



# STRATEGIC PLAN

## 2025 - 2030



## EXECUTIVE SUMMARY

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This strategic plan for the Sidney Department of Fire and Emergency Services (SDFES) was developed through a collaborative, community-centered approach. A cross-functional team, including department personnel and external stakeholders, worked with the Ohio Fire Chiefs' Association to identify key priorities and develop actionable strategies over two planning sessions.

This strategic plan will serve as a living document, guiding the fire department's future endeavors. SDFES believes in the value of this process as it strives to advance the department for the benefit of the Sidney community.

Through this process, five strategic goals were developed, each with identified objectives, critical tasks, and timeframes. Although costs are associated with each objective and critical task, these costs may vary. The department's leadership will conduct detailed budgeting and cost analysis processes to ensure accurate cost estimates and successful implementation of the strategic plan.

The developed goals were:

1. Improve response performance time and service delivery to all sections of the city of Sidney.
2. Evaluate and enhance SDFES business and technological processes and practices to ensure efficient, effective, and professional operations.
3. Establish a road map for personal growth and professional development through all levels of SDFES that is accessible for all personnel.
4. Develop marketing, recruitment, and hiring strategies to optimize SDFES service delivery for the community.
5. Maximize community outreach through the enhancement of mutual-aid fire department programs, private sector partnerships, and allied agencies.

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## ACKNOWLEDGEMENTS

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The Ohio Fire Chiefs' Association (OFCA) extends its gratitude to the Sidney Department of Fire and Emergency Services, its personnel, and community stakeholders for their valuable contributions to the development of this strategic plan. The collaborative efforts of these individuals, including Fire Chief Chad Hollinger and Deputy Fire Chief Dallas Davis, were instrumental in shaping the future direction of the department. The insightful discussions held during the planning sessions, which covered topics such as public expectations, concerns, funding, and future service delivery, were invaluable. The OFCA would like to express sincere thanks to all community members who participated in this team effort.

## INTRODUCTION

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The Sidney Department Fire and Emergency Services (SDFES) is a well-respected fire service agency. The department is committed to providing the residents, businesses, and visitors of the city of Sidney, Ohio with the highest level of services possible. SDFES provides the community with fire protection, emergency medical services, fire prevention, and public education. The department strives to achieve and maintain excellence in service to the community through a professional, trained, and well-equipped workforce.

Like many communities in Ohio, Sidney is experiencing transition and growth in service demand, thereby increasing the challenges of providing core local government functions, including fire and emergency medical services. These challenges are a natural progression of the maturation of a unit of local government and are not unique to the city. However, when dynamics change, so too must the infrastructure and systems that enable and support those basic functions. The strategic planning process provides an opportunity for an organization to examine itself from an internal and external perspective, and provide a roadmap or guide for the department to seek continual improvement. Strategic planning often allows organizations to prepare for future challenges and develop an action plan to meet those challenges rather than dealing with challenges in a reactionary, time-constrained manner.

In developing this strategic plan, SDFES must not only look within but also utilize community members. It was this extensive collaborative approach using external and internal stakeholders that formed the basis for the development of the strategic plan. Together, the OFCA facilitators and SDFES challenged stakeholders to critically examine their paradigms, values, beliefs, and desires. The goal was to foster a team-oriented approach focused on the best interests of the organization. It further provided the department with an opportunity to participate in the development of their organization's long-term direction and focus. Community stakeholders demonstrated strong commitment to this important project and remain dedicated to its completion.

## ORGANIZATIONAL HISTORY AND OVERVIEW

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Sidney, a city of approximately 20,591 residents, is located in Shelby County, Ohio.<sup>1</sup> Situated about 36 miles north of Dayton and 100 miles south of Toledo, the city is primarily urban, encompassing 12.10 square miles. In addition to serving the city itself, the fire department provides contractual services to surrounding areas, including Clinton Township, Orange Township, Franklin Township, and portions of Washington Township. The community comprises a diverse mix of residential, commercial, and industrial properties, with a significant increase in population during daytime hours due to interstate traffic and workplace activity.

Sidney's economy is driven by a diverse range of industries, including automotive manufacturing, HVAC/electrical engineering, recreational vehicles, healthcare, logistics, and plastics. Major employers in the area include Honda of America Manufacturing, Copeland, Sidney City Schools, American Trim, Cargill, Wilson Health, Continental Express, and Auria Manufacturing.



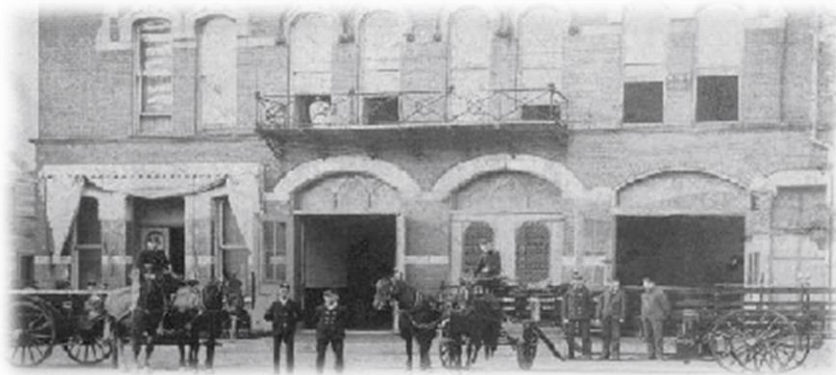
*Figure 1: The historic Shelby County Courthouse, a prominent landmark in downtown Sidney.*

The Sidney Fire Department traces its roots back to 1857, when it was established under the leadership of a chief engineer. In 1883, the department acquired its first steam engine pump, an Ahrens-Fox Steamer, marking a significant milestone in its history. By that time, the department comprised an engine company, a hook and ladder company, and a hose company, all horse-drawn. This investment in advanced firefighting equipment positioned Sidney as a community with a well-equipped fire department for its size.

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<sup>1</sup> U.S. Census Bureau Quick Facts 2020. <https://www.census.gov/quickfacts/fact/table/sidneycityohio/INC110222>





*Figure 2: Early days of the Sidney Fire Department, 1876, featuring horse-drawn equipment.*

*Source: Shelby County Historical Society*

Today, SDFES is a full-service agency staffed with 38 dedicated professionals. In 2023, the SDFES responded to 3,966 calls for service, conducted 374 fire safety inspections, investigated 21 fire incidents, and engaged over 6,000 community members through public education efforts.

SDFES delivers its services from two fire stations and a vehicle fleet of two pumping engines (one in reserve), one rescue pumping engine, two quint aerial ladders, four paramedic ambulances, and seven command, staff, and utility vehicles.<sup>2</sup>



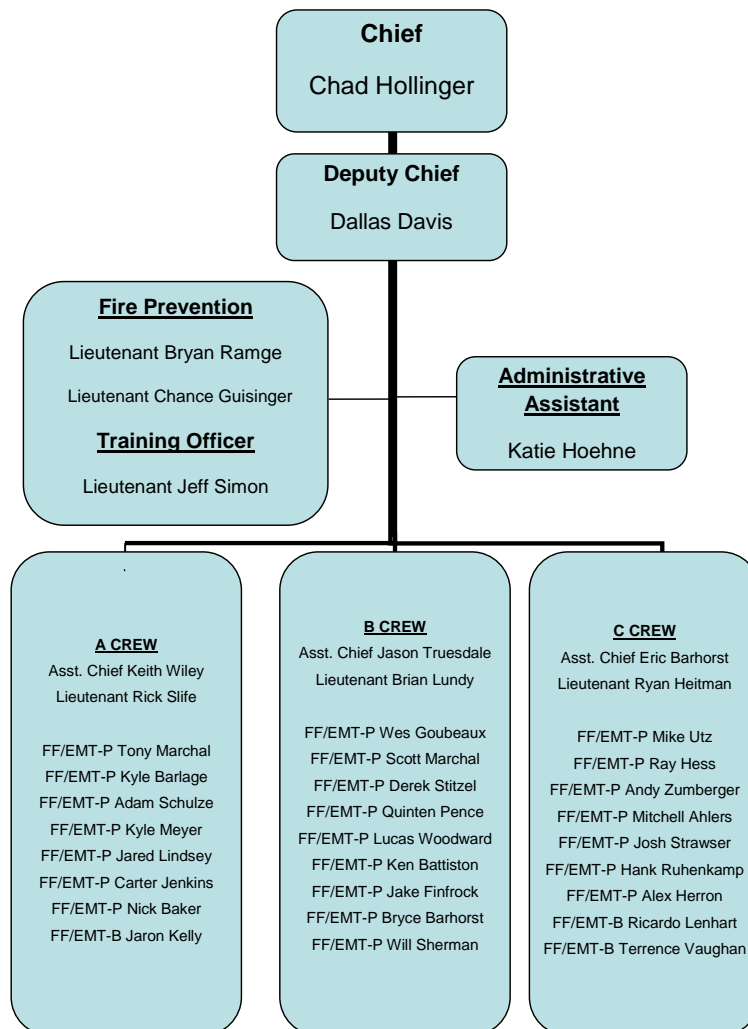
*Figure 3: Quint 3, Sidney Department of Fire and Emergency Services*

<sup>2</sup> A quint aerial ladder fire apparatus, is a fire truck that combines the capabilities of a ladder truck and a pumping engine into a single vehicle. It is designed to provide a wide range of firefighting and rescue capabilities, making it a versatile tool for fire departments.

The SDFES provides a comprehensive range of services, including fire suppression, technical rescue, hazardous materials response, and advanced life support emergency medical services (EMS). Additionally, the department is committed to community safety through fire code enforcement, fire investigation, and public education programs.

SDFES is primarily funded through the city's general fund, which allocates approximately \$15.8 million annually for public safety. Additionally, the department generates approximately \$600,000 annually through EMS billing. The projected operating budget for 2025 is \$6,927,016.

The department's executive team is led by the fire chief and deputy chief. Administrative support is provided by one administrative assistant and three staff lieutenants, with two focused on fire prevention and one on training. The operations division is staffed by three shift commanders, each leading a team of nine firefighters and paramedics.



*Figure 4: Sidney Department of Fire and Emergency Services Organizational Chart, outlining the chain of command and reporting relationships.*



## MISSION AND VISION STATEMENTS AND CORE VALUES

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### Mission Statement

A well-defined mission statement is essential for guiding an organization's efforts and aligning its activities with its core purpose. It should clearly articulate the department's primary services and inspire personnel to strive for excellence. The existing mission statement, which was reviewed by stakeholders, serves as a foundation for the department's strategic planning process. The strategic planning stakeholders reviewed the following existing mission statement:

***The mission of the Sidney Department of Fire & Emergency Services is to serve and protect the community by preventing loss of life & property.***



### Vision Statement

In addition to knowing who they are, all successful organizations need to define where they expect to be in the future. The department's vision provides personnel with a view of the future that can be shared, a clear sense of direction, a mobilization of energy, and a sense of being engaged in something important. The vision statement provides SDFES personnel with a direction of how things can be and a sense of organizational pride and purpose. The strategic planning stakeholders reviewed the following existing vision statement:

***The vision of the Sidney Department of Fire & Emergency Services is to be recognized as a leader in our industry.***

### Core Values

Core values define what the organization considers to be appropriate and inappropriate behaviors. Identifying fundamental guiding principles identify the organization's culture and

belief system. These principles provide a foundation in an environment that is always changing. The strategic planning stakeholders reviewed the following existing core values:

*The values of the Sidney Department of Fire and Emergency Services are to serve our community with professionalism, respect, integrity, and honor.*



With the existence of mission and vision statements and core values, the stakeholders were provided with the organization's foundation for strategic planning. The OFCA strongly recommends that every employee empower themselves with these elements as they are the basis for the accomplishment of the organization's goals, objectives, and day-to-day tasks.

## STRATEGIC PLANNING PROCESS OVERVIEW

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Developed over two months in late 2024, this strategic plan prioritized community and departmental input. By engaging stakeholders early and often, the SDFES ensured the plan aligned with their needs and expectations. This collaborative approach resulted in a strategic plan tailored to the community's specific requirements.

The strategic planning process began on August 29<sup>th</sup> with a meeting of key stakeholders, including department personnel, city officials, citizens, and business owners. Held at the Amos

Memorial Public Library, the session focused on reviewing the four strategic pillars and conducting a strengths, weaknesses, opportunities, and threats (SWOT) analysis.<sup>3</sup>

On October 2<sup>nd</sup>, the group reconvened to develop specific objectives, critical tasks, and timelines for each strategic goal. Strategic planning pillars are the fundamental elements of a strategic plan. They represent the core areas of focus or priorities that an organization chooses to achieve its long-term vision. These pillars provide a framework for decision-making, resource allocation, and goal setting.

These sessions emphasized a community-driven or focused approach to strategic planning, actively involving community members, stakeholders, and partners in developing and implementing the department's strategic plan. By incorporating diverse perspectives, this approach ensures the plan aligns with the community's needs and priorities, fostering stronger relationships and improving the department's performance and community safety. The sessions engaged a broad range of participants, as listed below.

SDFES STRATEGIC PLANNING STAKERHOLDERS		
<i>Andrew Bowsher</i> Sidney City Manager	<i>Chance Guisinger</i> SDFES Lieutenant	<i>Scott Roddy</i> Sidney City Council
<i>Dallas Davis</i> SDFES Deputy Chief	<i>Kyle Havenar</i> Sidney Community Development Specialist	<i>Aaron Rode</i> Sidney Police Department Deputy Chief
<i>Renee Dulaney</i> Sidney Finance Officer	<i>Wesley Hunsucker</i> Sidney City Schools Administrator	<i>Jason Truesdale</i> SDFES Assistant Chief
<i>Dawn Eilert</i> Sidney-Shelby County Chamber of Commerce	<i>Mack Knupp</i> Shelby County Commissioner	<i>Steve Wagner</i> Sidney City Council
<i>Cam Eisenhardt</i> Local Business Owner	<i>Alex Lochard</i> Local Business Owner	<i>Richard Wallace</i> Local Attorney
<i>Adam Freytag</i> Local Business Owner	<i>William Mangas</i> Wilson Health EMS Coordinator	<i>Lucas Woodward</i> SDFES Firefighter / Paramedic
<i>Bob Guillozet</i> Shelby County Commissioner	<i>Tiffany Rank</i> Sidney City Schools Communications Coordinator	<i>Karla Young</i> Shelby County United Way President and Chief Executive Officer

<sup>3</sup> Strategic planning pillars are the foundational elements of a strategic plan. They represent the core areas of focus or priorities that an organization chooses to achieve its long-term vision. These pillars provide a framework for decision-making, resource allocation, and goal setting.



*Figure 5: Service Delivery Workgroup, dedicated to enhancing operational efficiency and community safety.*

At the beginning of the first session, the participants were broken into four work groups to facilitate the planning process. Each work group was assigned an area of responsibility or pillar of planning. Using the pillars of planning approach allowed the work groups to focus on real problems or issues facing the department and community, rather than a broader, less-focused approach. Those pillars of planning were:

- Service Delivery
- Capital Assets (Vehicles, Facilities, Equipment, and Technology)
- Human Resources and Professional Development
- Community Risk Reduction and Outreach

During the first session, each work group performed a SWOT analysis. The SWOT analysis is a fundamental tool for strategic planning, and each work group utilized this framework to identify the organization's internal strengths and weaknesses, as well as external opportunities and threats. By understanding these factors, the organization can develop effective strategies to capitalize on opportunities, mitigate threats, and improve overall performance.

## **Strengths**

Recognizing and leveraging an organization's strengths is fundamental to achieving strategic goals and delivering exceptional service. By understanding its core competencies and capabilities, a fire department can optimize resource allocation, improve operational efficiency, and enhance its ability to respond effectively to community needs. Programs and initiatives that align with these strengths can be prioritized and enhanced to maximize their impact. Conversely, programs that do not align with the organization's strengths should be carefully evaluated to

determine their continued relevance and potential for improvement. This rigorous assessment process can lead to more focused resource allocation, improved performance, and ultimately, better outcomes for the community.

## **Weaknesses**

An organization's ability to thrive and achieve its mission depends on its capacity to identify and address internal weaknesses. By recognizing areas of underperformance, inefficiency, or outdated practices, organizations can take proactive steps to improve their operations and mitigate potential risks. These weaknesses, which may stem from inadequate resources, outdated technology, or insufficient training, can hinder progress and limit the organization's ability to respond effectively to challenges and opportunities. A thorough understanding of these weaknesses is essential for developing targeted strategies to enhance organizational performance and achieve long-term success.

## **Opportunities**

Organizations have the potential to capitalize on a variety of opportunities to improve their services and enhance their impact on the community. By identifying and leveraging their strengths, and addressing their weaknesses, organizations can explore new avenues for growth and innovation. These opportunities may involve expanding existing services, developing new programs, partnering with other organizations, or seeking external funding sources. A forward-thinking approach to identifying and pursuing opportunities can help organizations stay ahead of the curve and better serve their communities.

## **Threats**

To fully capitalize on opportunities and mitigate potential risks, organizations must proactively identify and address external threats. These threats or challenges, which may originate from economic, social, political, technological, environmental, or legal factors, can significantly impact an organization's ability to achieve its goals.<sup>4</sup> By recognizing and understanding these potential threats, organizations can develop strategies to minimize their impact and ensure their long-term sustainability. A proactive approach to threat identification and mitigation can help organizations avoid costly mistakes, and protect their reputation.

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<sup>4</sup> While "threats" and "challenges" are often used interchangeably in SWOT analysis, there is a subtle distinction.

- *Threats* typically refer to external factors that could negatively impact an organization's performance or goals. They are often beyond the organization's control, such as economic downturns, natural disasters and emergencies, or changes in regulations.
- *Challenges* can be both internal and external factors that hinder an organization's progress. They may include internal issues like staffing shortages, outdated technology, or poor communication, as well as external challenges such as reduced funding, increased demand for services, public perception and scrutiny, or changing regulatory environments.



After completing the SWOT analysis, work groups led by experienced facilitators were challenged to identify two or three major SMART goals based on the information gathered. SMART goals are specific, measurable, achievable, realistic, and time-related. The SWOT analyses completed by each work group are listed in Appendix A.



*Figure 6: Capital Assets Workgroup discussing long-term infrastructure needs.*

Goals developed by the work groups are listed in no particular order of importance:

1. Improve response time and service delivery to the northern sections of the city.
2. Evaluate and enhance SDFES business and technological processes and practices to ensure efficient, effective, and professional operations.
3. Identify, encourage, develop, and maintain partnerships with private sector, emergency response, and allied agencies.
4. Maximize community outreach through the enhancement of mutual-aid fire department programs and partnerships.
5. Develop marketing, recruitment, and hiring strategies to optimize SDFES service delivery for the community.
6. Develop a comprehensive workforce plan to create, sustain, and retain a diverse, viable workforce that can support SDFES vision, mission, and core values.
7. Create an appropriate staffing model and/or levels to fulfill current and future service needs of SDFES and best serve the community.
8. Establish a road map for personal growth and professional development through all levels of the SDFES that is accessible for all personnel.
9. Create a communication action plan to bring awareness and education [i.e., services provided, needed assets (facilities, equipment, etc.)] to the community.
10. Upgrade and maintain SDFES information technology (IT) infrastructure to strengthen internal efficiencies and anticipate future department need.



The first session concluded with several key objectives identified. To prioritize these goals, an online survey was distributed to all planning members. The top five priorities were selected, balancing the department's capacity for implementation, and ensuring a focused approach to strategic planning.

The second session, held on October 2<sup>nd</sup>, focused on developing actionable steps to achieve the top five goals. Using the SMART guideline, each work group created specific, measurable, achievable, relevant, and time-bound tasks, along with critical tasks. Estimated costs will be associated with each task, which can include personnel costs, consumable costs, contractual costs, capital costs, and/or other necessary expenses. A detailed budget will be developed to allocate resources effectively and ensure the successful implementation of the strategic plan. Department leadership will assign responsibilities to ensure flexible implementation. The following time-line references were used:

- Short-term; within one-year
- Medium-term; one-year to three years
- Long-term; three years to five years.

## STRATEGIC GOALS

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### Strategic Pillar One: Service Delivery

<b>GOAL #1:</b>	Improve response performance time and service delivery to all sections of the city of Sidney.
<b>Objective #1A:</b>	Assess the current level of service provided by SDFES, identify areas for improvement, and establish benchmarks for future performance.
<b>Critical Task #1A.1:</b>	<p>Establish a committee tasked with identifying and defining the data sets necessary to effectively measure and evaluate SDFES's emergency response performance.</p> <ul style="list-style-type: none"><li>• <b>Data Relevance:</b> ensure that the collected data is relevant to the department's strategic goals and operational objectives.</li><li>• <b>Data Quality:</b> establish standards for data quality, accuracy, and completeness to ensure reliable analysis and reporting.</li><li>• <b>Privacy and Security:</b> address concerns related to data privacy and security, especially when collecting and analyzing sensitive information.</li><li>• <b>Integration:</b> consider the compatibility of the data sets with existing systems and the potential for integration with other departments or agencies.</li></ul>
<b>Critical Task #1A.2:</b>	<p>Evaluate SDFES's current staffing levels and identify any necessary adjustments to ensure adequate staffing for all shifts and positions, while maintaining operational efficiency and budgetary constraints.</p> <ul style="list-style-type: none"><li>• <b>Community Needs:</b> assess the specific fire protection and EMS needs of the community, considering factors such as population size, geographic area, and the prevalence of various types of emergencies.</li><li>• <b>Industry Standards:</b> research and analyze national and state fire service staffing standards to ensure that the department's staffing levels comply with the aforementioned standards.</li><li>• <b>Operational Requirements:</b> evaluate the department's operational requirements, including response performance, staffing levels per apparatus, and shift schedules.</li><li>• <b>Budgets and Resources:</b> consider the department's budget and available resources, including funding for personnel, equipment, and facilities.</li><li>• <b>Employee Morale:</b> assess the impact of staffing levels on employee morale and job satisfaction.</li></ul>

Goal #1, Objective 1A, Critical Tasks continued (cont'd.)

<b>Critical Task #1A.3:</b>	<p>Conduct a comprehensive inventory and assessment of the SDFES's facilities (i.e., fire station and training) and vehicles and equipment (i.e., firefighting apparatus and emergency medical vehicles) to ensure that they are located strategically, well-maintained, and in a state of readiness to effectively respond to emergencies.</p> <ul style="list-style-type: none"> <li>• Facility Location: evaluate the location of fire stations, training facilities, and other department facilities to ensure that they are strategically located to minimize response performance deficiencies and serve the community effectively.</li> <li>• Equipment Location: assess the location of fire apparatus, equipment, and supplies to ensure that they are readily accessible and stored in appropriate conditions.</li> <li>• Maintenance and Upkeep: evaluate the condition of facilities and equipment to identify any necessary repairs or maintenance.</li> <li>• Technology Integration: consider the integration of technology into facilities and equipment to improve efficiency, safety, and response capabilities.</li> <li>• Future Needs: project future needs for facilities and equipment based on population growth, changing demographics, and emerging threats.</li> </ul>	
<b>Timeframe(s):</b>	<i>Short-term (within one-year)</i>	<p>Identify the specific needs of the community and assess the department's current ability to meet those needs; analyze existing data on response performance, incident resolution rates, and other relevant metrics; and set initial benchmarks based on current performance data and industry standards.</p>
	<i>Medium-term (two - three years)</i>	<p>Implement any necessary changes or improvements to enhance service delivery, track progress toward achieving established benchmarks and identify areas for further improvement, and adjust benchmarks as needed based on changing conditions or evolving expectations.</p>
	<i>Long-term (three - five years)</i>	<p>Establish a system for ongoing monitoring and evaluation of service delivery; set ambitious benchmarks for future performance, challenging the department to strive for excellence; and continuously assess the evolving needs of the community and adjust benchmarks and service delivery accordingly.</p>
<b>Estimated Cost(s):</b>	Personnel Cost(s):	Contract Services Cost(s):
	Consumable Cost(s):	Capital Cost(s):
<b>Assigned To:</b>		

Goal #1 cont'd.

Objective #1B:	Analyze the frequency of various SDFES services to identify trends, prioritize resources, and optimize service delivery.
<b>Critical Task #1B.1:</b>	<p>Develop a comprehensive list of all services provided by SDFES, ensuring that the list is accurate, up-to-date, and aligned with the department's mission and strategic goals.</p> <ul style="list-style-type: none"> <li>• Core Services: identify the core services provided by the department, such as fire suppression, emergency medical services, and rescue operations.</li> <li>• Specialized Services: identify any specialized services offered, such as hazardous materials response, technical rescue, or fire investigation.</li> <li>• Community Outreach: include community outreach and risk reduction programs as part of the department's services.</li> <li>• Alignment with Strategic Goals: ensure that the list of services aligns with the department's mission, vision, and strategic objectives.</li> <li>• Community Needs: consider the specific needs of the community and the types of services that are most relevant and valuable.</li> </ul>
<b>Critical Task #1B.2:</b>	<p>Analyze the frequency of various SDFES services to identify trends, prioritize resources, and optimize service delivery.</p> <ul style="list-style-type: none"> <li>• Data Collection: ensure accurate and consistent data collection on service calls, including type of incident, location, response time, and outcome.</li> <li>• Data Analysis: use appropriate data analysis techniques to identify patterns, trends, and correlations in service call data.</li> <li>• Resource Allocation: evaluate the frequency of different services to inform resource allocation decisions, such as staffing levels, equipment needs, and training requirements.</li> <li>• Community Needs: consider the relationship between service frequency and community needs, identifying areas where services may be underutilized or overutilized.</li> <li>• Strategic Planning: use the analysis to inform the development of the department's strategic plan, setting priorities and goals based on service demand.</li> </ul>

## Goal #1, Objective 1B, Critical Tasks cont'd.

<b>Critical Task #1B.3:</b>	<p>Identify and evaluate relevant industry standards and best practices related to the delivery of SDFES services, ensuring that the department's operations are aligned with national and state guidelines.</p> <ul style="list-style-type: none"><li>• National and State Standards: research and analyze national and state fire service standards and guidelines, including those established by organizations such as the National Fire Protection Association, the International Association of Fire Chiefs, Ohio Fire Marshal's Office, and Ohio Division of EMS.</li><li>• Community Needs: consider the specific needs of the community and the extent to which national and state standards may need to be adapted or modified to meet local requirements.</li><li>• Department Goals: ensure that the identified standards align with the department's mission, vision, and strategic objectives.</li><li>• Continuous Improvement: use the identified standards as a benchmark for evaluating the department's performance and identifying areas for improvement.</li></ul>
<b>Critical Task #1B.4:</b>	<p>Gather input from the community to understand their expectations of the SDFES's services and identify areas for improvement.</p> <ul style="list-style-type: none"><li>• Community Engagement: develop strategies to effectively engage the community in the planning process, including public meetings, surveys, and social media.</li><li>• Diversity and Inclusion: ensure that the input gathering process is inclusive and accessible to all members of the community, regardless of their age, ethnicity, or socioeconomic status.</li><li>• Data Analysis: develop a plan for analyzing the collected data to identify trends, patterns, and areas of concern.</li><li>• Alignment with Strategic Goals: ensure that the identified community expectations align with the department's mission, vision, and strategic objectives.</li></ul>
<b>Critical Task #1B.5:</b>	<p>Compare the department's current level of service to established standards and community expectations, identifying any areas where improvements are needed.</p> <ul style="list-style-type: none"><li>• Industry Standards: research and analyze national and state fire service standards to assess the department's compliance and identify areas for improvement.</li><li>• Community Expectations: review the findings from community engagement efforts to understand the community's expectations of fire department services.</li><li>• Performance Metrics: establish key performance indicators (KPIs) to measure the department's performance against standards and expectations.<sup>5</sup></li><li>• Data Analysis: develop a system for collecting and analyzing data on service delivery, response performance, incident outcomes, and community satisfaction.</li></ul>

<sup>5</sup> KPIs are measurable values that demonstrate how effectively an organization is achieving its key objectives. For a fire department, KPIs are used to track performance, identify areas for improvement, and make data-driven decisions. KPIs for a fire department might include: *response time*, the average time it takes for a fire truck to arrive at an incident; *fire loss*, the total property loss due to fires; *civilian casualties*, the number of civilian injuries or fatalities; *public education outreach*, the number of people reached through public education programs; *fire prevention inspections*, the number of inspections conducted; and *employee satisfaction*, measured through surveys or other feedback mechanisms.

Goal #1, Objective 1B, Timeframes cont'd

<b>Timeframe(s):</b>	<i>Short-term (within one-year)</i>	Identify the specific needs of the community and assess SDFES's current ability to meet those needs, analyze existing data on response performance, incident resolution rates, and other relevant metrics, and set initial benchmarks based on current performance data and industry standards.	
	<i>Medium-term (two - three years)</i>	Implement any necessary changes or improvements to enhance service delivery, track progress toward achieving established benchmarks and identify areas for further improvement, and adjust benchmarks as needed based on changing conditions or evolving expectations.	
	<i>Long-term (three - five years)</i>	Establish a system for ongoing monitoring and evaluation of service delivery, set ambitious benchmarks for future performance, challenging the department to strive for excellence, and continuously assess the evolving needs of the community and adjust benchmarks and service delivery accordingly.	
<b>Estimated Cost(s):</b>	Personnel Cost(s):		Contract Services Cost(s):
	Consumable Cost(s):		Capital Cost(s):
<b>Assigned To:</b>			
<b>Objective #1C:</b>	Identify and implement strategies to address identified gaps in the SDFES's service delivery, ensuring that the department meets or exceeds community expectations and industry standards.		
<b>Critical Task#1C.1:</b>	<p>Evaluate the progress made on previously discussed options and plans related to service delivery and programs, identifying areas of success, challenges, and opportunities for improvement.</p> <ul style="list-style-type: none"> <li>• Alignment with Strategic Goals: ensure that the review process aligns with the department's mission, vision, and strategic objectives.</li> <li>• Data Collection: develop a system for collecting data on the implementation and outcomes of previously discussed options and plans.</li> <li>• Performance Metrics: establish KPIs to measure the effectiveness of the implemented initiatives.</li> <li>• Stakeholder Feedback: gather feedback from employees, supervisors, and community members to assess their satisfaction with the implemented programs and services.</li> </ul>		



Goal #1, Objective 1C, Critical Tasks cont'd.

<b>Critical Task#1C.2:</b>	<p>Research and benchmark SDFES's services and staffing models against similar-sized fire departments, identifying areas for improvement and best practices.</p> <ul style="list-style-type: none"><li>• Benchmarking Criteria: establish criteria for benchmarking, such as response times, incident resolution rates, staffing levels, and budget allocation.</li><li>• Data Collection: develop a plan for collecting data from comparable fire departments, including their performance metrics, organizational structures, and staffing models.</li><li>• Data Analysis: analyze the collected data to identify trends, best practices, and areas where the department may be falling short.</li><li>• Adaptability: consider the department's specific needs and circumstances when evaluating benchmarking data and identifying areas for improvement.</li></ul>
<b>Critical Task#1C.3:</b>	<p>Evaluate potential opportunities for collaboration and regionalization with neighboring fire departments, identifying potential benefits, challenges, and strategies for implementation.</p> <ul style="list-style-type: none"><li>• Shared Needs: identify common needs and challenges among neighboring fire departments, such as resource shortages, specialized services, or geographic constraints.</li><li>• Cost-Sharing Benefits: assess the potential cost savings and other benefits that can be achieved through collaborative partnerships or regionalization.</li><li>• Operational Efficiency: evaluate how collaboration or regionalization can improve operational efficiency and effectiveness.</li><li>• Governance and Decision-Making: consider the necessary governance structures and decision-making processes for collaborative partnerships or regionalized entities.</li><li>• Cultural Compatibility: assess the cultural compatibility of neighboring fire departments to ensure a successful partnership.</li></ul>
<b>Critical Task#1C.4:</b>	<p>Evaluate and refine SDFES's current service, deployment, and staffing models to ensure they are aligned with strategic goals, efficient, effective, and responsive to community needs.</p> <ul style="list-style-type: none"><li>• Community Needs: assess the specific needs of the community including population growth, geographic factors, and the prevalence of different types of emergencies.</li><li>• Industry Standards: research and analyze national and state fire service standards and best practices to ensure that the department's models comply with the aforementioned standards.</li><li>• Operational Efficiency: evaluate the department's current operations and identify areas where improvements can be made in terms of response times, resource allocation, and overall efficiency.</li><li>• Staffing Levels: assess the department's current staffing levels and determine if adjustments are necessary to meet the community's needs and maintain operational efficiency.</li><li>• Technology Integration: consider the potential impact of technology on service delivery, deployment, and staffing models, such as the use of drones, predictive analytics, and mobile applications.</li></ul>

Goal #1, Objective 1C, Timeframes cont'd

<b>Timeframe(s):</b>	<i>Short-term (within one-year)</i>	Identify the most critical gaps in service delivery based on their impact on community safety and satisfaction; create detailed action plans to address each identified gap, outlining specific strategies, timelines, and resource requirements; and implement pilot programs to test the effectiveness of proposed strategies before full-scale implementation.	
	<i>Medium-term (two - three years)</i>	Implement the developed action plans, monitoring progress and adjusting as needed; track and measure the impact of the implemented strategies on service delivery, community satisfaction, and compliance with industry standards; and assess the effectiveness of the strategies and identify areas for further improvement.	
	<i>Long-term (three - five years)</i>	Establish a system for ongoing monitoring and evaluation of service delivery; regularly reassess the department's priorities and adjust strategies to address evolving community needs and industry standards; and set ambitious goals for future performance, challenging the department to strive for excellence.	
<b>Estimated Cost(s):</b>	Personnel Cost(s):		Contract Services Cost(s):
	Consumable Cost(s):		Capital Cost(s):
<b>Assigned To:</b>			
<b>Objective #1D:</b>	Secure adequate funding to support the SDFES's staffing, deployment, and service models, ensuring the department has the resources necessary to deliver effective and efficient services to the community.		
<b>Critical Task #1D.1:</b>	<p>Identify and evaluate potential funding sources that can support the SDFES's strategic goals and initiatives.</p> <ul style="list-style-type: none"> <li>• Grant Opportunities: research and identify available grants from federal, state, and local governments, as well as private foundations and corporations.</li> <li>• Partnerships: explore opportunities for partnerships with other organizations or agencies to share resources and funding.</li> <li>• Fundraising Initiatives: consider implementing fundraising initiatives, such as community events, donations, or merchandise sales.</li> <li>• Budget Allocation: evaluate the department's current budget and identify areas where resources can be reallocated to support strategic initiatives.</li> <li>• Sustainability: ensure that any new funding sources are sustainable and can support ongoing operations.</li> </ul>		

## Goal #1, Objective 1D, Critical Tasks cont'd

<b>Critical Task #1D.2:</b>	<p>Identify and address any obstacles or challenges that hindered previous attempts to secure funding for SDFES's strategic initiatives.</p> <ul style="list-style-type: none"><li>• Grant Application Process: evaluate the effectiveness of the department's grant application process, including the quality of grant proposals, the timeliness of submissions, and the follow-up process.</li><li>• Eligibility Criteria: assess the department's eligibility for various funding sources, ensuring that all necessary requirements are met.</li><li>• Competition: analyze the level of competition for the funding sources that the department has pursued, identifying potential barriers to success.</li><li>• Relationship Building: evaluate the department's relationships with potential funders, identifying areas for improvement in building trust and credibility.</li><li>• Funding Priorities: consider whether the department's funding priorities have aligned with the priorities of potential funders.</li></ul>
<b>Critical Task #1D.3:</b>	<p>Evaluate and update existing contracts with townships served by SDFES, ensuring that they accurately reflect current service levels, resource requirements, and financial arrangements.</p> <ul style="list-style-type: none"><li>• Service Level Agreements: review and update service level agreements to ensure that they clearly define the services provided, response times, and performance metrics.</li><li>• Resource Requirements: assess the department's current resource requirements and ensure that contracts adequately address the costs of providing services to townships.</li><li>• Financial Arrangements: evaluate the financial arrangements in existing contracts, including payment terms, rate structures, and dispute resolution mechanisms.</li><li>• Community Needs: consider any changes in the needs of the townships served by the department, such as population growth, development patterns, or emerging threats.</li><li>• Legal Compliance: ensure that all contracts comply with applicable laws and regulations.</li></ul>
<b>Critical Task #1D.4:</b>	<p>Identify and explore potential external resources and agencies that can assist SDFES in securing funding for strategic initiatives.</p> <ul style="list-style-type: none"><li>• Grant Opportunities: research and identify available grant opportunities from federal, state, and local governments, as well as private foundations and corporations.</li><li>• Partnerships: explore opportunities for partnerships with other organizations or agencies to share resources and funding.</li><li>• Lobbying Efforts: consider the potential benefits of engaging in lobbying efforts to advocate for increased funding for fire departments.</li><li>• Community Support: evaluate the potential for raising funds through community-based initiatives, such as donations, fundraising events, or merchandise sales.</li></ul>

Goal #1, Objective 1D, Timeframe(s) cont'd

<b>Timeframe(s):</b>	<i>Short-term (within one-year)</i>	Identify the department's current funding gaps and determine the additional resources required to support staffing, deployment, and service models; research and identify potential funding sources, such as grants, partnerships, and budget reallocations; and prepare compelling grant proposals and partnership proposals to secure additional funding.	
	<i>Medium-term (two - three years)</i>	Implement the identified funding strategies including submitting grant applications, negotiating partnerships, or advocating for increased budget allocations; track the progress of funding initiatives and adjust as needed; and assess the effectiveness of the funding sources in supporting the department's staffing, deployment, and service models.	
	<i>Long-term (three - five years)</i>	Develop a sustainable funding strategy that ensures the department has the necessary resources to meet its long-term goals, explore additional funding opportunities to reduce reliance on any single source of funding, and engage in advocacy efforts to secure additional funding from government agencies, private donors, or the community.	
<b>Estimated Cost(s):</b>	Personnel Cost(s):		Contract Services Cost(s):
	Consumable Cost(s):		Capital Cost(s):
<b>Assigned To:</b>			
<b>Objective #1E:</b>	To successfully implement the programs, staffing models, and service models developed in previous strategic planning efforts, ensure that the fire department is well-positioned to meet the evolving needs of the community and deliver exceptional service.		
<b>Critical Task #1E.1:</b>	<p>Ensure that all necessary hiring processes and equipment purchases are completed in a timely manner, supporting the SDFES's strategic goals and operational needs.</p> <ul style="list-style-type: none"> <li>• <b>Hiring Timeline:</b> develop a timeline for completing hiring processes, ensuring that positions are filled promptly to meet operational requirements.</li> <li>• <b>Equipment Procurement:</b> create a procurement plan for necessary equipment purchases, considering factors such as budget constraints, lead times, and vendor selection.</li> <li>• <b>Compliance:</b> ensure that all hiring and procurement processes comply with applicable laws, regulations, and department policies.</li> <li>• <b>Budget Allocation:</b> allocate sufficient funds for hiring and equipment purchases, considering the department's overall budget and priorities.</li> </ul>		

## Goal #1, Objective 1E, Critical Tasks cont'd

<b>Critical Task #1E.2:</b>	<p>Provide comprehensive in-service training to all personnel on any new or modified programs, staffing models, or service models implemented by SDFES.</p> <ul style="list-style-type: none"><li>• Alignment with Strategic Goals: ensure that the training aligns with the department's mission, vision, and strategic objectives.</li><li>• Relevance: tailor the training to address the specific changes or updates being implemented.</li><li>• Accessibility: make the training accessible to all personnel, regardless of their shift schedules or location.</li><li>• Effectiveness: develop and deliver training that is engaging, informative, and effective in transferring knowledge and skills.</li><li>• Evaluation: implement a system for evaluating the effectiveness of the training and gathering feedback from participants.</li></ul>
<b>Critical Task #1E.3:</b>	<p>Ensure that SDFES's policies and procedures are up-to-date, relevant, and aligned with current best practices, industry standards, and the department's strategic goals.</p> <ul style="list-style-type: none"><li>• Alignment with Strategic Goals: ensure that policies and procedures support the department's mission, vision, and strategic objectives.</li><li>• Industry Standards: research and analyze national and state fire service standards and guidelines to identify any necessary updates or changes.</li><li>• Legal Compliance: verify that policies and procedures comply with all applicable laws and regulations.</li><li>• Operational Efficiency: evaluate the effectiveness of existing policies and procedures in supporting efficient and effective operations.</li><li>• Community Needs: consider the evolving needs of the community and ensure that policies and procedures are responsive to these changes.</li></ul>
<b>Critical Task #1E.4:</b>	<p>Establish a system for monitoring and evaluating the impact of changes made to SDFES's programs, policies, procedures, or operations, ensuring that they are producing the desired outcomes.</p> <ul style="list-style-type: none"><li>• Performance Metrics: develop KPIs to measure the effectiveness of changes and assess their impact on the department's goals.</li><li>• Data Collection: implement a system for collecting data on relevant metrics, such as response times, incident resolution rates, employee satisfaction, and community feedback.</li><li>• Analysis and Reporting: develop a process for analyzing the collected data and preparing comprehensive reports that summarize the findings.</li><li>• Continuous Improvement: use the evaluation results to identify areas for improvement and make necessary adjustments to the implemented changes.</li><li>• Stakeholder Involvement: involve key stakeholders, including employees, supervisors, and community members in the evaluation process to ensure that their perspectives are reflected.</li></ul>

Goal #1, Objective 1E, Timeframe(s) cont'd

<b>Timeframe(s):</b>	<i>Short-term (within one-year)</i>	Identify the most critical programs, staffing models, and service models to be implemented first, based on their impact on the department's goals and community needs; create detailed action plans for each initiative, outlining the steps involved, timelines, and resource requirements; and ensure that sufficient resources are allocated to support the implementation of the initiatives, including personnel, equipment, and funding.	
	<i>Medium-term (two - three years)</i>	Implement the prioritized initiatives, monitoring progress and adjusting as needed; assess the effectiveness of the implemented initiatives in achieving their intended goals and addressing the identified needs; and based on the evaluation results, make any necessary adjustments to the initiatives, or develop new strategies.	
	<i>Long-term (three - five years)</i>	Establish a system for ongoing monitoring and evaluation of the implemented initiatives; regularly reassess the department's strategic priorities and adjust the programs, staffing models, and service models as needed to address evolving community needs; and set ambitious goals for future performance and continue to strive for excellence in service delivery.	
<b>Estimated Cost(s):</b>	Personnel Cost(s):	Contract Services Cost(s):	
	Consumable Cost(s):	Capital Cost(s):	
<b>Assigned To:</b>			



## Strategic Pillar Two: Capital Assets (Vehicles, Equipment, Facilities, and Technology)

<b>GOAL #2:</b>	Evaluate and enhance SDFES business and technological processes and practices to ensure efficient, effective, and professional operations.	
<b>Objective #2A:</b>	Assess the effectiveness and efficiency of current fire department technology systems and practices to identify areas for improvement and optimize their applications.	
<b>Critical Task #2A.1:</b>	<p>Identify and evaluate innovative technology applications that can enhance the fire department's operations, improve service delivery, and improve firefighter safety.</p> <ul style="list-style-type: none"> <li>• <b>Operational Needs:</b> identify specific areas where technology can improve efficiency, effectiveness, or safety, such as incident management, resource allocation, training, and community outreach.</li> <li>• <b>Emerging Technologies:</b> stay abreast of the latest technological advancements and their potential applications in the fire service, including artificial intelligence, drones, wearable devices, and data analytics.</li> <li>• <b>Cost-Benefit Analysis:</b> evaluate the potential costs and benefits of implementing new technologies, considering factors such as initial investment, ongoing maintenance, and expected return on investment.</li> <li>• <b>Interoperability:</b> ensure that any new technology is compatible with existing systems and can integrate seamlessly into the department's operations.</li> <li>• <b>Data Privacy and Security:</b> address concerns related to data privacy and security, especially when dealing with sensitive information such as incident reports, personnel records, and community data.</li> </ul>	
<b>Critical Task #2A.2:</b>	<p>Leverage information technology to increase community engagement and knowledge sharing, fostering a more informed and resilient community.</p> <ul style="list-style-type: none"> <li>• <b>Community Needs:</b> identify the specific information needs of the community, such as emergency preparedness, disaster response, and public safety.</li> <li>• <b>Accessibility:</b> ensure that technology solutions are accessible to all community members, regardless of their age, income, or technological literacy.</li> <li>• <b>Privacy and Security:</b> address concerns related to data privacy and security, especially when collecting and sharing sensitive information.</li> <li>• <b>Integration:</b> ensure that new technology solutions can integrate seamlessly with existing systems and processes.</li> </ul>	
<b>Timeframe(s):</b>	<i>Short-term (within one-year)</i>	Conduct a comprehensive assessment of the SDFES's current technology systems and practices, analyze the audit results to identify areas where technology can be improved or optimized, and create action plans to address identified areas for improvement.
	<i>Medium-term (two – three years)</i>	Implement the action plans developed in the short-term, monitoring progress and adjusting as needed, and assess the effectiveness of the implemented changes and their impact on the department's operations.

Goal #2, Objective 2A, Timeframe(s) cont'd

	<i>Long-term (three - five years)</i>	Establish a system for ongoing monitoring and evaluation of technology systems and practices, keep up-to-date with emerging technologies and their potential applications within the fire service, and periodically reassess the SDFES's technology strategy and make necessary adjustments to ensure it remains aligned with the department's goals and the evolving landscape of technology.
<b>Estimated Cost(s):</b>	Personnel Cost(s):	Contract Services Cost(s):
	Consumable Cost(s):	Capital Cost(s):
<b>Assigned To:</b>		
<b>Objective #2B:</b>	Identify and evaluate cutting-edge technology solutions that can enhance the SDFES's ability to deliver essential services, improve operational efficiency, and enhance firefighter safety.	
<b>Critical Task #2B.1:</b>	<p>Identify and address potential obstacles that may hinder the effective implementation and use of technology within SDFES.</p> <ul style="list-style-type: none"> <li>• <b>Organizational Culture:</b> assess the department's culture and identify any potential barriers to technological change, such as resistance to innovation or a preference for traditional methods.</li> <li>• <b>Human Resources:</b> evaluate the department's workforce in terms of technological literacy, training needs, and willingness to adopt new technologies.</li> <li>• <b>Budget Constraints:</b> identify any financial limitations that may restrict the acquisition, implementation, or maintenance of technology systems.</li> <li>• <b>Interoperability:</b> assess the compatibility of new technology systems with existing infrastructure and processes, and identify any potential integration challenges.</li> <li>• <b>Data Privacy and Security:</b> address concerns related to data privacy and security, especially when dealing with sensitive information such as incident reports, personnel records, and community data.</li> </ul>	

Goal #2, Objective 2B, Critical Tasks cont'd

<b>Critical Task #2B.2:</b>	<p>Evaluate alternative technology solutions that can enhance SDFES's operations, improve service delivery, and improve firefighter safety.</p> <ul style="list-style-type: none"><li>• Operational Needs: identify specific areas where technology can improve efficiency, effectiveness, or safety, such as incident management, resource allocation, training, and community outreach.</li><li>• Emerging Technologies: stay abreast of the latest technological advancements and their potential applications in the fire service, including artificial intelligence, drones, wearable devices, and data analytics.</li><li>• Cost-Benefit Analysis: evaluate the potential costs and benefits of implementing new technologies, considering factors such as initial investment, ongoing maintenance, and expected return on investment.</li><li>• Interoperability: ensure that any new technology is compatible with existing systems and can integrate seamlessly into the department's operations.</li><li>• Data Privacy and Security: address concerns related to data privacy and security, especially when dealing with sensitive information such as incident reports, personnel records, and community data.</li></ul>
<b>Critical Task #2B.3:</b>	<p>Identify and address areas where current practices, guidelines, and procedures within SDFES can be adjusted to better leverage the capabilities of existing or emerging technology.</p> <ul style="list-style-type: none"><li>• Technology Assessment: evaluate the department's current technology infrastructure and identify areas where it can be more effectively utilized.</li><li>• Process Review: assess existing operational processes and procedures to identify opportunities for improvement through technology.</li><li>• Training and Development: ensure that firefighters and staff have the necessary skills and knowledge to effectively use and benefit from new technologies.</li><li>• Data Management: develop strategies for managing and analyzing data collected through technology systems, ensuring data accuracy, security, and accessibility.</li><li>• Interoperability: address any compatibility issues between new and existing technology systems, ensuring seamless integration and data sharing.</li></ul>
<b>Critical Task #2B.4:</b>	<p>Explore opportunities for cost-sharing partnerships related to IT infrastructure, services, and resources within the city and/or fire service community.</p> <ul style="list-style-type: none"><li>• Shared Needs: identify common IT needs and challenges among fire departments in the region or state.</li><li>• Cost-Sharing Benefits: assess the potential cost savings and other benefits that can be achieved through collaborative partnerships.</li><li>• Partner Selection: evaluate potential partners based on their size, location, IT capabilities, and commitment to collaboration.</li><li>• Partnership Structure: determine the most appropriate structure for the partnership, such as a formal consortium, informal agreement, or shared services arrangement.</li><li>• Governance and Decision-Making: establish clear governance mechanisms and decision-making processes for the partnership.</li></ul>

## Goal #2, Objective 2B, Timeframes

<b>Timeframe(s):</b>	<i>Short-term (within one-year)</i>	Identify SDFES's current technology capabilities and identify areas for improvement, remain current on the latest technological advancements and their potential applications in the fire service, and assess the feasibility and benefits of potential technology solutions, considering factors such as cost, compatibility, and effectiveness.	
	<i>Medium-term (two - three years)</i>	Implement pilot programs to test the effectiveness of promising technology solutions in a controlled environment, collect feedback from personnel and other stakeholders on the pilot programs, and based on the evaluation results, make necessary adjustments to the technology solutions.	
	<i>Long-term (three - five years)</i>	Integrate the selected technology solutions into the department's operations, continuously monitor and evaluate the performance of the technology solutions to ensure they are meeting their intended objectives, and stay informed about emerging technologies and their potential applications in the fire service.	
<b>Estimated Cost(s):</b>	Personnel Cost(s):		Contract Services Cost(s):
	Consumable Cost(s):		Capital Cost(s):
<b>Assigned To:</b>			
<b>Objective #2C:</b>	Develop and maintain a robust and reliable IT infrastructure that supports SDFES's operational needs, ensures data security and integrity, and facilitates effective communication and collaboration.		
<b>Critical Task #2C.1:</b>	<p>Explore and develop opportunities for intercity sharing IT programs and resources that fosters collaboration and improves operational efficiency.</p> <ul style="list-style-type: none"> <li>• Shared Needs: identify common IT needs and challenges among city departments, such as infrastructure requirements, software licensing, cybersecurity, and staffing.</li> <li>• Cost-Sharing Benefits: assess the potential cost savings and other benefits that can be achieved through collaborative partnerships.</li> <li>• Partner Selection: evaluate potential partners based on their size, location, IT capabilities, and commitment to collaboration.</li> <li>• Partnership Structure: determine the most appropriate structure for the partnership, such as a formal consortium, informal agreement, or shared services arrangement.</li> <li>• Governance and Decision-Making: establish clear governance mechanisms and decision-making processes for the partnership.</li> </ul>		

Goal #2, Objective 2C, Critical Tasks cont'd

<b>Critical Task #2C.2:</b>	<p>Evaluate alternative internet technology platforms that can enhance the fire department's operations, improve communication, and improve firefighter safety.</p> <ul style="list-style-type: none"> <li>• <b>Operational Needs:</b> identify specific areas where internet technology can improve efficiency, effectiveness, or safety, such as incident management, resource allocation, training, and community outreach.</li> <li>• <b>Emerging Technologies:</b> stay abreast of the latest technological advancements and their potential applications in the fire service, including cloud computing, mobile applications, and data analytics.</li> <li>• <b>Cost-Benefit Analysis:</b> evaluate the potential costs and benefits of implementing new technology platforms, considering factors such as initial investment, ongoing maintenance, and expected return on investment.</li> <li>• <b>Interoperability:</b> ensure that any new technology platform is compatible with existing systems and can integrate seamlessly into the department's operations.</li> <li>• <b>Data Privacy and Security:</b> address concerns related to data privacy and security, especially when dealing with sensitive information such as incident reports, personnel records, and community data.</li> </ul>	
<b>Timeframe(s):</b>	<i>Short-term (within one-year)</i>	<p>Assess the department's current IT infrastructure, identifying strengths, weaknesses, and areas for improvement, create a comprehensive IT strategy that aligns with the department's overall strategic goals, and replace outdated hardware and software, ensuring compatibility and security.</p>
	<i>Medium-term (two - three years)</i>	<p>Implement robust security measures to protect sensitive data and prevent cyber threats, improve network performance to ensure reliable and efficient communication, and explore the potential benefits of cloud computing and consider migrating certain applications or data to the cloud.</p>
	<i>Long-term (three - five years)</i>	<p>Establish a system for ongoing monitoring and evaluation of the IT infrastructure, keep up-to-date with emerging technologies and best practices in IT management, and anticipate future technology needs and develop a plan for ongoing investment and upgrades.</p>
<b>Estimated Cost(s):</b>	Personnel Cost(s):	Contract Services Cost(s):
	Consumable Cost(s):	Capital Cost(s):
<b>Assigned To:</b>		

### Strategic Pillar Three: Human Resources and Professional Development

<b>GOAL #3:</b>	Establish a road map for personal growth and professional development through all levels of SDFES that is accessible for all personnel.
<b>Objective #3A:</b>	Conduct an evaluation of the current organizational requirements and opportunities.
<b>Critical Task #3A.1:</b>	<p>Evaluate EMS position requirements within SDFES and ensure that they align with industry standards, meet the needs of the community, and support the department's overall strategic goals.</p> <ul style="list-style-type: none"> <li>• Industry Standards: research and analyze national and state EMS standards and guidelines to ensure that the department's requirements comply with the aforementioned standards.</li> <li>• Community Needs: assess the specific EMS needs of the community, including population demographics, geographic factors, and prevalence of medical emergencies.</li> <li>• Department Mission and Goals: ensure that EMS position requirements are aligned with the department's mission, vision, and strategic objectives.</li> <li>• Recruitment and Retention: consider the impact of position requirements on the department's ability to recruit and retain qualified EMS personnel.</li> <li>• Career Development: evaluate opportunities for career advancement within the EMS ranks and ensure that position requirements support employee development and growth.</li> </ul>
<b>Critical Task #3A.2:</b>	<p>Evaluate the requirements and timeline for all levels of suppression positions within SDFES, ensuring that they are aligned with industry standards, meet the needs of the community, and support the department's overall strategic goals.</p> <ul style="list-style-type: none"> <li>• Industry Standards: research and analyze national and state fire service standards and guidelines to ensure that the department's requirements comply with the aforementioned standards.</li> <li>• Community Needs: assess the specific fire protection needs of the community, including population demographics, geographic factors, and the prevalence of fire incidents.</li> <li>• Department Mission and Goals: ensure that position requirements and timelines are aligned with the department's mission, vision, and strategic objectives.</li> <li>• Recruitment and Retention: consider the impact of position requirements and timelines on the department's ability to recruit and retain qualified firefighters.</li> <li>• Career Development: evaluate opportunities for career advancement within the suppression ranks and ensure that position requirements and timelines support employee development and growth.</li> </ul>

### Goal #3, Objective 3A, Critical Tasks cont'd

<b>Critical Task #3A.3:</b>	<p>Evaluate the requirements and preferred qualifications for all specialty positions (i.e., fire prevention and training) within SDFES, ensuring that they are aligned with industry standards, meet the needs of the community, and support the department's overall strategic goals.</p> <ul style="list-style-type: none"> <li>• <b>Industry Standards:</b> research and analyze national and state fire service standards and guidelines to ensure that the department's requirements and preferred qualifications comply with the aforementioned standards.</li> <li>• <b>Community Needs:</b> assess the specific needs of the community related to specialized fire services, such as hazardous materials response, technical rescue, or fire investigation.</li> <li>• <b>Department Mission and Goals:</b> ensure that specialty position requirements and preferred qualifications are aligned with the department's mission, vision, and strategic objectives.</li> <li>• <b>Recruitment and Retention:</b> consider the impact of position requirements and preferred qualifications on the department's ability to recruit and retain qualified personnel for specialty positions.</li> <li>• <b>Career Development:</b> evaluate opportunities for career advancement within specialty positions and ensure that requirements and preferred qualifications support employee development and growth.</li> </ul>	
<b>Critical Task #3A.4:</b>	<p>Evaluate the requirements and preferred qualifications for all command staff positions within SDFES, ensuring that they are aligned with industry standards, meet the needs of the community, and support the department's overall strategic goals.</p> <ul style="list-style-type: none"> <li>• <b>Industry Standards:</b> research and analyze national and state fire service standards and guidelines for command staff positions, including educational requirements, certifications, and scope of responsibility.</li> <li>• <b>Community Needs:</b> assess the specific leadership needs of the community, considering factors such as population size, geographic area, and the complexity of fire and emergency incidents.</li> <li>• <b>Department Mission and Goals:</b> ensure that command staff position requirements and preferred qualifications are aligned with the department's mission, vision, and strategic objectives.</li> <li>• <b>Leadership Development:</b> evaluate opportunities for leadership development and succession planning within the command staff ranks.</li> <li>• <b>Recruitment and Retention:</b> consider the impact of position requirements and preferred qualifications on the department's ability to recruit and retain qualified command staff.</li> </ul>	
<b>Timeframe(s):</b>	<i>Short-term (within one-year)</i>	<p>Identify the SDFES's current needs and challenges, including operational requirements, staffing levels, and resource allocation; compare the department's practices and procedures to industry standards and best practices; and seek input from firefighters, supervisors, and community members to understand their perspectives and identify areas for improvement.</p>

Goal #3, Objective 3A, Timeframes cont'd.

	<i>Medium-term (two - three years)</i>	Collect and analyze data on the department's performance, including response times, incident resolution rates, and employee satisfaction; identify opportunities for improvement based on the needs assessment, industry standards, and stakeholder feedback; and create detailed action plans to address identified areas for improvement, outlining specific strategies, timelines, and resource requirements.	
	<i>Long-term (three - five years)</i>	Implement the developed action plans and monitor their effectiveness, establish a system for ongoing monitoring and evaluation to ensure that the department's organizational requirements and opportunities are continually assessed and addressed, and regularly reassess the department's needs and adjust strategies as necessary to meet evolving challenges and opportunities.	
<b>Estimated Cost(s):</b>	Personnel Cost(s):		Contract Services Cost(s):
	Consumable Cost(s):		Capital Cost(s):
<b>Assigned To:</b>			
<b>Objective #3B:</b>	To assess the effectiveness of current professional development and training programs in meeting the evolving needs of SDFES, identify areas for improvement, and ensure that personnel are equipped with the necessary skills and knowledge to deliver exceptional service.		
<b>Critical Task #3B.1:</b>	<p>Identify any discrepancies or inconsistencies between the current organizational requirements and preferred qualifications for various positions within SDFES, ensuring alignment with industry standards, community needs, and strategic goals.</p> <ul style="list-style-type: none"> <li>• Industry Standards: research and analyze national and state fire service standards and guidelines to ensure that the department's requirements and preferred qualifications comply with the aforementioned standards.</li> <li>• Community Needs: assess the specific needs of the community related to fire protection, emergency medical services, and other specialized services.</li> <li>• Department Mission and Goals: ensure that requirements and preferred qualifications align with the department's mission, vision, and strategic objectives.</li> <li>• Recruitment and Retention: consider the impact of requirements and preferred qualifications on the department's ability to recruit and retain qualified personnel.</li> <li>• Career Development: evaluate opportunities for career advancement and ensure that requirements and preferred qualifications support employee development and growth.</li> </ul>		



### Goal #3, Objective 3B, Critical Tasks cont'd

<b>Critical Task #3B.2:</b>	<p>Compile a comprehensive report summarizing the findings of the strategic planning process and specific to Objective #3B, and present it to labor and management representatives for review, discussion, and potential further action.</p> <ul style="list-style-type: none"> <li>• <b>Clarity and Conciseness:</b> ensure that the report is well-organized, easy to understand, and concisely presents the key findings and recommendations.</li> <li>• <b>Relevance:</b> focus on the most important and actionable findings, ensuring that the report is relevant to the department's strategic goals and priorities.</li> <li>• <b>Collaboration:</b> involve labor and management representatives in the development of the report to ensure that their perspectives and concerns are reflected.</li> <li>• <b>Action Orientation:</b> provide clear recommendations for future actions based on the findings, emphasizing the potential benefits and costs associated with each option.</li> </ul>	
<b>Timeframe(s):</b>	<i>Short-term (within one-year)</i>	<p>Identify the current and anticipated training needs of the department's personnel, considering factors such as career progression, technological advancements, and changing regulations; evaluate the effectiveness of current professional development and training programs in meeting the identified needs; and collect feedback from firefighters, supervisors, and other stakeholders on the quality and relevance of training programs.</p>
	<i>Medium-term (two - three years)</i>	<p>Based on the needs assessment and feedback, identify areas where training programs can be improved or expanded, create new training programs or modify existing ones to address identified gaps, and implement the new or revised training programs and monitor their effectiveness.</p>
	<i>Long-term (three - five years)</i>	<p>Establish a system for ongoing evaluation and improvement of professional development and training programs; regularly reassess the department's training needs and adjust programs as necessary; and establish ambitious goals for the department's professional development and training initiatives, aiming to provide personnel with the highest quality training, education, and support.</p>
<b>Estimated Cost(s):</b>	<b>Personnel Cost(s):</b>	<b>Contract Services Cost(s):</b>
	<b>Consumable Cost(s):</b>	<b>Capital Cost(s):</b>
<b>Assigned To:</b>		

### Goal #3 cont'd

<b>Objective#3C:</b>	Establish and implement a comprehensive professional development program that encourages all SDFES personnel to pursue career advancement and enhance their skills and knowledge.
<b>Critical Task #3C.1:</b>	<p>Evaluate the current organizational structure of the SDFES to ensure that it is efficient, effective, and aligned with the department's strategic goals.</p> <ul style="list-style-type: none"> <li>• Alignment with Strategic Goals: ensure that the organizational structure supports the department's mission, vision, and strategic objectives.</li> <li>• Efficiency and Effectiveness: assess the department's ability to respond to emergencies and provide services efficiently and effectively.</li> <li>• Communication and Collaboration: evaluate the effectiveness of communication and collaboration among different units and personnel within the department.</li> <li>• Flexibility: consider the department's ability to adapt to changing conditions and emerging challenges.</li> <li>• Employee Morale: assess the impact of the organizational structure on employee morale and job satisfaction.</li> </ul>
<b>Critical Task #3C.2:</b>	<p>Develop a published career path flowchart for all positions within SDFES, ensuring that they accurately reflect the current career progression opportunities and align with the department's strategic goals.<sup>6</sup></p> <ul style="list-style-type: none"> <li>• Accuracy and Clarity: ensure that the flowcharts are accurate, up-to-date, and easy to understand.</li> <li>• Alignment with Strategic Goals: verify that the career paths outlined in the flowchart support the department's mission, vision, and strategic objectives.</li> <li>• Employee Development: assess whether the flowchart provides clear guidance for employees on career advancement opportunities and the necessary qualifications and training.</li> <li>• Recruitment and Retention: consider the impact of the career path flowchart on the department's ability to recruit and retain qualified personnel.</li> </ul>

<sup>6</sup> A career path flowchart is a visual representation of a person's career progression, outlining the various steps, positions, or educational milestones they might take to reach their desired goals. It can be a helpful tool for individuals to plan their career trajectories, identify potential opportunities, and make informed decisions about their professional development.

### Goal #3, Objective 3C, Critical Tasks cont'd

<b>Critical Task #3C.3:</b>	<p>Identify and establish internal and external professional development courses that support the career advancement of fire department personnel, aligning with industry standards, community needs, and departmental goals.</p> <ul style="list-style-type: none"> <li>• <b>Alignment with Strategic Goals:</b> ensure that the courses align with the department's mission, vision, and strategic objectives.</li> <li>• <b>Industry Standards:</b> research and analyze national and state fire service standards and guidelines to identify relevant training topics.</li> <li>• <b>Community Needs:</b> assess the specific training needs of the community, considering factors such as population demographics, geographic area, and the prevalence of various types of emergencies.</li> <li>• <b>Employee Needs:</b> identify the professional development needs of different personnel within the department, based on their roles, experience levels, and career aspirations.</li> <li>• <b>Cost-Effectiveness:</b> develop courses that are cost-effective and sustainable in the long term.</li> </ul>	
<b>Critical Task #3C.4:</b>	<p>Create comprehensive task books that clearly define the responsibilities, duties, and required skills for all labor positions within SDFES, enhancing efficiency, consistency, and employee development.</p> <ul style="list-style-type: none"> <li>• <b>Alignment with Job Descriptions:</b> ensure that the task books align with the existing job descriptions for each labor position.</li> <li>• <b>Clarity and Detail:</b> provide clear and detailed information about each task, including the steps involved, required equipment, and safety protocols.</li> <li>• <b>Training and Development:</b> use task books as a tool for training and development, ensuring that employees (i.e., probationary, and newly promoted or assigned incumbent) are adequately prepared for their roles.</li> <li>• <b>Performance Evaluation:</b> use task books as a reference for performance evaluations, providing a clear framework for assessing employee performance.</li> <li>• <b>Continuous Improvement:</b> regularly review and update task books to reflect changes in technology, procedures, or organizational structure.</li> </ul>	
<b>Timeframe(s):</b>	<i>Short-term (within one-year)</i>	<p>Identify the specific training and development needs of different personnel within the department, considering factors such as career aspirations, skill gaps, and performance evaluations; create a comprehensive framework for the professional development program, outlining goals, objectives, and key components; and identify available resources for the program, including funding, trainers, and facilities.</p>

Goal #3, Objective 3C, Timeframes cont'd.

	<i>Medium-term (two - three years)</i>	Implement the core components of the professional development program, such as in-house training, mentorship programs, and external certifications; track participation rates and identify areas for improvement in program accessibility and promotion; and evaluate the effectiveness of the program in meeting the identified needs and supporting employee development.	
	<i>Long-term (three - five years)</i>	Establish a system for ongoing evaluation and improvement of the professional development program, consider expanding the program to offer a wider range of training and development opportunities, and ensure that the program is integrated with the department's career development pathways and performance management systems.	
<b>Estimated Cost(s):</b>	Personnel Cost(s):		Contract Services Cost(s):
	Consumable Cost(s):		Capital Cost(s):
<b>Assigned To:</b>			
<b>Objective #3D:</b>	Develop a program for periodic evaluations of the programs, organizational needs, and the career flowchart.		
<b>Critical Task #3D.1:</b>	<p>Establish a systematic process for regularly evaluating the department's programs, organizational needs, and career flowchart to ensure ongoing alignment with strategic goals and effective operations.</p> <ul style="list-style-type: none"> <li>• Alignment with Strategic Goals: ensure that the evaluation process supports the department's mission, vision, and strategic objectives.</li> <li>• Data Collection: develop a comprehensive data collection plan to gather relevant information on program performance, organizational needs, and career progression.</li> <li>• Analysis and Reporting: establish a process for analyzing the collected data and preparing clear and concise reports that summarize the findings.</li> <li>• Feedback and Improvement: use the evaluation results to identify areas for improvement and implement necessary changes.</li> <li>• Stakeholder Involvement: involve key stakeholders, including employees, supervisors, and community members, in the evaluation process to ensure that their perspectives are reflected.</li> </ul>		

### Goal #3, Objective 3D, Timeframes

<b>Timeframe(s):</b>	<i>Short-term (within one-year)</i>	Create a comprehensive framework for evaluating the department's programs, organizational needs, and career flowchart; develop a system for collecting data on relevant metrics and performance indicators; and conduct initial evaluations to establish baseline data and identify areas for improvement.	
	<i>Medium-term (two - three years)</i>	Implement a schedule for regular evaluations, such as annual or biannual assessments; analyze the collected data and prepare comprehensive reports summarizing the findings; and based on the evaluation results, develop action plans to address identified areas for improvement.	
	<i>Long-term (three - five years)</i>	Establish a system for ongoing monitoring and evaluation to ensure that the department's programs, organizational needs, and career flowchart remain aligned with strategic goals; regularly reassess the department's priorities and make necessary adjustments to evaluation processes and criteria; and share evaluation results with stakeholders, including employees, supervisors, and community members, to foster transparency and accountability.	
<b>Estimated Cost(s):</b>	Personnel Cost(s):		Contract Services Cost(s):
	Consumable Cost(s):		Capital Cost(s):
<b>Assigned To:</b>			

Goal #3, Objective 3 cont'd.

<b>Objective #3E:</b>	Implement a structured employee coaching and mentoring program that supports the professional development of SDFES personnel, fosters a positive work environment, and enhances organizational performance.
<b>Critical Task #3E.1:</b>	<p>Identify and evaluate effective professional development mentoring programs that can be adapted or implemented within the SDFES to support employee growth and career advancement.</p> <ul style="list-style-type: none"><li>• Alignment with Strategic Goals: ensure that the mentoring programs align with the department's mission, vision, and strategic objectives.</li><li>• Mentoring Styles: consider different mentoring styles, such as traditional, reverse, or group mentoring, to determine the most suitable approach for the department.</li><li>• Program Structure: evaluate the structure of various mentoring programs, including the matching process, frequency of meetings, and duration of the program.</li><li>• Evaluation and Feedback: develop a system for evaluating the effectiveness of mentoring programs and gathering feedback from mentors and mentees.</li><li>• Integration with Career Development: ensure that mentoring programs are integrated with the department's overall career development initiatives.</li></ul>
<b>Critical Task #3E.2:</b>	<p>Develop a structured coaching and mentoring program that aligns with SDFES's career pathways and supports employee development at all ranks.</p> <ul style="list-style-type: none"><li>• Career Pathways: analyze the department's career pathways to identify specific mentoring needs at different stages of an employee's career.</li><li>• Mentoring Styles: consider different mentoring styles, such as traditional, reverse, or group mentoring, to determine the most suitable approach for each rank level.</li><li>• Program Structure: develop a clear and structured program that outlines the roles and responsibilities of mentors and mentees, the frequency of meetings, and the duration of the program.</li><li>• Evaluation and Feedback: establish a system for evaluating the effectiveness of the program and gathering feedback from mentors and mentees.</li><li>• Integration with Career Development: ensure that the coaching and mentoring program is integrated with the department's overall career development initiatives.</li></ul>

### Goal #3, Objective 3E, Critical Tasks cont'd

<b>Critical Task #3E.3:</b>	<p>Identify and select qualified SDFES personnel to serve as career coaches and mentors, providing guidance and support to employees at various stages of their careers.</p> <ul style="list-style-type: none"> <li>• Leadership Potential: seek individuals who demonstrate strong leadership qualities, including the ability to inspire, motivate, and guide others.</li> <li>• Experience and Expertise: consider the experience and expertise of potential coaches and mentors, ensuring that they have a deep understanding of the department's operations and career pathways.</li> <li>• Communication Skills: evaluate candidates' communication skills, as they will need to effectively interact with mentees and provide constructive feedback.</li> <li>• Availability: ensure that selected individuals are available to commit to the mentoring program and can meet regularly with their mentees.</li> <li>• Diversity: strive to create a diverse group of coaches and mentors, representing different ranks, roles, and backgrounds.</li> </ul>	
<b>Critical Task #3E.4:</b>	<p>Equip SDFES coaches and mentors with the necessary skills and knowledge to establish clear goals and outcomes for their mentees, fostering effective mentoring relationships, and supporting employee development.</p> <ul style="list-style-type: none"> <li>• Goal Setting Techniques: teach coaches and mentors effective goal-setting techniques, such as SMART goal setting.</li> <li>• Active Listening: train coaches and mentors in active listening skills to effectively understand their mentees' needs and goals.</li> <li>• Feedback Techniques: provide guidance on how to give constructive feedback and coaching that supports mentees' growth and development.</li> <li>• Problem-Solving Skills: teach coaches and mentors problem-solving techniques to help mentees overcome challenges and achieve their goals.</li> </ul>	
<b>Timeframe(s):</b>	<i>Short-term (within one-year)</i>	<p>Identify the specific training and development needs of different personnel within the department, considering factors such as career aspirations, skill gaps, and performance evaluations; create a comprehensive framework for the coaching and mentoring program, outlining goals, objectives, and key components; and recruit qualified individuals to serve as mentors and coaches, ensuring they have the necessary skills and experience.</p>

Goal #3, Objective 3E, Timeframes cont'd.

	<i>Medium-term (two - three years)</i>	Develop a process for matching mentors and mentees based on factors such as career goals, interests, and experience levels; offer training and support to mentors and mentees to equip them with the necessary skills and knowledge to effectively facilitate coaching and mentoring relationships; and establish a system for monitoring and evaluating the effectiveness of the program, gathering feedback from mentors, mentees, and supervisors.	
	<i>Long-term (three - five years)</i>	Regularly review and update the program to ensure it remains effective and relevant; consider expanding the program to include additional mentoring formats or target specific groups of employees; and evaluate the long-term impact of the program on employee development, organizational performance, and overall culture.	
<b>Estimated Cost(s):</b>	Personnel Cost(s):		Contract Services Cost(s):
	Consumable Cost(s):		Capital Cost(s):
<b>Assigned To:</b>			



<b>Goal #4:</b>	Develop marketing, recruitment, and hiring strategies to optimize SDFES service delivery for the community.
<b>Objective #4A:</b>	Market SDFES as a progressive and professional organization that responds to many types of incidents.
<b>Critical Task #4A.1:</b>	<p>Refine and ensure a robust external employee lateral transfer program.</p> <ul style="list-style-type: none"> <li>• <b>Alignment with Strategic Goals:</b> ensure the program supports the department's mission, vision, and strategic objectives, such as improving service delivery, enhancing employee morale, and fostering a culture of innovation.</li> <li>• <b>Talent Acquisition:</b> identify and attract qualified candidates from other fire departments and related organizations.</li> <li>• <b>Retention:</b> develop strategies to retain transferred employees and prevent them from seeking employment elsewhere.</li> <li>• <b>Operational Efficiency:</b> assess how the program can contribute to improved operational efficiency and effectiveness.</li> <li>• <b>Cultural Fit:</b> ensure that transferred employees are compatible with the department's culture and values.</li> </ul>
<b>Critical Task #4A.2:</b>	<p>Consider sign-on bonuses to attract qualified firefighters and/or paramedics.</p> <ul style="list-style-type: none"> <li>• <b>Budget Implications:</b> determine the financial impact of offering sign-on bonuses, considering the cost per hire, the number of positions to be filled, and the potential return on investment.</li> <li>• <b>Market Competitiveness:</b> research industry standards and best practices for sign-on bonuses in the fire service. Compare the department's current compensation package to that of competing agencies.</li> <li>• <b>Talent Acquisition Challenges:</b> identify the specific factors that are hindering the department's ability to recruit and retain qualified personnel. Assess whether sign-on bonuses could address these challenges.</li> <li>• <b>Retention Rates:</b> consider the potential impact of sign-on bonuses on employee retention. Evaluate whether the benefits of attracting new talent outweigh the potential risks of increased turnover.</li> <li>• <b>Equity and Fairness:</b> ensure that any sign-on bonus program is implemented in a fair and equitable manner, avoiding discrimination or favoritism.</li> </ul>

Goal #4, Objective 4A, Critical Tasks cont'd

<p><b>Critical Task #4A.3:</b></p>	<p>Consider incentives to incumbent employees for referring lateral transfers.</p> <ul style="list-style-type: none"> <li>• Alignment with Strategic Goals: ensure that the referral program supports the department's mission, vision, and strategic objectives, such as improving recruitment and retention, enhancing employee morale, and fostering a positive workplace culture.</li> <li>• Incentive Structure: determine the most effective type of incentive to motivate employees to refer candidates, such as cash bonuses, paid time off, or recognition awards.</li> <li>• Eligibility Criteria: establish clear eligibility criteria for both the referring employee and the referred candidate, including minimum qualifications, experience requirements, and job titles.</li> <li>• Referral Process: develop a streamlined referral process that is easy for employees to follow, including guidelines for submitting referrals and communicating with candidates.</li> <li>• Confidentiality: ensure that the referral process protects the privacy of both the referring employee and the referred candidate.</li> </ul>	
<p><b>Critical Task #4A.4:</b></p>	<p>Determine appropriate and exact bonus and incentive cost figures for each transferable and incumbent employee.</p> <ul style="list-style-type: none"> <li>• Program Design: analyze the specific design of the bonus and incentive programs, including eligibility criteria, reward structures, and frequency of payouts.</li> <li>• Employee Demographics: consider the number of employees who will be eligible for bonuses and incentives, their salary levels, and their anticipated participation rates.</li> <li>• Budget Constraints: assess the department's overall budget and identify the amount of funding that can be allocated to bonus and incentive programs.</li> <li>• Return on Investment: evaluate the potential benefits of implementing bonus and incentive programs, such as improved employee morale, increased productivity, and enhanced retention rates.</li> <li>• Equity and Fairness: ensure that the bonus and incentive structures are fair and equitable, avoiding discrimination or favoritism.</li> </ul>	
<p><b>Timeframe(s):</b></p>	<p><i>Short-term (within one-year)</i></p>	<p>Identify the department's current staffing needs and any gaps in recruitment and hiring practices; create a comprehensive marketing plan to attract qualified candidates, highlighting the benefits of working for the department; and utilize various recruitment channels, such as job boards, social media, and community outreach, to reach potential candidates.</p>

Goal #4, Objective 4A, Timeframes cont'd.

	<i>Medium-term (two - three years)</i>	Assess the effectiveness of the department's recruitment efforts and make necessary adjustments; implement efficient and equitable hiring processes, including interviews, assessments, and background checks; and work to create a positive and welcoming employer brand to attract top talent.
	<i>Long-term (three - five years)</i>	Regularly review and update recruitment and hiring strategies to ensure they remain effective; stay updated on emerging trends in recruitment and consider implementing innovative approaches to attract qualified candidates; and evaluate the impact of the department's marketing, recruitment, and hiring strategies on service delivery and community satisfaction.
<b>Estimated Cost(s):</b>	Personnel Cost(s):	Contract Services Cost(s):
	Consumable Cost(s):	Capital Cost(s):
<b>Assigned To:</b>		
<b>Objective #4B:</b>	Develop and advertise education and experience opportunities sponsored by SDFES.	
<b>Critical Task #4B.1:</b>	<p>Develop and implement a comprehensive fire explorer program that fosters interest in the fire service among youth and prepares them for potential careers.<sup>7</sup></p> <ul style="list-style-type: none"> <li>• Recruitment and Retention: attract and retain a diverse group of youth participants.</li> <li>• Education and Training: provide hands-on experience and foundational knowledge in fire science, emergency medical services, and fire prevention.</li> <li>• Leadership Development: cultivate leadership skills and promote teamwork among participants.</li> <li>• Community Engagement: foster positive relationships between the fire department and the community.</li> </ul>	

<sup>7</sup> A fire department explorer program is a hands-on learning experience for young people interested in a career in the fire service. It provides participants with the opportunity to learn about firefighting techniques, emergency medical procedures, and other aspects of the job.

Goal #4, Objective 4B, Critical Tasks cont'd

<b>Critical Task #4B.2:</b>	<p>Develop and implement a comprehensive high school program that fosters interest in the fire service among students and prepares them for potential careers.</p> <ul style="list-style-type: none"> <li>• Recruitment: attract students to the fire service as a career option.</li> <li>• Education and Awareness: provide students with foundational knowledge in fire science, emergency medical services, and fire prevention.</li> <li>• Career Exploration: offer hands-on experience and opportunities to explore various fire service roles.</li> <li>• Community Engagement: promote positive relationships between the fire department and the community.</li> </ul>	
<b>Critical Task #4B.3:</b>	<p>Develop and implement a comprehensive apprentice and internship program that provides hands-on training and career development opportunities for aspiring firefighters.</p> <ul style="list-style-type: none"> <li>• Recruitment and Retention: attract and retain qualified individuals for future fire service careers.</li> <li>• Training and Development: provide structured training and mentorship to develop essential skills and knowledge.</li> <li>• Career Pathways: offer clear career progression and pathways within the fire department.</li> <li>• Community Engagement: foster positive relationships between the fire department and the community.</li> </ul>	
<b>Critical Task #4B.4:</b>	<p>Develop and implement a comprehensive citizen fire academy program that educates the community about fire safety, emergency preparedness, and the role of the fire department.</p> <ul style="list-style-type: none"> <li>• Community Education: increase public awareness of fire safety and prevention.</li> <li>• Community Engagement: foster positive relationships between the fire department and the community.</li> <li>• Emergency Preparedness: prepare citizens to respond effectively to emergencies.</li> <li>• Firefighter Recruitment: identify potential employee firefighters.</li> </ul>	
<b>Timeframe(s):</b>	<i>Short-term (within one-year)</i>	<p>Assess the current and anticipated training needs of fire department personnel, considering factors such as career progression, technological advancements, and changing regulations; create a variety of training programs, including in-house courses, external certifications, and mentorship opportunities; and develop marketing materials to promote the training programs, such as brochures, flyers, and social media posts.</p>
	<i>Medium-term (two – three years)</i>	<p>Launch the developed training programs and monitor participation rates, assess the effectiveness of the training programs in meeting the identified needs and supporting employee development, and consider expanding the range of training programs to address additional needs or areas of interest.</p>

Goal #4, Objective 4B, Timeframes cont'd.

	<i>Long-term (three - five years)</i>	Regularly review and update training programs to ensure they remain relevant and effective, explore opportunities for partnerships with other organizations, institutions, or allied agencies to offer joint training programs or certifications, and use training programs as a way to promote SDFES as a desirable employer and attract qualified candidates.	
Estimated Cost(s):	Personnel Cost(s):		Contract Services Cost(s):
	Consumable Cost(s):		Capital Cost(s):
Assigned To:			

## Strategic Pillar Four: Community Risk Reduction and Outreach

<b>Goal #5:</b>	Maximize community outreach through the enhancement of mutual-aid fire department programs, private sector partnerships, and allied agencies.	
<b>Objective #5A:</b>	Develop and maintain strong partnerships with the private sector to enhance SDFES's ability to deliver effective services, improve community safety, and promote economic development.	
<b>Critical Task #5A.1:</b>	<p>Establish and cultivate collaborative relationships with private sector entities to enhance the fire department's capabilities, resources, and community support.</p> <ul style="list-style-type: none"> <li>• Identify common interests and goals between the fire department and potential private sector partners.</li> <li>• Explore opportunities for sharing resources, such as equipment, facilities, or expertise.</li> <li>• Leverage private sector partnerships to enhance community outreach and awareness of fire safety and prevention.</li> <li>• Identify potential funding sources within the private sector to support department initiatives and projects.</li> <li>• Ensure that partnerships are mutually beneficial and provide value to both the fire department and the private sector partner. <ul style="list-style-type: none"> <li>– Develop a tri-fold or card stock brochure that promotes SDFES capabilities with a potential title as, “What Can Sidney Fire Department Do for You”.</li> <li>– Use the Sidney-Shelby County Chamber of Commerce to promote the department by distributing the brochure materials throughout the city and during special events.</li> <li>– Continue to work with the Shelby County Safety Council on presentations and education.</li> <li>– Develop a relationship with Apollo and Upper Valley Career Centers.</li> <li>– Using the high school and adult programs at the career centers establish a fire academy or cadet program to recruit new firefighters, emergency medical technicians, and/or provide community education.</li> <li>– Consider forming a community or workplace Community Emergency Response Team (CERT).<sup>8</sup></li> </ul> </li> </ul>	
<b>Timeframe(s):</b>	<i>Short-term (within one-year)</i>	Research and identify potential private sector partners based on shared interests and goals; reach out to potential partners to introduce the fire department, and establish initial relationships; and identify areas of potential collaboration, such as community outreach, resource sharing, or funding.

<sup>8</sup> The CERT program is a national initiative designed to educate volunteers about disaster preparedness and train them in basic disaster response skills. A community and/or workplace CERT program can support and enhance existing capabilities of the fire department, and CERT volunteers can participate in efforts to increase the preparedness and resilience of the workplace and community.

Goal #5, Objective 5A, Timeframes cont'd.

	<i>Medium-term (two - three years)</i>	Negotiate and formalize partnership agreements that outline the roles, responsibilities, and benefits for both parties; launch joint projects or programs with private sector partners; and assess the effectiveness of partnerships and identify areas for improvement.
	<i>Long-term (three - five years)</i>	Maintain ongoing relationships with private sector partners and explore new opportunities for collaboration, seek to expand the scope and depth of existing partnerships, and regularly review and update partnership agreements to ensure they remain relevant and effective.
<b>Estimated Cost(s):</b>	Personnel Cost(s):	Contract Services Cost(s):
	Consumable Cost(s):	Capital Cost(s):
<b>Assigned To:</b>		
<b>Objective #5B:</b>	Enhance collaboration and coordination with mutual-aid fire departments to ensure effective and efficient emergency response, improve resource utilization, and strengthen regional emergency services.	
<b>Critical Task #5B.1:</b>	<p>Identify common goals and objectives with mutual-aid fire departments, such as improving response times, enhancing service delivery, and ensuring firefighter safety.</p> <ul style="list-style-type: none"> <li>• Identify common needs and challenges amongst fire department agencies, such as resource shortages, specialized services, or geographic constraints.</li> <li>• Explore opportunities for collaboration in areas such as incident response, training, and resource sharing.</li> <li>• Establish shared performance metrics to measure the effectiveness of joint operations and identify areas for improvement.</li> <li>• Develop effective communication and coordination protocols to ensure a seamless response to incidents.</li> <li>• Engage the community by working together to enhance community outreach and public education efforts.</li> </ul>	
<b>Timeframe(s):</b>	<i>Short-term (within one-year)</i>	Establish initial contact and build relationships with mutual-aid fire departments, continue to develop joint response plans, communication protocols, and training programs, and implement pilot projects to test the effectiveness of collaborative initiatives, such as shared resources or joint operations.

Goal #5, Objective 5B, Timeframes cont'd.

	<i>Medium-term (two - three years)</i>	Expand the scope of collaboration to include additional areas, such as training, equipment sharing, and joint procurement; regularly evaluate the effectiveness of collaborative efforts and make necessary adjustments, and foster long-term partnerships based on successful collaborations.	
	<i>Long-term (three - five years)</i>	Maintain ongoing collaboration and coordination with mutual-aid fire departments to ensure effective and efficient emergency response, educate board of trustees in the townships on an increase plan for the future, and regularly review and update collaboration agreements and procedures to adapt to changing needs and circumstances.	
<b>Estimated Cost(s):</b>	Personnel Cost(s):		Contract Services Cost(s):
	Consumable Cost(s):		Capital Cost(s):
<b>Assigned To:</b>			
<b>Objective #5C:</b>	Establish and strengthen collaborative relationships with allied agencies, such as law enforcement, emergency management, and public health, to improve emergency response capabilities and community safety.		
<b>Critical Task #5C.1:</b>	<p>Identify and create a list of all relevant and/or key allied agencies in the region, including law enforcement, emergency management agencies, public health departments, and other relevant organizations.</p> <ul style="list-style-type: none"> <li>Identify common goals and objectives with allied agencies, such as enhancing community safety, improving response times, and ensuring effective coordination during emergencies and the public's well-being.</li> </ul>		
<b>Critical Task #5C.2:</b>	<p>Develop and implement clear and consistent communication protocols to facilitate information sharing and coordination.</p> <ul style="list-style-type: none"> <li>Develop effective communication channels, such as shared databases, radio frequencies, or dedicated contact points.</li> <li>Ensure that communication protocols are clear and consistent.</li> <li>Regularly evaluate the effectiveness of collaboration and coordination with allied agencies.</li> <li>Identify areas for improvement and make necessary adjustments to strengthen partnerships.</li> </ul>		



Goal #5, Objective 5C, Critical Tasks cont'd

<b>Critical Task #5C.3:</b>	<p>Conduct joint training exercises to familiarize personnel from different agencies with each other's procedures, equipment, and capabilities.</p> <ul style="list-style-type: none"> <li>• Coordinate with the Shelby County Emergency Management Agency to sponsor drills and training opportunities with SDFES.</li> <li>• Organize regular joint training exercises to simulate various emergency scenarios and test the effectiveness of interagency coordination.</li> <li>• Focus on areas such as incident command systems, tactical operations, and emergency medical response.</li> </ul>	
<b>Critical Task #5C.4:</b>	<p>Explore opportunities for sharing resources, such as personnel, equipment, or facilities, to enhance operational efficiency.</p> <ul style="list-style-type: none"> <li>• Identify opportunities for sharing resources, such as equipment, personnel, or facilities.</li> <li>• Acquire medical supplies from hospital(s) instead of SDFES purchasing them, saves the department money. <ul style="list-style-type: none"> <li>– Consider factors such as geographic proximity, response times, and operational needs.</li> </ul> </li> <li>• SDFES should serve as the lead Shelby County technical rescue team (e.g., rope rescue, water rescue, hazardous materials, etc.).</li> </ul>	
<b>Critical Task #5C.5:</b>	<p>Collaborate with allied agencies on community outreach and public education initiatives to raise awareness of emergency preparedness and response.</p> <ul style="list-style-type: none"> <li>• Work together with allied agencies to develop and implement joint community outreach and public education programs.</li> <li>• Inform other Shelby County and allied agencies about the services and resources SDFES can offer and contribute.</li> <li>• Share information about emergency preparedness, prevention, and response.</li> </ul>	
<b>Timeframe(s):</b>	<i>Short-term (within one-year)</i>	<p>Build relationships with allied agencies, develop a joint community outreach and public education plan, and implement pilot programs to test the effectiveness of collaborative initiatives.</p>
	<i>Medium-term (two - three years)</i>	<p>Expand the scope of community outreach and public education initiatives to reach a wider audience, regularly evaluate the effectiveness of collaborative efforts and make necessary adjustments, and foster long-term partnerships with allied agencies based on successful collaborations.</p>
	<i>Long-term (three - five years)</i>	<p>Sustainment of collaborations and evaluate and adapt to changing needs and circumstances.</p>

Goal #5, Objective 5C, Estimated Costs cont'd

<b>Estimated Cost(s):</b>	Personnel Cost(s):	Contract Services Cost(s):
	Consumable Cost(s):	Capital Cost(s):
<b>Assigned To:</b>		

## CONCLUSION

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The implementation of this strategic plan will position the Sidney Department of Fire and Emergency Services as a leading organization, committed to providing exceptional service to the community. By focusing on these key priorities, the department will continue to enhance public safety, protect property, and build strong relationships with the community. This strategic plan is a testament to the collaborative efforts of the department's personnel and community stakeholders. By working together, they have developed a roadmap for the future that prioritizes public safety, operational excellence, and community engagement.

### SWOT ANALYSIS

#### Strategic Pillar One: Service Delivery

##### Strengths

1. Strong leadership
2. Involvement in the community
3. Expertise skill – training
4. Strong vetting / hiring process
5. Good regional partners
6. Strong emergency medical service and care
7. Innovative use of technology
8. Good stewards of taxpayer dollars
9. Hardworking dedicated employees
10. Partnership and contacts with businesses and manufacturers
11. Strong and expanding wellness program
12. Multitasking

##### Weaknesses

1. Awareness and understanding of department value in the community
2. Funding resources (draws down city resources that cannot be used for other needed services)
3. Staffing needs (especially to the north)
4. Response times to the north, which also can impact the entire city
5. Communicating the right message
6. Mental health (overextended/burnout)
7. Health issues

##### Opportunities

1. Grants
2. Help from community / businesses to promote the department (ambassador program)
3. Relationships with community to partner with
4. Civilian staffing / volunteers
5. EMS / fire contracts (with neighboring townships)
6. Recruitment programs – strong community ties

7. Community growth
8. Continue to grow with expanding technology
9. EMS fees
10. Regionalization of dispatch

#### Threats and Challenges

1. Community growth (specifically residential)
2. Succession in leadership
3. Employee retention
4. Mental health with limited staffing
5. Limited funding resources
6. Staffing
7. City and regional coverage
8. Increased congestion within the city
9. Potential industrial growth
10. Getting community to understand the needs
11. Fire department understanding community expectations
12. Meeting generational challenges
13. Sustain excellence with technology

### **Strategic Pillar Two: Capital Assets (Vehicles, Equipment, Facilities, and Technology)**

#### Strengths

1. Proximity / response time
2. Willingness to work with and train local organizations
3. Technology
4. Professionalism / knowledge of staff
5. Reputation in community
6. New construction
  - planned for future (opportunities for expansion)
  - detailed specific (strategic placement)
7. Maintenance / care of equipment

#### Weaknesses

1. Facilities / storage

- Eleven to 12-minute potential response time to northern area of city
  - Growing city
  - Spread out, time to get equipment to scene
2. Information technology
    - Department personnel – limited staffing for a large area
    - Processing time
    - Inconsistent wireless networking technology (Wi-Fi) connectivity in facilities

### Opportunities

1. Multi-use fire department facilities
  - “development” mindset versus “public building” mindset
2. Schools used for recruitment and release of information
3. Technology / software – continued updates to increase efficiency, response time, etc.
4. Marketing / public relations
  - Block parties, fundraisers, mock crash events showing cost of equipment; social media testimonials

### Threats and Challenges

1. Revenue / “politics” / funding
  - Competing for levy money
  - Working for / with other city entities
2. Public perception
  - How to address misinformation
  - How to justify spending
  - How to educate
3. Environmental impacts
4. Budgeting
  - Increasing costs

## **Strategic Pillar Three: Human Resources and Professional Development**

### Strengths

1. Quality, qualified, and skilled professionals
2. Good hierarchy of leadership
3. City leadership values continuing educational and training opportunities

4. Great work culture
5. Proficient staff
6. Opportunities for personal and professional growth and development
7. Competitive pay and benefits for like sized communities
8. Values-driven
9. Integrated into the community

#### Weaknesses

1. Staffing
2. Training facility – outdated and location
3. Mutual-aid
4. Recruitment and retention
5. Disengagement of senior personnel
6. Lack of diversity

#### Opportunities

1. Community growth
2. Leadership development
3. Addition of a third fire station
4. Support and train mutual-aid departments
5. Recruitment opportunities
6. Utilization of civilian staff

#### Threats and Challenges

1. Community growth
2. Funding
3. Negative perceptions
4. Aging population
5. Increasing immigrant population

### **Strategic Pillar Four: Community Risk Reduction and Outreach**

#### Strengths

1. Strong leadership
2. Budget
3. Well-trained personnel

4. Passion
5. Response times
6. Good reputation and support from the community
7. Current equipment and future purchases
8. Two full-time fire-safety inspectors
  - Public education in schools
9. Infrastructure (e.g., water pressure, sanitary sewer system, etc.)
10. Partnerships (e.g., county agencies, businesses, etc.)

#### Weaknesses

1. Staffing
2. Recruitment and retention
3. Certification continuing education (i.e., time requirements)
4. Community growth

#### Opportunities

1. Fire Department Instructors Conference
2. Technology
3. Focus (i.e., north, new fire station)
4. Public education (i.e., senior population, businesses)
5. Airport drones
6. Staffing
7. Technology improvements
8. Grant opportunities

#### Threats and Challenges

1. Funding
2. Only full-time fire department in county
3. Assisting at the local hospital
4. Five-minute normal response time (in-town)
5. Hospital transport time to Troy greater than one-hour
6. Older structures – legacy construction types
7. Confined space standby details
8. Interstate highway – 12 miles of I-75
9. Cargill – Hexane storage tank – confined space entry standby

10. River – low-head dam
11. Castings and plastic manufacturing plants
12. Railroads – CSX and Norfolk Southern – 24 miles of rail
13. Growth – residential construction types
14. Electric vehicle battery component production (separator film) facility
15. Airport
16. Change in daytime and nighttime population
17. Assisted and senior living facilities and apartments



## REFERENCES

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