

Ozark Fire Protection District



2021-2025 Strategic Plan

Adopted by the Board of Directors

December 15, 2020

Introduction

The Ozark Fire Protection District (OFPD) is a professional and multi-discipline response organization located in Christian County, Missouri. Included in our menu of services are the functions of fire suppression, emergency medical first response, technical rescue, hazardous materials mitigation, fire investigation, fire prevention, public education, and coordination of emergency incidents.

The OFPD protects a unique and economically vibrant area within the State of Missouri that is part of the Springfield-Branson Combined Statistical Area and Springfield Metropolitan Statistical Area. The metro area is ranked 112 out of 917 metropolitan areas in the United States in population size. The OFPD is a political subdivision of Christian County that includes the City of Ozark (population 20,188), the City of Freemont Hills (population 900) and other unincorporated areas of Christian County. We serve approximately 35,000 residents who live in the district. The District is comprised of suburban and rural population densities. OFPD has an Insurance Service Office (ISO) split rating of four (4) in the suburban areas and a nine (9) in the rural area. The members of the District are represented by the IAFF Local 152 – Ozark Shop. Ambulance service is provided by the Christian County Ambulance District (CCAD).

This document represents the inaugural strategic plan for the District and is intended to guide and coordinate budgetary priorities and create a unified vision for the District's constituents, employees, and elected officials. The development of this plan included contributions from all levels and ranks of the organization. It includes a revised set of values, as well as new mission and vision statements for the organization.

In this plan, the OFPD used a Community–Driven Strategic Planning process recognized by the Center for Public Safety Excellence as part of the accreditation model. This process serves to cultivate input from all areas of the community and District. As we saw during the process, it also allows us to have “buy-in” and creates a forum for healthy discussion of the organization's direction.

The Board of Directors are pleased to present this plan to the community and remain steadfast in ensuring excellent public service is provided.

OZARK FIRE DISTRICT STRATEGIC PLAN

TABLE OF CONTENTS

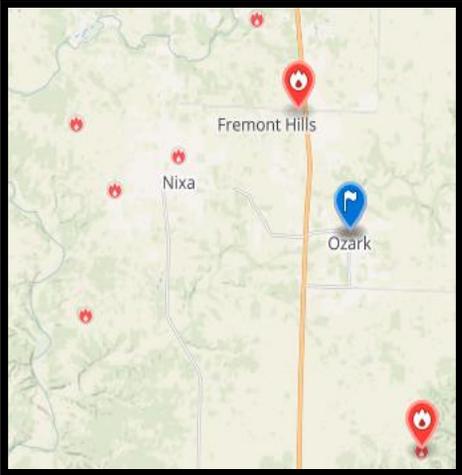
Organizational Background	2
Community-Driven Strategic Plan	4
Measurement and Improvement	5
Participation	6
External Stakeholder Feedback	8
Internal Stakeholder Group Findings	14
Mission, Vision, Values.....	15
Programs and Services	16
Analysis of Program Areas	16
Critical Issues and Service Gaps	18
Strategic Initiatives	19
Goals and Objectives.....	19
Appendix A: Current Deployment Model.....	29
Appendix B: Future Deployment Model	30
Appendix C: Ten Year Capital Purchasing Plan	31

Organizational Background

The Ozark Fire Protection District is a political subdivision of the State of Missouri in Christian County that provides fire and emergency response to the City of Ozark, City of Freemont Hills, and unincorporated areas of Christian County. The area has seen population growth of approximately 15-20% in each decennial census.

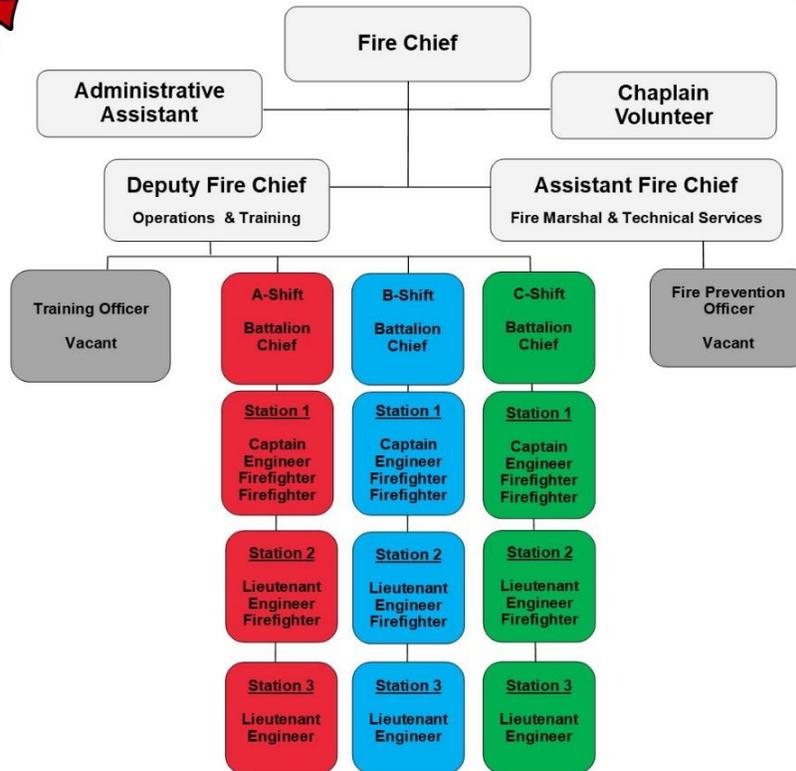
The OFPD operates from three (3) fire stations located throughout the District for emergency response. The fleet of apparatus includes four (4) engines in both frontline and reserve status. Three (3) brush trucks and two (2) water tenders are also part of the fire suppression fleet.

The Fire Chief is appointed by the Board of Directors and has a career staff of thirty-four (34), which includes a Deputy Chief, Assistant Chief, and three (3) Battalion Chiefs, and a civilian administrative assistant. Each shift has ten (10) career members assigned.





Ozark Fire District 2020 Organizational Chart



Shift Staffing Breakdown

Station	Maximum Staffing	Minimum Staffing
1 – Ozark	5	4
2 – North	3	2
3 – South	2	2
TOTAL	10	8

The Community-Driven Strategic Planning Process

Community involvement is essential to the OFPD strategic plan. Community members interact with the organization in many ways. While most interactions occur with those that call the fire district area home, other citizens connect with the organization because of their work location or travel. District employees are recognized as an important stakeholder group and are part of the community-driven process.

This document is intended to be a dynamic five-year strategic plan. Its creation involves all elements of the community and it should be reviewed and updated by the organization’s leadership each year. The annual reviews should be conducted using representatives from all shifts, command staff, and civilians to review the progression of the plan.

Strategic planning is an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going. This plan is a “living” document that guides budget priorities and initiatives within the organization.



Measurement and Improvement

Strategic plans only succeed when the action items supporting the goals are attainable and measured on a regular basis. Performance is measured both quantitatively and qualitatively within the organization. Because a strategic plan involves some necessary guesswork, the district should embrace the fact that goals may change over time and some elements of the plan may not be accomplished as originally envisioned. The annual review of the plan should allow for new goals and action items to be inserted to the document for transparency and awareness. It is this regular modification of the plan that allows it to “live” and maintain its dynamic intent. The OFPD should strive to set realistic and measurable elements for its various strategic plan priorities and goals. Measurement tools should be utilized by the district to determine the success or failure of the goals. Examples of conventional tools to measure performance and attainment of these goals could include:

- Yearly District Reports from the Records Management System
- Monthly District Reports from the Records Management System
- Information from Christian County Ambulance District
- Financial Information from the OFPD Board of Directors
- Annual Strategic Planning Review Documents
- 9-1-1 Data
- Minutes from Command Staff Meetings
- Minutes from Organizational Committee Meetings
- Annual Review and Inspection of Capital Assets (fleet, facilities, etc)



Participation

The OFPD began the process of strategic planning as part of the search for a new fire chief in 2019. A new leader commonly causes new energy and direction for any organization, and OFPD is no



different. The process started with a planning session with the command staff that took place on June 4, 2020 at the Ozark Community Center. Input received from the command staff stakeholders meeting involved expectations, concerns, and other comments about the organization and the development of the strategic plan.

A subsequent meeting of internal stakeholders that reflected a wider audience occurred on July 1, 2020 at Ozark Fire Station 1. These stakeholders were interviewed about their observations, thoughts, and experiences with the OFPD and what vision they had for the future. The list of specific participants for both meetings is provided below in Table 1.

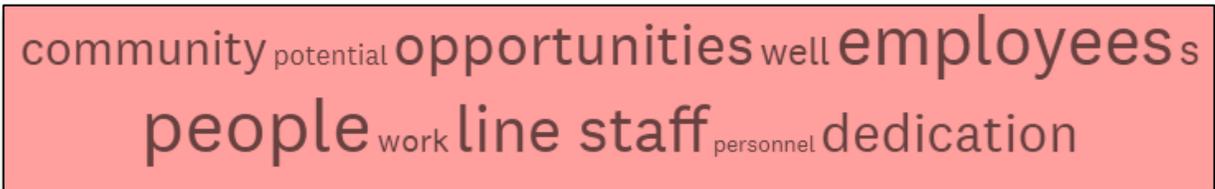
Table 1: Ozark Fire Department Internal Stakeholder Participants

<i>Jarett Metheny</i>	<i>Rob Crawford</i>	<i>Melinda York</i>	<i>Caleb Thompson</i>	<i>Drew Bradley</i>
<i>Danny Bacon</i>	<i>Jacy Snider</i>	<i>Kyle Heminger</i>	<i>Burt Roberts</i>	<i>Shawn Martin</i>
<i>Aaron Heaton</i>	<i>Don Gregory</i>	<i>Paul Tyler</i>		

Additional internal stakeholder feedback was solicited from an online survey instrument. A total of 26 respondents completed this online survey, with 72% of them identifying themselves as a firefighter or company officer. Highlights from the feedback provided by this survey instrument included:

- 42% of respondents did not feel that the OFPD had enough resources available for emergency response (n=26).
- When asked whether the district had a clear vision and direction for the future, respondents gave the statement 2.9 stars out of 5 (n=26).
- 84% of respondents felt that they were able to provide input to their supervisor and/or department management (n=26).

- When asked about staff being held accountable for their actions and whether problems were resolved in a timely manner, no clear variance was noted.
- No respondents felt that policies and procedures were up to date and followed consistently (n=26).
- Only 11% of respondents felt the OFPD had staffing levels needed to perform safely at emergency incidents (n=26), however the majority of respondents did feel apparatus (69% agree) and equipment (53% agree) was well maintained (n=26)
- Specialty training like technical rescue, hazardous materials and swift water rescue was an identified deficiency with 77% of respondents feeling they did not have sufficient training in those categories to perform well (n=26).
- When asked what the two most important strengths of the Ozark Fire Protection District are, the following word cloud was created:



- When asked what the two most important improvement opportunities for the Ozark Fire Protection District are, the following word cloud was created:



External Stakeholder Feedback

Community interaction is key to the success of the OFPD. However, obtaining reliable and accurate stakeholder feedback can prove to be difficult for many organizations. To obtain quality external stakeholder feedback, the district used an anonymous online survey instrument. The survey instrument utilized fourteen questions to gain information about the participant and their input about the OFPD. Responses to the external survey are summarized in the following pages and specific answers are provided in Appendix A. The questions used in this survey instrument were:

1. What is your affiliation with the Ozark Fire Protection District?
2. Have you ever interacted with a member of the Ozark Fire Protection District in a professional setting (emergency response, inspection, education session, etc)?
3. If you answer "yes" to the previous question, did your interaction with the OFPD meet both your expectations and needs?
4. The Ozark Fire District provides fire suppression, emergency medical, hazardous materials, technical rescue, and aviation emergency response services to the City of Ozark and surrounding unincorporated areas of Christian County. Based on your experience and observation of the department, as a citizen, do you understand the scope of their service to the community?
5. The OFPD adopts national standards for response time goals. What do you consider to be an acceptable response time for the arrival of a fire truck to an emergency within the district?
6. What service types would you like to see the district emphasize in the coming decade?
7. Do you believe the Ozark Fire Protection District is adequately funded?
8. Do you believe the Board of Directors for the OFPD adequately represent citizen concerns?
9. Do you believe the OFPD is professionally administered by its paid career firefighting staff?
10. To adequately protect the community, how should the Ozark Fire Protection District work with other nearby agencies?
11. What can the fire district do to better serve the city and response area?

12. In a few words, share your perception of the fire district and the services it provides.
13. During the following emergencies, do you feel the OFPD can serve the needs of the community?
14. How would you rank the image of the Ozark Fire Protection District?

The following graphs show the responses to the various questions in the survey.

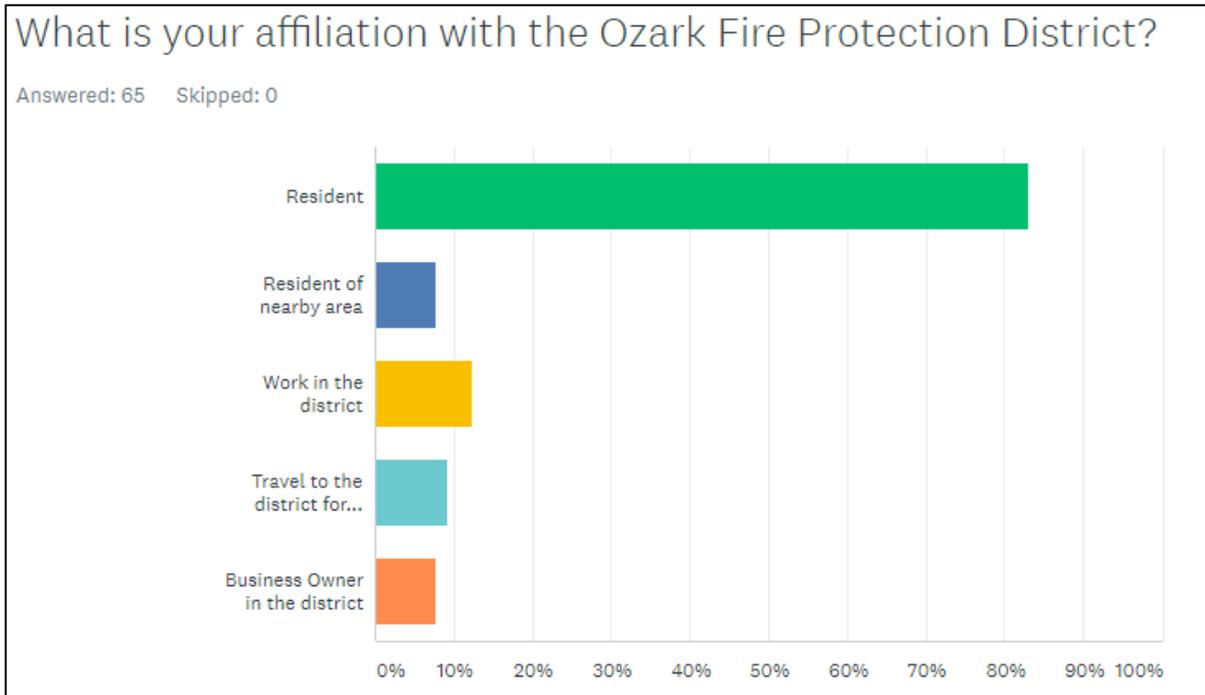


Figure 1 - Question 1 Results

Have you ever interacted with a member of the Ozark Fire Protection District in a professional setting (emergency response, inspection, educational session, etc)?

Answered: 65 Skipped: 0

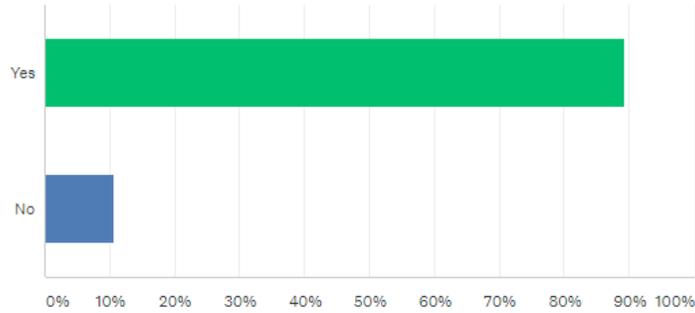


Figure 2 - Question 2 Results

If you answered "yes" to the previous question, did your interaction with the Ozark Fire Protection District meet both your expectations and needs?

Answered: 58 Skipped: 7

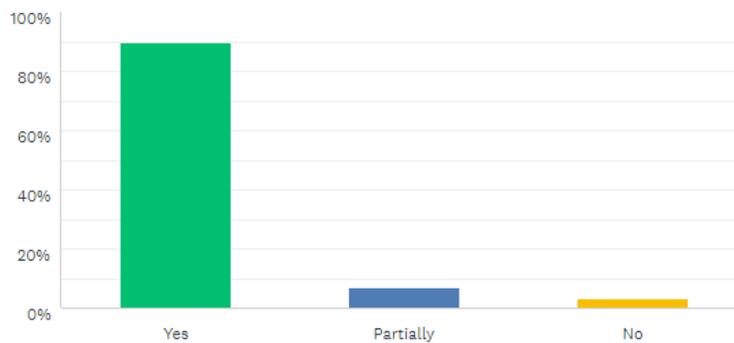


Figure 3 - Question 3 Results

The Ozark Fire Protection District provides fire suppression, emergency medical, hazardous materials, and rescue services to the City of Ozark and surrounding unincorporated areas of Christian County. Based on your experience and observation of the department, as a citizen, do you understand the scope of their service to the community?

Answered: 64 Skipped: 1

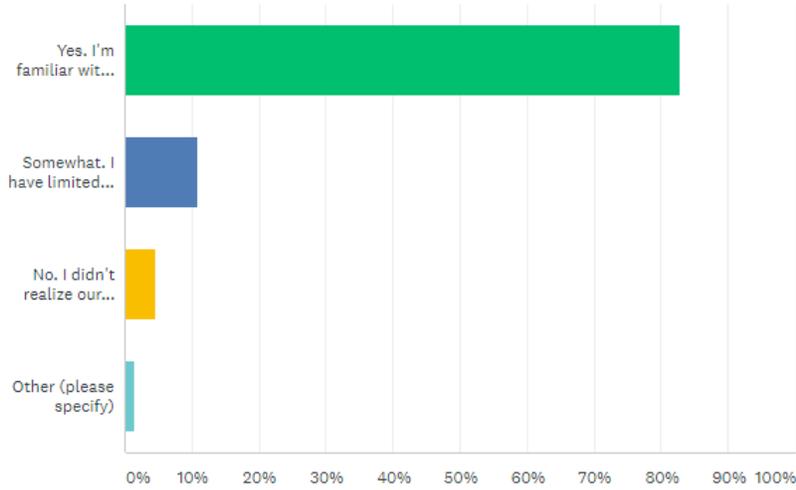


Figure 4 - Question 4 Results

The Ozark Fire Protection District adopts national standards for its response time goals. What do you consider to be an acceptable response time for the arrival of a fire truck to an emergency within the district?

Answered: 61 Skipped: 4

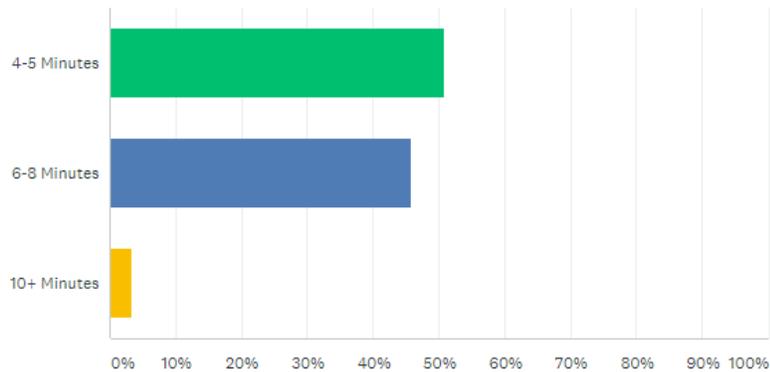


Figure 5 - Question 5 Results

What service types would YOU like to see the district emphasize in the coming decade?

Answered: 60 Skipped: 5

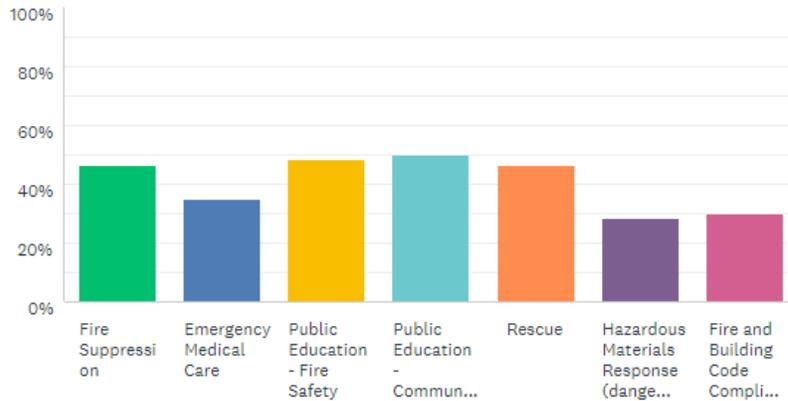


Figure 6 - Question 6 Results

Do you believe the Ozark Fire Protection District is professionally administered by its paid career firefighting staff?

Answered: 64 Skipped: 1

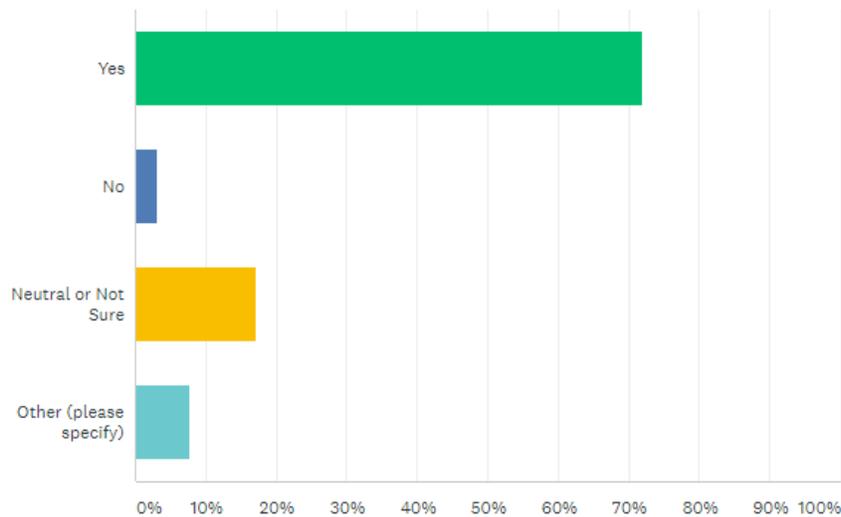


Figure 7 - Question 9 Results

In addition to the multiple-choice questions on the survey, three written response questions were asked of respondents. Both questions attempted to gain “raw” feedback from the respondents. To better view responses to the question, word clouds were created to see frequently used words and the spectrum of input.

When responding to the question "In order to adequately protect the community, how should the Ozark Fire Protection District work with other nearby agencies?" the responses included:



Of 65 people completing the survey, 29 of them skipped this question.

When responding to the question "What can the fire district do to better serve the city/district?" the responses varied greatly, and a word cloud was ineffective at discerning any consistency in the responses. When reviewed on a case-by-case basis, it was found that many respondents felt the organization was already sufficiently serving the community. The most frequent request was for more public relations and community interaction, along with an improvement in organizational leadership and accessibility to the Board of Directors. Staffing was mentioned in five responses, but those responses appear to be from district employees based on the specificity of the narratives. Of the 65 people completing the survey, 26 of them skipped this question.

When responding to the question "In a few words, share your perception of the fire district and the services it provides." the responses were more consistent.



Some responses were negative towards the district and previous administrations, but the vast majority supported the department and felt the perception of the district was overwhelmingly positive. Of 65 people completing the survey, 24 of them skipped this question.

Internal Stakeholder Group Findings

Visits with the internal stakeholder groups involved two full days and meetings, follow-up telephone calls and feedback review. Additionally, the district conducted several follow-up meetings internally to further distil and enhance the conversations surrounding strategic planning. During all meetings, a review of the mission, vision, values, and associated scope of work took place. Various program areas of the department were reviewed for strengths, weaknesses, opportunities, and threats (SWOT) to help identify realistic areas of emphasis for the planning timeframe. The session generated a high level of internal interest and participation.



Mission

The purpose of the mission is to “anchor” the organization in its focus and objectives while serving as the foundation for the primary function.

Ozark Fire Protection District Mission

We are a strong team with the duty to aggressively serve our community with integrity and excellence.

Vision

The purpose of the OFPD’s vision statement is to chart a future course for the organization. It can be described as an attempt to forecast the future layout, scope, and impact.

Ozark Fire Protection District Vision

We focus on our community by being good stewards, responsive to risk, and pursue excellence in all we do.

Values

The established values of the OFPD are instrumental in prioritizing programs and ideas within the district and are a component of the budgeting and allocation of resources. Values are part of the established culture of the organization and are identified as **DUTY**, **INTEGRITY**, and **EXCELLENCE**.

Ozark Fire Protection District Values Statements

1. Our **employees** are our most valuable resource.
2. **Relationships** with internal and external agencies are integral to our success.
3. **Reducing risk** to our community and employees is paramount.
4. We embrace **character**, **compassion**, and **ethical** behavior.

Programs and Services

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

Table 11: Program Areas Reviewed

Administration	Fire Prevention/Life Safety/Public Education
Emergency Medical Services	Fire Suppression
Technical Rescue	Fire Investigation
Hazardous Materials	Training
Communications	Mutual Aid / Regional Collaboration

Analysis of Program Areas

Program Area	Improvement or Enhancement Idea
Administration	<ol style="list-style-type: none"> 1. Rebuild / Remodel Fire Station 1 (flooding issues). 2. Expand headquarters / fire administration. 3. Budgetary cost centers for expense tracking. 4. Hiring process – consider reserves. 5. SOPs need complete overhaul. 6. Salary and benefit package comparison. 7. No overtime budgets. 8. Fleet maintenance program and facility maintenance are too low of a priority and done “on the cheap”. 9. Station 3 has mold and is not effective (too remote). 10. Inconsistent shifts (A-B-C). 11. Longevity vs merit raises for compensation year to year. 12. Regional health insurance collaboration with surrounding districts (scale). 13. Improve (lower) ISO rating. 14. Lack of culture – long history of the district with not sufficient pride by members. 15. District needs a plan with unused parcels of land. 16. GIS study for station locations. 17. Fuel consumption analysis. 18. Software for payroll and budget. 19. Not enough chief officers to handle day-to-day tasks (this comment came from the firefighters on 7/1/20). 20. Job descriptions need to be reviewed. 21. District needs reorganization to tackle various issues (e.g. training).

Emergency Medical Services	<ol style="list-style-type: none"> 1. High number of skilled nursing facilities in the district. 2. No mandated minimum EMS certification – consider EMT-B. 3. Some EMS calls the district waits > 10 minutes for ambulance arrival. 4. Consider ALS fire company. 5. ALS pay incentive to get more providers. 6. Get 100% of employees to EMT-B or higher. 7. Community CPR training. 8. EMS training with Ozark PD.
Fire Prevention, Fire Investigation and Public Education	<ol style="list-style-type: none"> 1. Fire marshal has no rank. 2. Add risk reduction efforts department-wide (ie: install smoke detectors on medical calls, etc). 3. Need mobile data solution for fire companies. 4. Fire investigation function needs “depth”. 5. Public education is “maxed out”. 6. Pre-incident planning on target hazards. 7. Need a community risk assessment (CRA). 8. Community interaction needs bigger scope (blood pressure checks, etc). 9. Develop relationship with James River Basin Partnership.
Fire Suppression	<ol style="list-style-type: none"> 1. Fleet replacement plan needs adoption. 2. Minimum staffing of two on fire companies. 3. Compressor and fill station replacement. 4. Uniformity in apparatus tools, hose loads and compartment layout. 5. Need standard guidelines for structure fires for consistency among shifts. 6. RIT policy and training. 7. Capital equipment on replacement schedule (SCBAs). 8. Foam usage policy. 9. No aerial device in the district for elevated master stream or multi-story rescue. 10. Brush unit used for EMS response – this impacts crew availability for other calls.
Training	<ol style="list-style-type: none"> 1. Create a training center (especially outdoor drill-based training). 2. Establish a training officer or training chief. 3. Succession planning or officer development program. 4. Need to successfully implement cancer reduction strategies. 5. Lack of consistency in response and tasks on the incident scene. 6. No minimum standards. 7. Physical fitness. 8. Create a career development plan. 9. Training calendar not followed. 10. Training is too low of a priority. 11. No formal training facility or props for firefighters to use. 12. Need a library at HQ fire station. 13. Mentoring program.

Technical Rescue	<ol style="list-style-type: none"> 1. Water rescue needs to be emphasized as a high priority. 2. Bass Pro Shops – partnership opportunity. 3. Some rope rescue supplies on apparatus but no training. 4. Limited current capability – need to begin awareness and operations training matching risk in district.
Hazardous Materials	<ol style="list-style-type: none"> 1. Haz-Mat capability is limited. 2. Department is ill-prepared to handle a “50-gallon fuel spill”. 3. Need to train with regional team (LR and Springfield). 4. Integrate Tier II reports into training.
Communications	<ol style="list-style-type: none"> 1. Need a callback program for off-duty activation of firefighters at large incidents. 2. Need new portable radios. 3. Coverage issues on portable radios. 4. Consider automatic aid for water tenders and reduce number of tenders in the district.
Mutual Aid / Regional Cooperation	<ol style="list-style-type: none"> 1. Need improved automatic aid response process. 2. Consider automatic aid for water tenders and reduce number of tenders in the district. 3. Regional training center with surrounding districts or Ozark Technical College.

Critical Issues and Service Gaps

After reviewing the OFPD’s various programs and services, consistent issues that require immediate action were identified.

Critical Issues

Fire Station 3	Minimum Staffing of Apparatus and Effective Response Force	Training and Consistency with Emergency Operations	Standard Operating Procedures and Guidelines
-------------------	--	--	--

Service Gaps

Capital Equipment and Apparatus Replacement Plan	Water Rescue Response, Training and Policies
Use of Technology by the District	Resources for Administration of the District (logistics, personnel, etc)

Strategic Initiatives

The following strategic initiatives were identified to guide the district in establishing goals and objectives. These initiatives serve to form the framework for the strategic plan and the specific goals and objectives contained herein.

Strategic Initiatives

- 1. Contribute to our community’s safety by providing services to identify and reduce risk while engaging citizens, business owners, and other local stakeholders.**
- 2. Enhance the effectiveness of our organization through proper communication and data driven decision-making.**
- 3. Ensure preparedness and competency through training, safety, and health programs that address the risks of our community and firefighters.**
- 4. Identify and plan for capital needs of our organization while balancing fiscal responsibility.**
- 5. Invest in our employees for the purposes of succession planning, organizational stability, and ongoing competitiveness.**

Goals and Objectives

Goals and objectives, developed strategic planning process, are essential to moving the district forward. Goals and objectives are where the “rubber meets the road” and are important for consistent review since they are tangible elements of the plan meeting the requirements of being specific, measurable, action-oriented, realistic and time sensitive. Internal stakeholders, when considering community feedback, provide a reliable source of change for the organization. It is incumbent on the leadership of the district, including the Board of Directors, to support the strategic initiatives, goals and objectives of this plan for future success and cohesiveness within the organization.

“One thing I enjoy about being here is knowing that I can change things.”

Ozark Firefighter
July 1, 2020

Goal 1 Contribute to our community's safety by providing services to identify and reduce risk while engaging citizens, business owners, and other local stakeholders.

Objective	Timeframe / Status / Notes
<p>1A Develop a pre-incident planning system that incorporates company level inspections and training, is accessible during emergency operations, and is integrated in the annual training plan.</p> <p><i>1A.1 - Identify and analyze the current pre-incident planning system.</i></p> <p><i>1A.2 - Research best practices for developing, maintaining, and applying a pre-incident program.</i></p> <p><i>1A.3 – Deliver a pre-incident planning training program.</i></p> <p><i>1A.4 – Develop pre-incident planning policy and procedure.</i></p> <p><i>1.A.5 – Enhance the company-level inspection program to incorporate pre-incident planning.</i></p> <p><i>1.A.6 – Incorporate the pre-incident planning program into annual training plan.</i></p>	<ul style="list-style-type: none"> • Timeframe: 2021 • Capital Cost: None • Consumable Costs: Limited • Personnel Costs: Limited • Responsible Officer: Assist. Chief • Assisting Staff: Battalion Chief • Notes: <ul style="list-style-type: none"> - During 2021, each company will prepare and present an operational pre-incident planning presentation that will be saved and stored on a common network drive.
<p>1B Complete a community risk assessment (CRA) to determine gaps in service delivery and identify opportunities for risk reduction in community education, organizational training, and risk intervention.</p> <p><i>1B.1 – Consult CPSE/CFAI accreditation guidance on CRA.</i></p> <p><i>1B.2 – Capture, analyze, and interpret data from ERS, target hazards, and historical data.</i></p> <p><i>1B.3 – Utilize and/or employ information from allied organizations to determine risk.</i></p>	<ul style="list-style-type: none"> • Timeframe: 2022-2023 • Capital Cost: None • Consumable Cost: Moderate • Personnel Costs: Limited • Responsible Officer: Assist. Chief • Assisting Staff: TBD • Notes: <ul style="list-style-type: none"> - During 2021, as ERS is implemented, data will be recorded and reported providing the basis of the CRA.
<p>1C A tiered and consistent public education program should be developed that involves all appropriate members and a variety of risk reduction strategies.</p> <p><i>1C.1 – Develop monthly community outreach message.</i></p> <p><i>1C.2 – Monitor monthly reports that target public education programs.</i></p> <p><i>1C.3 – Develop a social media strategy incorporating a website, newsletter, and other medium to deliver public education/outreach programs.</i></p> <p><i>1C.4 – Develop short community presentations that can be consistently delivered by staff.</i></p> <p><i>1C.5 – Collaborate with allied organizations and community partners to develop for public education programs.</i></p> <p><i>1C.6 – Identify staff to received additional training and certifications related to public education.</i></p>	<ul style="list-style-type: none"> • Timeframe: Ongoing • Capital Cost: \$20,000 (trailer) • Consumable Cost: \$5,000 • Personnel Cost: \$10,000 (intern) • Responsible Officer: Assist. Chief • Assisting Staff: TBD • Notes: <ul style="list-style-type: none"> - Citizens Fire Academy is scheduled for the Spring of 2021 as well as the development of a Citizens Fire Academy Alumni group

	<p><i>IC.7 – Design and purchase a mobile safety house.</i></p> <p><i>IC.8 – Develop proposal for fire-safety intern.</i></p> <p><i>IC.9 – Deliver Citizens Fire Academy and Alumni Group.</i></p>	
1D	<p>Identify and collaborate with key business partners and community groups to address risk reduction and cost sharing opportunities.</p> <p><i>1D.1 – Engage with Community to provide support and interaction.</i></p> <p><i>1D.2 – Identify philanthropic organizations and determine potential partnership for risk reduction or marketing opportunities.</i></p> <p><i>1D.3 – Seek grant opportunities.</i></p>	<ul style="list-style-type: none"> • Timeframe: Ongoing • Capital Cost: None • Consumable Cost: Limited • Personnel Cost: Limited • Responsible Officer: Assist. Chief • Assisting Staff: TBD • Notes:

Goal 2 Enhance the effectiveness of our organization through proper communication and data driven decision-making.

Objective	Status
<p>2A Develop a regular and formal communication strategy and documents for congruency between District Leadership and the Board of Directors.</p> <p><i>2A.1 – Standardize reporting to the Board of Directors during monthly meetings.</i></p> <p><i>2A.2 – Develop annual report.</i></p> <p><i>2A.3 – Make written reports public through website</i></p> <p><i>2A.4 – Identify preferred communication mode and frequency with the Board of Directors.</i></p>	<ul style="list-style-type: none"> • Timeframe: 2021 • Capital Cost: None • Consumable Cost: Limited • Personnel Cost: Limited • Responsible Officer: Fire Chief • Assisting Staff: Command Staff • Notes:
<p>2B Develop a standardized meeting schedule and format.</p> <p><i>2B.1 – Develop standardized schedule of meetings and integrate with annual planning calendar.</i></p> <p><i>2B.2 – Develop standing agenda items and record minutes to be maintained and published.</i></p> <p><i>2B.3 – Identify appropriate frequency and attendees for meetings.</i></p> <p><i>2B.4 – Identify community meetings and identify staff for regular attendance.</i></p>	<ul style="list-style-type: none"> • Timeframe: Ongoing • Capital Cost: None • Consumable Cost: Limited • Personnel Cost: Limited • Responsible Officer: Fire Chief • Assisting Staff: Command Staff • Notes:
<p>2C Establish a formal community outreach strategy using multiple social media platforms.</p> <p><i>2C.1 – Identify preferred social media platforms.</i></p> <p><i>2C.2 – Consider assignment/ownership of social media platforms by employees.</i></p> <p><i>2C.3 – Develop and publish a quarterly newsletter.</i></p>	<ul style="list-style-type: none"> • Timeframe: Ongoing • Capital Cost: None • Consumable Cost: Limited • Personnel Cost: Limited • Responsible Officer: Fire Chief • Assisting Staff: Command Staff • Notes: <ul style="list-style-type: none"> - Consider Intern/Cooperative opportunity for website and social media.
<p>2D Organizational policies and procedures should be updated and kept in an electronically centralized location for easy access and updating.</p> <p><i>2D.1 – Utilize Lexipol KMS to implement policies.</i></p> <p><i>2D.2 – Utilize Lexipol KMS to implement procedures.</i></p> <p><i>2D.3 – Review and audit policy and procedures annually.</i></p>	<ul style="list-style-type: none"> • Timeframe: 2021 • Capital Cost: None • Consumable Cost: \$8,000 annually • Personnel Cost: Limited • Responsible Officer: Fire Chief • Assisting Staff: Command Staff • Notes: <ul style="list-style-type: none"> - 2D.1 will be completed by 1/1/2021.
<p>2E Improve consistency among shifts while allowing for division of labor and responsibility when appropriate.</p> <p><i>2E.1 – Collaborate with Battalion Chiefs to identify areas of needed consistency and change.</i></p>	<ul style="list-style-type: none"> • Timeframe: 2021 • Capital Cost: None • Consumable Cost: None • Personnel Cost: Limited • Responsible Officer: Battalion Chiefs • Assisting Staff: Company Officers

	<p><i>2E.2 – Facilitate formal/informal meetings between Command Staff, Battalion Chiefs, and Company Officers to foster communication and engagement on decisions and processes.</i></p>	<ul style="list-style-type: none"> • Notes: <ul style="list-style-type: none"> - Topics for discussion during standing meetings and procedural developments.
2F	<p>Review, contrast, and update the positions of Captain and Lieutenant.</p> <p><i>2F.1 – Review job descriptions and responsibilities.</i></p> <p><i>2F.2 – Review Compensation differential.</i></p> <p><i>2F.3 – Consider alternative arrangements or maintaining status quo.</i></p> <p><i>2F.4 – Integration into potential staffing and deployment changes in the future must be considered.</i></p>	<ul style="list-style-type: none"> • Timeframe: 2021 • Capital Cost: None • Consumable Cost: None • Personnel Cost: Limited • Responsible Officer: Battalion Chiefs • Assisting Staff: Command Staff • Notes:
2G	<p>The district shall review current records management and analytical capacity for decision-making, resource allocation and budget and consider solutions for efficiency and effectiveness.</p> <p><i>2G.1 – Implement Emergency Reporting.</i></p> <p><i>2G.2 – Ensure financial audit is performed.</i></p> <p><i>2G.3 – Conduct an ISO Audit for future decision making.</i></p> <p><i>2G.4 – HR and Administrative Professional Development.</i></p>	<ul style="list-style-type: none"> • Timeframe: Ongoing • Capital Cost: None • Consumable Cost: \$20,000 • Personnel Cost: Limited • Responsible Officer: Command Staff • Assisting Staff: Command Staff • Notes: <ul style="list-style-type: none"> - ER will be implemented 2021.
2H	<p>A formal callback program for off-duty staff should be created and updated regularly.</p> <p><i>2H.1 - Consider integration with Objective 2I for staffing management.</i></p> <p><i>2H.2 – Review frequency of callback need with the SOC.</i></p> <p><i>2H.3 – Develop and exercise plans for partial activation (1-shift) versus full activation (all off-duty).</i></p>	<ul style="list-style-type: none"> • Timeframe: 2021 • Capital Cost: None • Consumable Cost: Limited • Personnel Cost: Limited • Responsible Officer: Battalion Chiefs • Assisting Staff: Local 152 • Notes:
2I	<p>Standardized incident action plans should be created through a collaborative effort to help with incident mitigation.</p> <p><i>2I.1 – Incident action plans should be standardized among all shifts.</i></p>	<ul style="list-style-type: none"> • Timeframe: Ongoing • Capital Cost: None • Consumable Cost: Limited • Personnel Cost: Limited • Responsible Officer: Deputy Chief • Assisting Staff: Command Staff • Notes:
2J	<p>Collaborate with the Emergency Communications Center and automatic aid agencies to create a standardized algorithm for call management.</p> <p><i>2K.1 – Potentially regional project.</i></p> <p><i>2K.2 – Consider PSAP adoption of ProQuals for call management.</i></p> <p><i>2K.3 - Coordinate accordingly with CAD vendor at PSAP.</i></p>	<ul style="list-style-type: none"> • Timeframe: 2021 • Capital Cost: TBD • Consumable Cost: TBD • Personnel Cost: Limited • Responsible Officer: Deputy Chief • Assisting Staff: Command Staff • Notes: <ul style="list-style-type: none"> - Response Software in process of implementation and will be evaluated in 2021
2K	<p>Evaluate the effective response force needed for various incidents to identify operational staffing deficiencies and the</p>	<ul style="list-style-type: none"> • Timeframe: Ongoing • Capital Cost: TBD

	<p>need for mutual/automatic aid in all geographic areas of the district.</p> <p><i>2L.1 – Review incident types from the PSAP.</i></p> <p><i>2L.2 – Identify gaps in response.</i></p> <p><i>2L.3 – Review NFPA 1710 for minimum effective response force information.</i></p> <p><i>2L.4 – Automatic aid should be reviewed.</i></p> <p><i>2L.5 – Integrate with SOC as appropriate.</i></p>	<ul style="list-style-type: none"> • Consumable Cost: Limited • Personnel Cost: Limited • Responsible Officer: Deputy Chief • Assisting Staff: Command Staff • Notes:
2L	<p>Collaborate with regional partners on projects that can have symbiotic impact.</p> <p><i>2M.1 – Potential projects include dispatch, deployment, training, stations, maintenance, employee programs, and equipment.</i></p> <p><i>2M.2 – Review and updated automatic aid agreements with neighboring jurisdictions.</i></p>	<ul style="list-style-type: none"> • Timeframe: Ongoing • Capital Cost: TBD • Consumable Cost: TBD • Personnel Cost: TBD • Responsible Officer: Command Staff • Assisting Staff: Command Staff • Notes:

Goal 3 Ensure preparedness and competency through training, safety, and health programs that address the risks of our community and firefighters.

Objective		Status
3A	<p>Establish minimum firefighter performance and fitness standards.</p> <p><i>3A.1 – Consider reference to NFPA 1410 and 1582.</i></p> <p><i>3A.2 - Review IAFF/IAFC Wellness Fitness Initiative.</i></p> <p><i>3A.3 – Perform annual wellness and health evaluations.</i></p> <p><i>3.A.4 – Oversight assigned to Safety and Health Committee.</i></p>	<ul style="list-style-type: none"> • Timeframe: 2021 • Capital Cost: TBD • Consumable Cost: Moderate • Personnel Cost: N/A • Responsible Officer: Fire Chief • Assisting Staff: Safety Committee • Notes: <ul style="list-style-type: none"> - Implementation Total Wellness and Tactical Athlete Program.
3B	<p>Identify potential routes of exposure to carcinogens and create a plan to reduce firefighter exposure and institute education regarding occupational cancer.</p> <p><i>3B.1 – Safety Committee to conduct NFPA 1500 Safety Audit.</i></p> <p><i>3B.2 – Develop Carcinogen Reduction Program.</i></p> <p><i>3B.3 – Annual occupational medicine program.</i></p>	<ul style="list-style-type: none"> • Timeframe: Ongoing • Capital Cost: \$15,000 • Consumable Cost: Moderate • Personnel Cost: Limited • Responsible Officer: Battalion Chief • Assisting Staff: Safety Committee • Notes: <ul style="list-style-type: none"> - Assigned to Safety Committee. - Pursue gear extractor.
3C	<p>Evaluate the hazardous materials response program to determine compliance with needed equipment, PPE, and response protocols.</p> <p><i>3C.1 – Establish minimum training standards.</i></p> <p><i>3C.2 – Interoperability with regional Haz-Mat team.</i></p> <p><i>3C.3 – Determine minimum levels of capability by hazard type.</i></p>	<ul style="list-style-type: none"> • Timeframe: Ongoing • Capital Cost: None • Consumable Cost: Limited • Personnel Cost: Limited • Responsible Officer: Battalion Chief • Assisting Staff: TBD • Notes:
3D	<p>Prioritize the addition of a Training Officer within the organization to facilitate and manage the training program.</p> <p><i>3D.1 – Research funding alternatives.</i></p> <p><i>3D.2 – Consider other functions like safety, risk management, accreditation, and/or reserve firefighter coordinator.</i></p>	<ul style="list-style-type: none"> • Timeframe: TBD • Capital Cost: Limited • Consumable Cost: Moderate • Personnel Cost: \$60,000 • Responsible Officer: Fire Chief • Assisting Staff: YBD • Notes:
3E	<p>An annual training plan that incorporates both required training and risk-identified training should be developed and followed annually.</p> <p><i>3E.1 – Training plan should be developed with shift input that includes ISO, NFPA, ICS, NIMS, EMS, and continuing education and training.</i></p> <p><i>3E.2 – Provide technical training for water rescue and hazardous materials.</i></p> <p><i>3E.3 – Provide on-going training for EMS CEUs.</i></p> <p><i>3E.4 – Ensure automatic-aid training is achieved.</i></p>	<ul style="list-style-type: none"> • Timeframe: Ongoing • Capital Cost: Moderate • Consumable Cost: Moderate • Personnel Cost: Limited • Responsible Officer: Deputy Chief • Assisting Staff: Command Staff • Notes: <ul style="list-style-type: none"> - Implementing Standardized Annual Training Plan.

	<i>3E.5 – Conduct internal, inter-agency, and multi-agency disaster drills.</i>	
3F	<p>Specialty training that addresses risk within the district should be prioritized and conducted.</p> <p><i>3F.1 – Using elements of the CRA, identify risk within the district that necessitates additional training.</i></p> <p><i>3F.2 – Review equipment and apparatus needed for adequate response and deployment.</i></p>	<ul style="list-style-type: none"> • Timeframe: Ongoing • Capital Cost: Limited • Consumable Cost: Moderate • Personnel Cost: Limited • Responsible Officer: Deputy Chief • Assisting Staff: TBD • Notes: <ul style="list-style-type: none"> - Consider Technical Rescue Training
3G	<p>Water rescue capability should be prioritized by the organization due to historic risk and response data through the District. The organization should inventory capabilities among other area departments to not duplicate resources or efforts unnecessarily.</p> <p><i>3G.1 – Review area organizations with available resources.</i></p> <p><i>3G.2 – Identify acceptable level of service for OFPD.</i></p> <p><i>3G.3 – Determine needed PPE and equipment for level of service delivery.</i></p>	<ul style="list-style-type: none"> • Timeframe: 2021 -2021 • Capital Cost: Moderate • Consumable Cost: Moderate • Personnel Cost: Limited • Responsible Officer: Deputy Chief • Assisting Staff: Martin • Notes: <ul style="list-style-type: none"> - Received matching grant in 2020 for water rescue equipment.

Goal 4 Identify and plan for capital needs while balancing fiscal responsibility.

Objective		Status
4A	Align the annual budget with goals and priorities established within the annual strategic planning process. <i>4A.1 – Conduct Annual review of strategic plan with coordination of the budget process.</i>	<ul style="list-style-type: none"> • Timeframe: Ongoing • Capital Cost: None • Consumable Cost: Limited • Personnel Cost: Limited • Responsible Officer: Fire Chief • Assisting Staff: TBD • Notes:
4B	Increase the diversity of revenue sources, including grant funding and other alternative income sources. <i>4B.1 – Consistently and aggressively apply for grants.</i> <i>4B.2 – Identify other grant programs to address priorities with the strategic plan.</i>	<ul style="list-style-type: none"> • Timeframe: Ongoing • Capital Cost: None • Consumable Cost: Limited • Personnel Cost: Limited • Responsible Officer: Fire Chief • Assisting Staff: TBD • Notes:
4C	An apparatus and capital equipment replacement plan should be created, adopted, and followed. <i>4C.1 – Prioritize and identify apparatus needs for the next 60 months.</i> <i>4C.2 – Identify the large capital items.</i>	<ul style="list-style-type: none"> • Timeframe: Ongoing • Capital Cost: None • Consumable Cost: None • Personnel Cost: Limited • Responsible Officer: Fire Chief • Assisting Staff: TBD • Notes:
4D	A standard of cover (SOC) should be created to review deployment, response times, staffing and critical resource availability. <i>4D.1 - Evaluate deployment strategies.</i> <i>4D.2 - GIS needed and may have to be contracted out to complete appropriately.</i>	<ul style="list-style-type: none"> • Timeframe: Ongoing • Capital Cost: None • Consumable Cost: Limited • Personnel Cost: Limited • Responsible Officer: Deputy Chief • Assisting Staff: TBD • Notes:
4E	Develop a station location study that includes a training facility. <i>4E.1 – Evaluate monthly analytics, feasibility study, needs assessment, and growth patterns.</i> <i>4E.2 - Consider all training elements (drill ground, multi-story, classroom)</i>	<ul style="list-style-type: none"> • Timeframe: Ongoing • Capital Cost: None • Consumable Cost: Limited • Personnel Cost: Moderate • Responsible Officer: Fire Chief • Assisting Staff: TBD • Notes:
4F	Develop and maintain a regular maintenance program for facilities, apparatus, equipment, and tools. <i>4F.1 – Schedule and perform annual, quarterly, monthly, and weekly maintenance for facilities, apparatus, equipment, and tools.</i> <i>4F.2 – Track maintenance cost and identify cost reduction initiatives.</i> <i>4F.3 – Conduct an annual inventory and surplus unused resources.</i>	<ul style="list-style-type: none"> • Timeframe: Ongoing • Capital Cost: None • Consumable Cost: Limited • Personnel Cost: Limited • Responsible Officer: Battalion Chiefs • Assisting Staff: Battalion Chiefs • Notes:

Goal 5 Invest in our employees for the purposes of succession planning, organizational stability, and ongoing competitiveness.

Objective	Status
<p>5A Ensure the organization remains competitive within the region for the recruitment and retention of firefighters.</p> <p><i>5A.1 - Create an appropriate comparison tool to survey other departments for benefits, entry level salary, maximum compensation, and mid-point.</i></p> <p><i>5A.2 - Consider additional compensation (certificate pay, vacation buyback, bonuses, incentives for special teams)</i></p> <p><i>5A.3 – Deliver and promote employee awards and recognition program.</i></p> <p><i>5A.4 – Coordinate employee benefit plan.</i></p>	<ul style="list-style-type: none"> • Timeframe: Ongoing • Capital Cost: None • Consumable Cost: Limited • Personnel Cost: Limited • Responsible Officer: Fire Chief • Assisting Staff: TBD • Notes:
<p>5B Evaluate minimum daily staffing as part of the Standard of Cover (SOC) document and develop plans to staff all fire companies with a permanent staffing of four (4) and a minimum of three (3) firefighters.</p> <p><i>5B.1 – Conduct a staffing cost analysis.</i></p>	<ul style="list-style-type: none"> • Timeframe: Ongoing • Capital Cost: None • Consumable Cost: Limited • Personnel Cost: Limited • Responsible Officer: Command Staff • Assisting Staff: TBD • Notes:
<p>5C Working with local and regional partners, develop a recruitment strategy.</p> <p><i>5C.1 – Identify appropriate spokesperson for the organization.</i></p> <p><i>5C.2 – Define regular strategies and venues to recruit a diverse workforce.</i></p> <p><i>5C.3 – Research a reserve and/or cadet program.</i></p> <p><i>5C.4 – Collaborate with OPS and OTC to develop a trade program.</i></p>	<ul style="list-style-type: none"> • Timeframe: Ongoing • Capital Cost: None • Consumable Cost: Limited • Personnel Cost: Limited • Responsible Officer: Battalion Chiefs • Assisting Staff: TBD • Notes: <ul style="list-style-type: none"> - In Process with Tri-State Recruiting and Testing Alliance - Currently collaborating with SWMO Regional Fire Academy.
<p>5D Develop a succession plan and professional development program that includes a promotional system.</p> <p><i>5D.1 - Identify critical areas for future needs, such as a training officer and fire prevention officer.</i></p> <p><i>5D.2 - Implement a consistent and standardized promotional system.</i></p> <p><i>5D.3 – Deliver an Officer Development Program.</i></p> <p><i>5D.4 – Participate in local, regional, state, and national officer training programs.</i></p>	<ul style="list-style-type: none"> • Timeframe: Ongoing • Capital Cost: None • Consumable Cost: Limited • Personnel Cost: Limited • Responsible Officer: Fire Chief • Assisting Staff: Command Staff • Notes: <ul style="list-style-type: none"> - In Process with Standardized Promotional System.

Appendix A – Current Deployment Model

Station 1			
BC11	1 BC	2015 Chevy Tahoe (1003)	
E11	1 CO, 1 ENG, 2 FF = 4	2019 Ferrara Engine (0751)	
BP11	-	2017 Ford Pick-Up (0396)	
T11	-	1996 Freightliner Tender (1401)	
Reserve	-	1991 E-One Engine (2201)	
Station 2			
E12	1 CO, 1 ENG, 1 FF = 3	2011 Ferrara Engine (2301)	
BP 12	-	2003 Ford Pick-Up (1010)	
T12	-	2000 Freightliner Tender (1501)	
Station 3			
E13	1 Co, 1 ENG = 2	2011 Ferrara Engine (2701)	
BP 13	-	2015 Ford Pick-Up (1103)	
T13	-	1996 Freightliner Tender (6010)	

Legend:

BC = Battalion Chief

E = Engine

BP = Brush Pumper

T = Tender/Tanker

(####) = Unit ID

Administrative Staff:

Fire Chief – 1

Administrative Assistant – 1

Deputy Chief of Operations and Training – 1

Assistant Chief of Prevention and Technical Services – 1

Total = 4

Operations Staff per Shift:

Battalion Chief – 1

Station 1 – 4

Station 2 – 3

Station 3 – 2

Total Staffing Per Shift = 10 (8 Minimum)

Total Operations Staff = 30

Total Organizational Employees = 34

Appendix B – Ideal Deployment Model

Station 1 (New Location and Training Center)			
BC11	1 BC	Command Unit	
L11	1 CO, 1 ENG, 2 FF = 4	Aerial/Ladder Apparatus	
R11	2 FF = 2	Rescue	
T11	-	Tender	
Station 2			
E12	1 CO, 1 ENG, 2 FF = 4	Engine	
BP12	-	Brush Pumper	
Reserve	-	Reserve Engine	
Station 3 (Existing Location)			
E13	Unstaffed	Reserve Engine	
BP13	-	Reserve Brush Pumper	
T13	-	Reserve Tender	
Station 4 (New Station)			
E14	1 CO, 1 Eng, 2 FF = 4	Engine	
T14	-	Tender	
BP14	-	Brush Pumper	

Legend:

BC = Battalion Chief
 E = Engine
 L = Ladder/Aerial
 BP = Brush Pumper
 T = Tender/Tanker

Administrative Staff:

Fire Chief – 1
 Administrative Assistant – 1
 Deputy Chief of Operations and Training – 1
 Assistant Chief of Prevention and Technical Services – 1
 Training Officer – 1
 Fire Prevention/Public Education Officer - 1
 Total = 6

Operations Staff per Shift:

Battalion Chief – 1
 Station 1 – 6
 Station 2 – 4
 Station 3 – 4
 Total Staffing Per Shift = 15 (12 Minimum)
 Total Operations Staff = 45

Total Organizational Employees = 51

Appendix C – Ten Year Capital Purchasing Plan

2021		
Refurbish Tender	Replace 1996 Tender (6010)	60,000
Retrofit 2019 F350 to Rescue	Utilized for Water Rescue Equipment	5,000
Purchase Refurbished Aerial	Places 2011 Pumper (2701) into Reserve Status	300,000
Surplus 2000 Tender (1501)	Not Replaced	(45,000)
Surplus 2003 BP (1010)	Not Replaced	(15,000)
Surplus 1996 Chassis (6010)	Replaced with Refurbished Chassis	(5,000)
2022		
Purchase Water Rescue Boat	New Resource	20,000
Build Station 4	Station 3 Reserve and Station 4 is Staffed	1,500,000
Hire Additional 3 Firefighters	Staff Station 3 to 3 FF per shift	165,000
2023		
Purchase Pumper	Replaces 2011 Pumper 2301	800,000
Purchase SCBA	Replaces Out of Date Units	200,000
Purchase Command Unit (BC11)	Replaces 2015 Chevy Tahoe	60,000
2024		
Build Training Center	New Facility	500,000
Hire Additional 3 Firefighters	Staff Station 2 to 4 FF per Shift	170,000
Purchase SCBA Compressor Trailer	New Resource	30,000
Purchase UTV	Replaced Current UTV	20,000
2025		
Purchase Staff Unit (Chief 13)	Replaces 2014 Chevy Tahoe	60,000
Purchase Brush Pumper	Replaces 2015 Ford (1103)	100,000
Relocate/Rebuild Station 1	New Resource	6,000,000
2026		
Purchase Aerial	Replaces Used Apparatus Purchased in 2021	1,500,000
Hire Additional 3 Firefighters	Staff Station 3 to 4 FF per Shift	75,000
Purchase Tech. Rescue Trailer & Equip.	New Resource	150,000
2027		
Purchase Staff Unit (Chief 11)	Replaces 2017 Chevy Tahoe	60,000
Purchase Brush Pumper	Replaces 2017 Ford (0396)	100,000
Purchase Public Education Trailer	New Resource	50,000
2028		
Purchase Tender	Replaces 2011 Tender 11 (Refurbished in 2020)	500,000
Hire Training and Safety Officer	New Staff	80,000
Purchase Training/Safety Officer Vehicle	New Resource	50,000
2029		
Purchase Staff Unit (Chief 12)	Replaces 2019 Ford F350	60,000
Purchase Engine	Replaces 2019 Ferrara (0751)	1,000,000
2030		
Purchase Tender	Replaces Tender 13 (Refurbished in 2021)	500,000
Hire Fire Prevention/Pub Education Spec.	New Staff	80,000
Purchased Prevention Officer Vehicle	New Resource	50,000