectations of the community stakeholders:

Community Expectations of the Wilson Fire/Rescue Services (in priority order)

1. Response time. Timely response to calls for service. Prompt, timely response. Respond to my home or wherever there is a fire-related incident (such as a car accident) in a timely manner. Quick response time that is competent and capable of protecting assets. (99)
2. Adequate training of fire personnel. Fire training/public safety. Well-trained. Adequately trained - familiar with my site (location) - pre-response plan. Training of teams is as top-notch as possible, even if funding needs to be raised. Knowledgeable and trained inspectors. (74)
3. Education of our youth by firefighters...not others that claim to have experience. I wish the fire department had a citizens academy to educate the community on various skills within the department. Prevention relating to fire safety education. (56)
4. Enough equipment for all types of fires. Adequately equipped to assist with fire, rescue, HazMat, confined space, etc. (32)
5. I expect that the fire department's mission and activities are aligned to ensure community safety for all. Ability to partner with the community - non-adversarial relationship. Find ways to reach out in the community more. (31)
6. Expect them to be organized and continue to offer great service. Ability to respond and protect the variety of assets that have risks in the community. (27)



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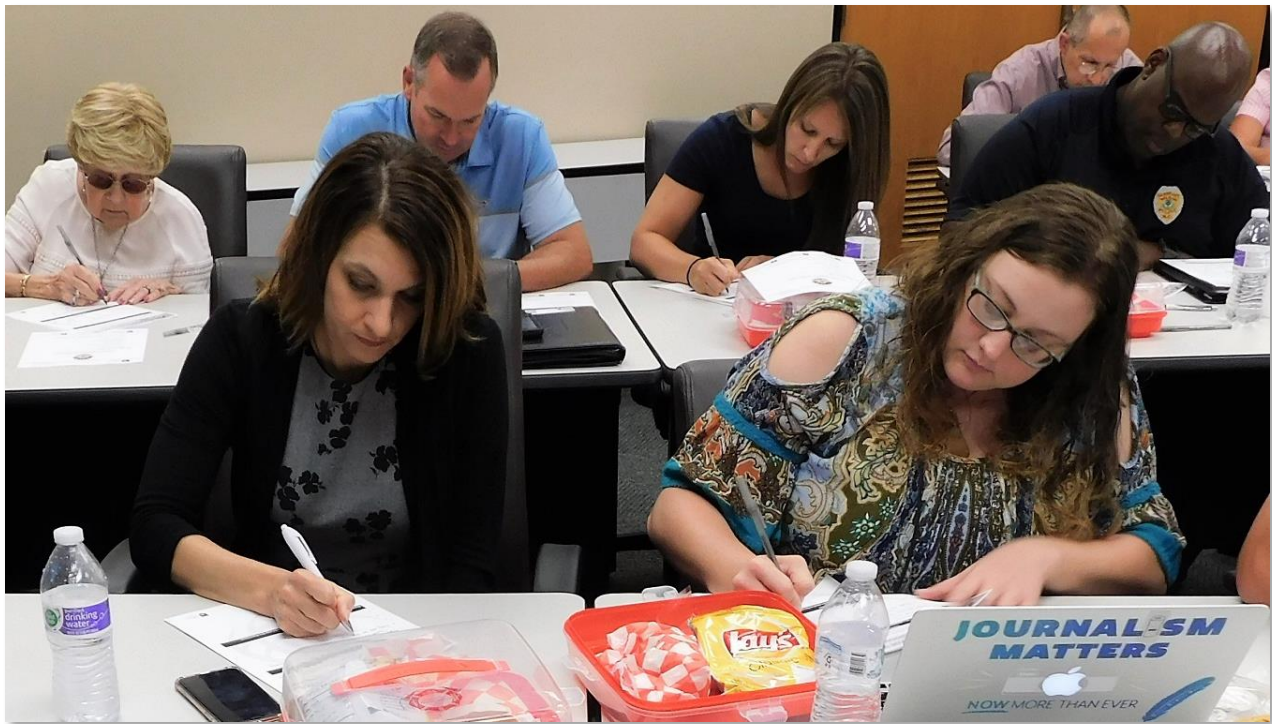
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7. Professionalism. Courtesy to all/professional conduct. Continue to act and look professional at all times. (20)
8. Staff - fully staffed stations. Adequate staff. I expect that services are provided to all members of the community, at all times - staffing is key. (16)
9. Diversity reflective of population. Have a department that is reflective of the city's demographics. Continue to be diverse with ethnicity, gender, race, etc. (10)
10. Standards kept. High standards - accreditation, ISO class, etc. (9)
11. Public safety during fires in apartment buildings. Create a safe and secure environment. To provide public safety to all citizens. (8)
12. I expect that there exists a communication system that solicits community input/feedback and fire department information. Communicate openly with the community about significant incidents, successes, and events. Positive feedback from staff regarding questions, concerns, etc. (8)
13. Annual inspection. To inspect all businesses in Wilson. Fire and across the board fire inspections. (8)
14. Collaboration with existing emergency service agencies. Good communication with other departments in the city. (5)
15. Good customer service. Customer service. (5)
16. Utilizing fire stations in the area to respond to calls rather than dispatching "available" stations. All stations should be available. (5)
17. Guidance and assistance in getting buildings occupied. (5)
18. Be available to assist with child safety seat installations. (4)
19. Expect them to follow the structure and plan of the organization. (4)
20. Competent staff that provides quality service to citizens. (4)
21. Ability to be forward-thinking in leadership and adaptable. Competent leadership/good organizational culture. (4)
22. Succession planning. (3)
23. Good command structure (ICS) - ability to coordinate with other agencies (VFDs, police, EMS, mutual aid). (3)
24. Maintain public trust. (3)
25. Compassionate staff. (3)
26. Well-paid department. (2)



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27. They are a guiding resource and calming, steady force when preparing for a disaster. (2)
28. Be ready. (1)
29. WFRS employee health. (1)
30. Investigate all fire. (1)
31. Help lower our insurance rates - a tangible way to compare Wilson to other areas. (1)
32. High morale. (1)
33. Stewardship of public dollars and resources. (1)



Community Stakeholders Work Session



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Areas of Community Concern

The planning process would be incomplete without expression from the community stakeholders regarding concerns about the organization. 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, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

Areas of Community Concern about the Wilson Fire/Rescue Services (verbatim, in priority order)

1. Equipment. Equipment needs. My concern is that all of the firefighters have necessary equipment when they go into a fire. (39)
2. Are we prepared for new industry - chemical/large facilities? Placement of stations relative to size of city growth. I worry about adequate coverage in the growing western part of the city. Concerned that there is a disconnect with how much the department is impacting growth in the city (positive and negative). (35)
3. Recruitment and retention. Staffing which includes the diversity of the community. Career-oriented/retaining personnel. Improve outreach to the next generation of firefighters through school programs, junior firefighting, and so forth. Is staffing an issue for the fire department? (31)
4. The department, like so many others, may be challenged with funding - the community may be unaware - can more lives be compromised for the lack of funding? Lack of proper funding. (28)
5. Training - is it modern for today's world or needs of Wilson? Training program in place for future leaders - development. (22)
6. Physical and mental health and well-being of employees. Technology for safety of firefighters. Their safety. (18)



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7. As they move forward, it is difficult to work with the surrounding volunteers who have less resources. Plan for the day the volunteer resources are unavailable. (13)
8. More consistent process with fire inspections - seems to change year to year, inspector to inspector. Same standards are applied to new and existing buildings. (12)
9. Community involvement. Outreach into the community - higher level of exposure. I was not aware of who the current chief is. (11)
10. Safety when reporting emergencies. (10)
11. Cost of providing fire and rescue services, equipment, personnel. Rising cost of equipment. (9)
12. If all fire department personnel and equipment are on other calls, who will provide this service? Can the fire department handle all emergencies? (7)
13. Communication in the 911 system - when does the call go out? (5)
14. Education of our students by those that are experts. Education for businesses, public, citizens. (5)
15. Not able to respond in a timely manner. (5)
16. Facility needs. (5)
17. Are there situations where some community members (older) are not in positions to request services as needed (emergency situation) - who are they and how does the department know these individuals? (4)
18. Maybe not as much community support for them as a first responder as should be given. (4)
19. Not able to transport anyone during an EMS call. Direction of EMS type responses. (3)
20. A concern is having enough water available needed to put out fires. (3)
21. Accountability of response. (3)
22. A concern is with the community not taking fire safety seriously, such as fire/smoke alarms having working batteries. (2)
23. Keeping up with rapid change in technology. (2)
24. Follow through in response. (2)
25. Aging facilities, new downtown projects, empty buildings - are we ready for fires that impact large numbers of families? (1)



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Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization'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 Wilson Fire/Rescue Services (verbatim, in no particular order)

- Fire Marshals are professional and courteous when performing inspections.
- Work very hard to keep structures in place and handle themselves professionally.
- Wonderful community involvement and outreach.
- Constant evaluation of themselves and their department.
- Serve as role models.
- Training and maintaining are very important to them. They take pride in the job they do.
- Knowledgeable staff.
- Positive outreach programs and publicity through community events, annual inspection processes, schools, businesses.
- Community involvement.
- High level of expertise, commitment, dedication to the job.
- High level of caring about the needs of the community and trying to meet those needs even through challenges.
- Commitment to excellence.
- Growing/developing personnel.
- Long-term thinking/planning.
- Staff is great to work with and knowledgeable.
- Internal customer service is great.
- Appear professional and well-trained.
- Seem to be community-oriented.
- Equipment appears well-maintained.
- Accredited department.
- Respond quickly.



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- Well-trained staff.
- Willingness to put their lives on the line for others.
- Very competent staff.
- I like that career development has allowed the city to promote (key positions) from within.
- High community perception.
- “Can do” – “get it done” attitude throughout.
- Fire department members have shown genuine care about local issues.
- They do a great job with hosting events for kids.
- Their response time is awesome.
- I have seen a great effort to listen to concerns of the public.
- I have seen a wiliness to reach out to the public.
- Great response time.
- Department is active in the community.
- Outstanding leadership.
- Commitment to certifications and training.
- WFRS is well-trained/professional.
- Accreditation.
- Customer-friendly.
- Strong community presence.
- Strong leadership.
- Work well with outside agencies and other city departments.
- Always willing to help and provide assistance.
- Strong leadership.
- Under current leadership, the department is heading in a new direction.
- Great response times when assistance has been requested.
- Appropriate response measures based on requested need (not just equipment/apparatus, but knowledge/referrals/follow-up recommendations).
- Appreciate WFRS working with Contentnea VFD to provide coverage in our area.
- Fire safety house a nice plus.



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- Thank you for your commitment in being involved with community events.
- The department works well in trying to educate the public on fire safety, not only with adults but children as well.
- The department is visible at community events, etc. It used to be they were only seen at times of crisis, such as accidents and fires.
- The staff is encouraged to continue their education as it relates to fire and safety.
- The department likes to promote from within when possible. This is great especially since they encourage staff to continue their education.
- The department has a number of different programs they are responsible for that impacts the community.
- Equipment looks great and looks to be in working condition.
- Building and grounds are up to date.
- Staff are professionals.
- Always professional and respectful.
- Up to date on technology.
- Present in the community.
- ISO rating – unbelievable! Great job!
- Puts the customer first.
- Well-educated and staffed with experience and knowledge.
- Accredited.
- Good morale.
- Available to answer questions.
- Professional when in public.
- Quick response time.
- Captain Reed recently completed our inspection and hands down, the best inspector the business has had.
- New training instructor is phenomenal with younger population. Safety education is great!
- Well-trained staff.
- Friendly staff.
- If 911 is called in the event of an emergency at work, the fire department is always the first to respond!



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- Continue quality service and professionalism for all – from guys on the truck to the fire chief.
- The helpfulness and can-do attitude to serve Wilson continues to be seen within all areas of the community.
- I appreciate this opportunity to know the fire department wants to continue to improve.
- Our training of our firefighters is second to none.
- The fire training ground is a great way to train new firefighters.
- Good relationship with inspections/fire-rescue calls.
- Quality staff and leadership. People have a choice on their profession and the fact that people choose Wilson Fire/Rescue Services speaks volumes.
- Organizational leadership in elected officials and administration that respect and support the mission.
- A long track record of doing well. Throughout the state, people recognize the value and level of professionalism.
- The citizens in the community fund through their taxes the services and do so with confidence and respect to the organization.
- Well-trained, organized, professional.
- Willing to change.
- Willing to partner, even when it is slower/harder.
- Diversity within the organization.
- Fairness.
- Always willing to help and go the extra mile for both internal and external customers.
- Training is always #1 and you do a good job.
- Always have one another's back and work as a team.
- Personnel – WFRS has dedicated, highly-trained, experienced staff.
- Leaders – the leadership team seems open to new ways of operating and seems to work very well together.
- Support of city leadership to have resources they need.
- Great community education program – fire educator engages children and adults and represents the department.
- ISO Class 1!
- The attitudes of firefighters are always positive and optimistic and friendly at community events.



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- I think the fire adventure house is an amazing asset that should be more widely known.
- I think the department has done the job planning for the future by designing new trucks from the ground up.
- All of the stations are well-equipped and maintained.
- The fact the department is embarking on strategic planning speaks volumes.
- Readily available to address emergencies.
- Training available.
- Connected to the school community – training students/staff – provided.
- Clear about their goals.
- Diversity.
- Training
- Equipment.
- Quick, effective responses.
- Adequate staffing.
- Accredited.
- ICS – unified structure.
- Community-focused.
- Works exceptionally with law enforcement.
- Trained and professional staff and personnel.
- Professional and equipped.
- Community engagement (youth, events).
- Diverse skills (medical and fire).
- Specific rescue equipment (technical rescues).
- Public fire suppression.



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Other Thoughts and Comments

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

Other Community Comments about the Wilson Fire/Rescue Services (verbatim, in no particular order)

- I don't have a lot of concerns. I recognize that I am not an expert in this field, but have a lot of confidence in the quality of staff that are experts.
- I think our fire department is top-notch. I can't think of anything they currently aren't doing.
- Our fire department is among the best of the best. They are not afraid of seeking and implementing change where it is needed for improvement of operations and services. They care about the community and accept nothing short of excellence for the department and the service they provide. I feel safe and in good hands with the agency!
- Enjoy working with the command staff on issues facing our community. Exhibit service excellence.
- Our department is top-notch.
- Thank you for keeping the cost of doing business down in our community in regards to insurance ratings.
- Wilson should be very proud of the fire department. Don't think they are paid enough, considering what they have to do.
- Achieving ISO Class 1 is a huge benefit for Wilson!
- Overall – a very strong department – positive experience with the department.
- Support funding for non-profits to help provide upgraded fire safety supplies and needs – donate or bulk buying for the organization – fundraising partner for organizations.





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Appendix 2

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and 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 department stakeholders identified the department's strengths as follows:

Strengths of Wilson Fire/Rescue Services	
Preparing future officers – Office Candidate School	Teamwork during events – call back
New, fresh ideas – ceremonies, leadership	New equipment and apparatus
Open-door policy	Morale – high with peers
New organizational structure – positions	Strong interpersonal skills
SOP cancer policy – gear washers, hoods	Drip Drop – rehabilitation
Do not enter signs on structures	Tactical suppression efforts
Five personnel on the truck	Safety House
Safety culture	Life Safety Program
Suppression training	Recruiting officer
Collaboration with outside agencies	Abundance of water for suppression
Continuing education programs	Health and Wellness Program
Requested staff involvement	ISO rating/accreditation
Diverse workforce progress	Youth in positions
Training ground development	Staffing advantages
Strong city departmental relationship	Our people
Competitive starting salary/benefits	Tuition assistance
Willingness to change/improve	



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Weaknesses

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 department stakeholders as weaknesses:

Weaknesses of Wilson Fire/Rescue Services	
Response times to outlying areas	Outdated apparatus
Outdated ties – mounted equipment	Hands-on training not consistent
Health benefits at retirement	Funding for training opportunities
Not using our delivery agency advantage	Outdated SOPs/SOGs
Lack of trench rescue equipment	Internal communication challenges
Difficulty for Stations 2, 4, 5 to go to the training grounds, because of coverage	Staffing for education
	Pay scale compression
Interpretation of department standards between all shifts	Structured physical training program
Lack of education to the public about department activities	Building access and security
	Maintaining fixed facility infrastructure
Youth in personnel/officers	Succession planning
Lack of physical training equipment	Managing scheduled FLSA overtime



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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 department stakeholders identified the following potential opportunities:

Opportunities for the Wilson Fire/Rescue Services	
Growing volunteer relationships	NFA training opportunities
Community college training	Improving relationships with city agencies
Wellness programs through the hospital	Training with outside specialty units
Training available in high schools	Coordinated Junior Fire Marshal Program
External customer feedback methods	Department hosts car seat check events
Theatrical public education programs	Show appreciation to partnering agencies
More training with outside career departments	Extend public outreach during the holiday season
WFRS conducts Citizens Academy separate from the city	

Threats

By recognizing possible threats, an organization can 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 department stakeholders were as follows:

Potential Threats to the Wilson Fire/Rescue Services	
Funding	Increasing population
Community/code compliance	Increasing industry
Demographic changes	Increase in vacant properties
Lack of public understanding	Interagency cooperation
Social media and how it shapes our lives	Disgruntled external customers
Media influences	Politics fluctuation
Multiple emergencies at once	Infrastructure in the city
Natural disasters	Terrorism
Cultural changes in community	



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Appendix 3

Critical and Service Gap Issues Identified by the Department Stakeholders	
Group 1	Group 2
<p>Human Resources</p> <ul style="list-style-type: none"> ○ Staffing ○ Specialty team ○ Development ○ Recruitment/retention ○ Benefits ○ Succession planning ○ Certification incentive 	<p>Human Resources</p> <ul style="list-style-type: none"> ○ Cultural diversity training ○ Retention ○ Hiring/recruitment ○ Hiring qualifications ○ Screening of applicants ○ Reflection of community diversity ○ Staffing study ○ Station inspectors ○ Salary study ○ Pay compression
<p>Physical Resources</p> <ul style="list-style-type: none"> ○ Facilities ○ Equipment ○ Radios ○ Apparatus 	<p>Physical Resources</p> <ul style="list-style-type: none"> ○ Reserve apparatus readiness ○ Current emergency equipment ○ Number of stations ○ Apparatus update plan ○ Equipment update plan
<p>External Communications</p> <ul style="list-style-type: none"> ○ Public education ○ Code compliance ○ Community involvement ○ Communication with outside agencies 	<p>External Communications</p> <ul style="list-style-type: none"> ○ Lack of exposure with the public ○ Lack of opportunities with the public ○ Public Service Announcements ○ Education on department operations ○ Social media ○ Lack of exposure to other agencies ○ Community safety education ○ City event involvement
<p>Health and Wellness</p> <ul style="list-style-type: none"> ○ Physical fitness ○ Behavior health ○ Cancer prevention and testing 	<p>Internal Communication</p> <ul style="list-style-type: none"> ○ Shift inconsistencies ○ Social media
<p>Technology</p> <ul style="list-style-type: none"> ○ Outdated software ○ Increase use ○ Working hardware 	<p>Training</p> <ul style="list-style-type: none"> ○ Inconsistency ○ Staffing ○ Equipment ○ Coverage ○ Classes offered

