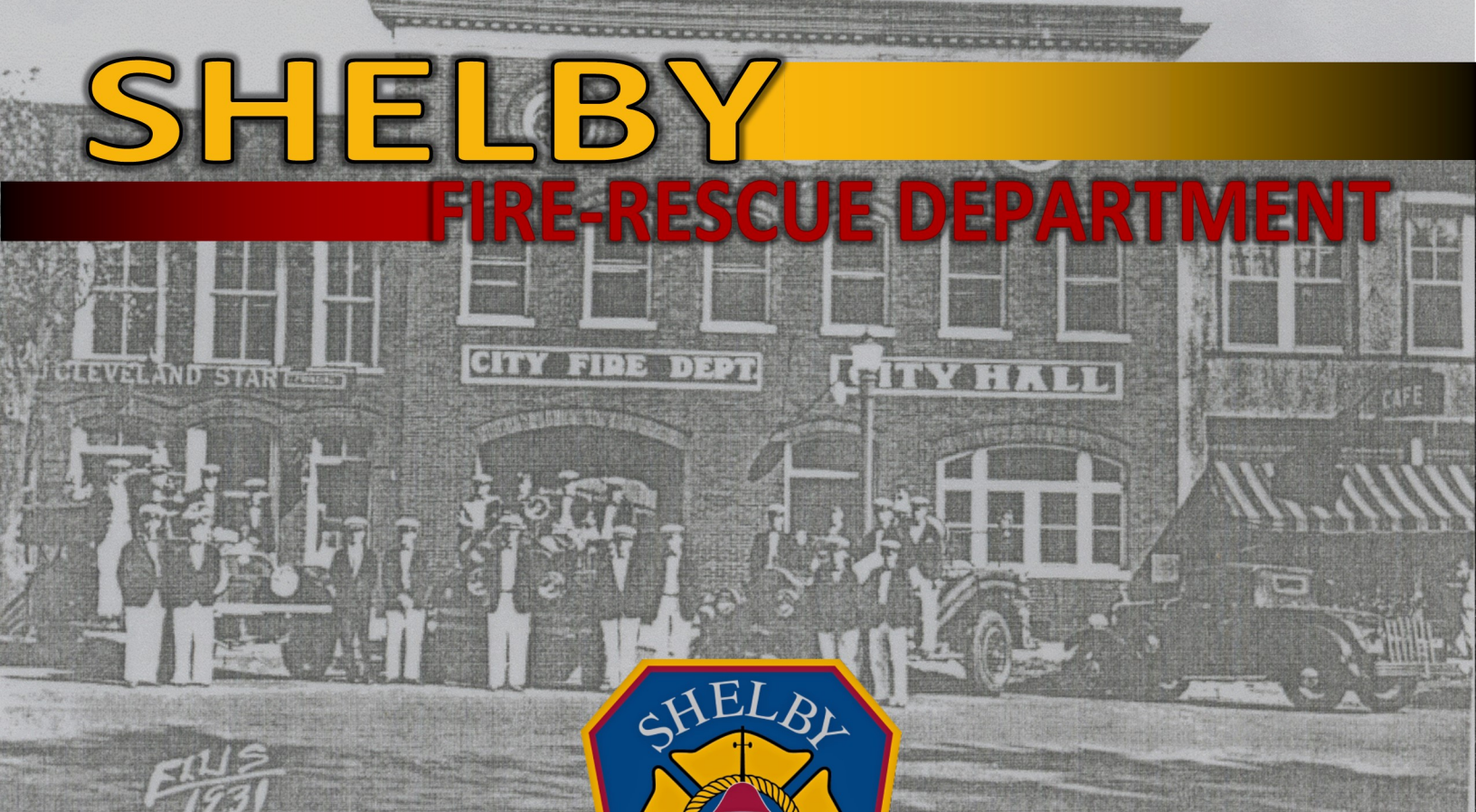


# SHELBY

## FIRE-RESCUE DEPARTMENT



# 2016-2020 STRATEGIC PLAN



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Excellence

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# Introduction

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Shelby Fire & Rescue Department (SF&RD) provides the community with fire suppression, emergency medical services, basic and technical rescue, hazardous materials mitigation, fire prevention, public education, disaster preparedness planning and response to residents, businesses, and visitors within Shelby, North Carolina. SF&RD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the organization’s path into the future via a “Community-Driven Strategic Plan.” The following strategic plan was written in accordance with the guidelines set forth in the CFAI *Fire & Emergency Service Self-Assessment Manual* 8<sup>th</sup> Ed., and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the membership of SF&RD to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the “team.” It further provided SF&RD with an opportunity to participate in the development of their organization’s long-term direction and focus. Members of the organization’s external and internal stakeholders’ groups demonstrated commitment to this important project and remain committed to the document’s completion.

This strategic plan, with its foundation based in community and membership input, revisits the organization’s pillars (Mission, Values, and Vision) and sets forth a continuous improvement plan that offers a road map for a justifiable and sustainable future.



**SHELBY FIRE & RESCUE DEPARTMENT**  
**STRATEGIC PLAN**  
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# SHELBY FIRE & RESCUE DEPARTMENT

## 2016-2020 Strategic Plan



### Organizational Background

The City of Shelby, incorporated in 1843, is the county seat of Cleveland County, North Carolina. Located in the piedmont region of North Carolina situated along the southwestern foothills of the Blue Ridge Mountains, Shelby lies within an hour's drive of the metropolitan regions of Charlotte (NC) and Greenville – Spartanburg (SC). The city covers 22 square miles and has a population of just over 22,000 residents.

Known for its award winning uptown district, architectural landmarks, recreation amenities, and a vibrant business community, Shelby's strategic location has made it a regional destination for employment and recreation. Emphasizing a business friendly environment, the city has experienced growth along its west side industrial corridor. A city-county joint venture business park has attracted international companies to locate, and in a separate project, city and county leaders have teamed up with the local economic development partnership to develop a 440-acre site marketed toward heavy manufacturing. Capitalizing on its music heritage, sports entertainment, and eco-tourism; the city attracts a variety of festivals, cultural, and sporting events. Shelby has played host to the American Legion's World Series since 2011, and the Don Gibson Theatre and the Earl Scruggs Center are hubs for a growing music culture. The city has invested in upgrades in its parks system, and expansion of the regional Carolina Thread Trail.



NCMap-doton-Shelby" by The original uploader was Seth Ilys at English Wikipedia - Transferred from en.wikipedia to Commons.. Licensed under CC BY-SA 3.0 via Commons - <https://commons.wikimedia.org/wiki/File:NCMap-doton-Shelby.PNG#/media/File:NCMap-doton-Shelby.PNG>



The Fire & Rescue Department is an all-hazards public safety agency staffed by career personnel. The department's services include fire suppression, EMS first responder, technical rescue, hazardous materials, ARFF, urban-rural interface, and a full service fire marshal's office. The agency boasts an ISO Class 4 rating and CFAI accredited status.



Technical  
Advisor  
Program





# SHELBY FIRE & RESCUE DEPARTMENT

## 2016-2020 Strategic Plan



Shelby at a glance:

**Government:**

Council and Manager form of government; mayor and 6 council members

City Manager, with 9 reporting department directors (including Fire Chief)

Municipal services; administration, fire-rescue, fleet services, housing, parks, planning, police, public works, and waste management

Utility services; airport, electricity, natural gas, sewer, water distribution, and wastewater treatment

**Fire & Rescue Department:**

3 fire stations

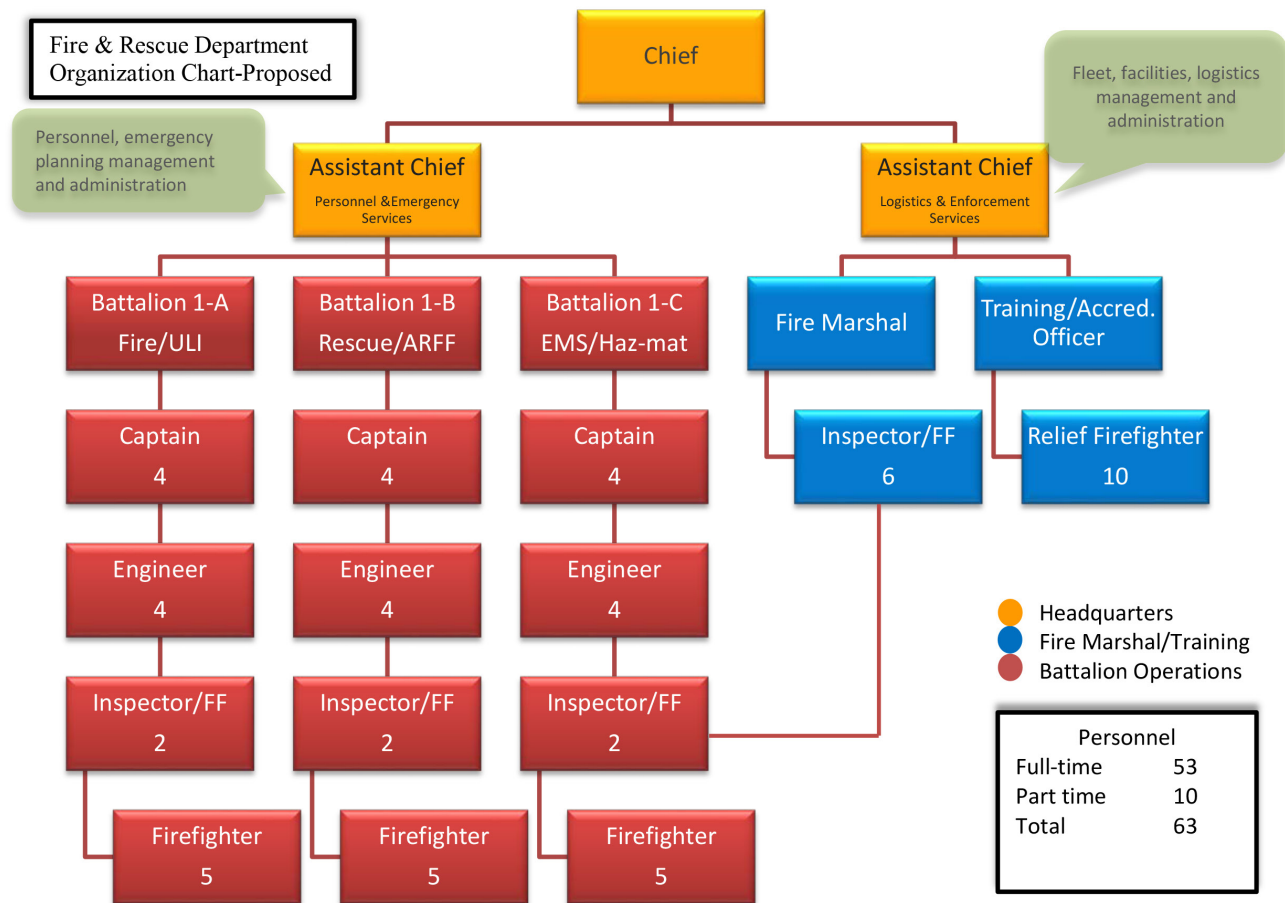
63 uniformed staff; 53 full-time, 10 part-time personnel

Fire Chief, 2 assistant chiefs, fire marshal, training and accreditation officer

Three platoon system; 24-48 schedule, 27.5 work-day cycle

3 engine companies, 1 ladder-company, 1 battalion chief staffed daily

### Organizational Structure





### Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A "community-driven organization" is defined as one that *maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided.*<sup>1</sup> In order to ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources. Goodstein, Nolan, & Pfeiffer define strategic planning as

*"a continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured."*<sup>2</sup>

The U.S. Federal Benchmarking Consortium Study Team goes on to explain that, to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **continuous** - refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** - recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** - recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **guiding members** - identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made.);
- **procedures and operations** - means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **how success is to be measured** - recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

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

<sup>2</sup> Ibid





*Effective* strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

*“What we have to do today is to be ready for an uncertain tomorrow.”*

Peter F. Drucker,  
Professor of Social Science  
and Management

### **The Community-Driven Strategic Planning Process Outline**

The specific steps of the process are as follows:

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







# SHELBY FIRE & RESCUE DEPARTMENT

## 2016-2020 Strategic Plan



### Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the external and internal stakeholders of Shelby Fire & Rescue Department (SF&RD) for their participation and input into the Community-Driven Strategic Planning Process. The CPSE also recognizes Fire Chief William Hunt and his team for their leadership and commitment to this process.

Development of the SF&RD strategic plan took place in November 2015, beginning with a meeting hosted by representatives from the CPSE and SF&RD for members of the community (external stakeholders). Input received from the meeting revolved around community expectations, concerns, and other comments about the organization. Those present at this meeting were as follows:

Participating External Stakeholders			
<i>Ted Alexander</i>	<i>David Allen</i>	<i>Violet Arth</i>	<i>Walt Blackwell</i>
<i>Brad Browning</i>	<i>Cecil Burton</i>	<i>Pauline Cahill</i>	<i>Debbie Clary</i>
<i>Frank Cloyd</i>	<i>Jessica Crawford</i>	<i>Chip Davis</i>	<i>Emily Epley</i>
<i>Roger Holland</i>	<i>Deborah Jolly</i>	<i>Jeff Ledford</i>	<i>Joe Lord</i>
<i>Stan Lowery</i>	<i>Christie Martin</i>	<i>Justin Merritt</i>	<i>Noreen Minogue</i>
<i>Mark Pritchett</i>	<i>Walter Scharer</i>	<i>Mason Venable</i>	<i>Audrey Whetten</i>
<i>John Yarbro</i>		<i>Richard Young</i>	



External Stakeholders Work Session





# SHELBY FIRE & RESCUE DEPARTMENT

## 2016-2020 Strategic Plan



### Community Group Findings

A key element of SF&RD’s organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Therefore, SF&RD invited community representatives to participate in a meeting focusing on the community’s needs and expectations of the organization. Discussion centered on the present service programs provided, and on the priorities for the future.

### Community Priorities

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

**Community Program Priorities of Shelby Fire & Rescue Department**

PROGRAMS	RANKING	SCORE
Fire Suppression	1	155
Emergency Medical Services	2	139
Technical Rescue	3	115
Hazardous Materials Mitigation	4	73
Community Risk Reduction	5	70
Domestic Preparedness Planning and Response	6	62
Fire Investigation	7	47
Public Fire and Life Safety Education	8	39



**External Stakeholders Work Session**





# SHELBY FIRE & RESCUE DEPARTMENT

## 2016-2020 Strategic Plan



### Community Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs. In certain areas, education on the level of service that is already available may be all that is needed. To follow are the expectations of the community's external stakeholders:

#### Community Expectations of Shelby Fire & Rescue Department (verbatim, in priority order)

1. Response time. Quick response time. Arrive fast - very fast.
2. To train their men/women in safety so that our firefighters can do their job with the best training possible they are kept safe. Training.
3. Communicate with the community with modern methods. Billboard signs on need, displays at public events, ball games, fences, webpage, etc. To community clearly and respectfully with citizens.
4. Reduce risk of fires or emergencies by training, audits, etc. To help educate the public about fire safety. Education of the public about codes and restrictions.
5. To provide our firefighters with the best equipment possible so they can do their jobs and remain safe. Modern equipment.
6. Investigative work. Apply the most up-to-date science when investigating fires.
7. Understand the community needs by way of community engagement. Public/community involvement through attendance at large/public events.
8. Positive attitude and courtesy towards the public/victims.
9. To staff our department with the best possible people in enough numbers of people so that they can depend on their fellow members and that they have enough to perform their jobs. Maintain staff sufficient to respond to emergencies.
10. Offer me guidance (as a business owner) on keeping my building and space safe for my customers/clients with updated codes and regulations and to confirm my fire extinguisher is up-to-date.
11. Ensure that our fire department members are positive examples to our children and community. Positive image in the community.
12. To be prepared to respond with emergency services that are needed in the community (simple - complex) and have a contingency plan if needed.
13. Protection of property and lives, both private and commercial properties.
14. Collaborative program development for community including hospital representation for events (fire related).
15. Take care of personnel.





# SHELBY FIRE & RESCUE DEPARTMENT

## 2016-2020 Strategic Plan



16. Extinguish fire.
17. Professional. Responsible and professional.
18. Working as a partner with EMS in the rescue and safety of the public in fire or MVA.
19. Early notification to the ED reference fire events in the community with potential patient surge.
20. Maintain high standards for all public buildings.
21. Serve as a resource to local business/organization to assess risk factors.
22. More top to bottom with workers (we are all the same).
23. Consideration of one's personal property.
24. The inspection of businesses and private properties that cater to the public for value.
25. Serve as a resource to local business/organizations to develop emergency response plans for a site.
26. Preserve neighborhood and historic properties.
27. Train our men/women how to serve our community and its people.
28. To be available 24/7.
29. Known risks in the community identified via HVA or event AAR with possible impact to the hospital ED surge shared with the hospital EM.
30. Ability to mitigate all hazards.
31. Preserve economic value of the community.
32. Be good community partners and work with organizations to educate and help through possible issues.
33. Community safety planning.
34. Patience with the public during an emergency.
35. Unified command orientation/development for possible hospital event.
36. Continue to support and develop their department in necessary areas for continuous improvement.
37. Coordinate with other city departments on response.
38. Leadership across all platforms.
39. Work with others to prevent crime (including arson).





# SHELBY FIRE & RESCUE DEPARTMENT

## 2016-2020 Strategic Plan



### Areas of Community Concern

The planning process would be incomplete without an expression from the community regarding concerns about the organization. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information or incorrect information.

#### Areas of Community Concern about the Shelby Fire & Rescue Department (verbatim, in no particular order)

- Adequate funding to attract/maintain the best staff.
- Public awareness of the quality of performance and staff (lack of awareness).
- No Dalmatians.
- Need more pay.
- Need to be more visible in the community.
- More one on one with businesses to help prevent fires.
- Employee retention.
- Sometimes hard to reach the fire marshal – want to follow the rules but it can cause difficulty/delay when we don't hear back.
- Fire code seems like a mystery to some businesses and property owners – an overview document and/or reference website would be helpful.
- Your pay scale – it needs to be more.
- Updated training to the newest guidelines available.
- More public exposure at events when invited.
- Physical fitness of fire and/or rescue personnel, that the individual performance the fire/or rescue be in at least better shape physically than the victim, and look the part in their uniform.
- Pay in comparison to outside department agencies?
- As new industry considers Shelby (or locates here), is the SFD&R establishing relationships to understand processes, chemicals, and proper actions to emergency situations that may arise.
- Important to continue educating youth in Shelby regarding fire safety.
- Size compared to population or number of firemen to population.
- Number of stations for area covered.
- Monies needed to cover expenses and quality equipment.
- I would like to hear the plans and procedures that are in place in the event of a large disaster in our area. How will word get out? Where should people go?
- Member of fire department on community partner team and on hospital emergency management team.





# SHELBY FIRE & RESCUE DEPARTMENT

## 2016-2020 Strategic Plan



- Tabletop training/drills with fire department if potential impact on hospital or emergency department surge.
- Joint fire alarm/response drill with hospital (RE: possible horizontal/vertical evacuation or small fire event).
- Partner with any community based response planning for large scale events (i.e.: tornado/terrorism/MCI/large public gathering).
- Practice burns do not take into account impact on neighborhoods or historic properties.
- Loss of good personnel due to noncompetitive pay – loss of embedded training, experience, etc.
- There should be a procedure in which practice burns do not adversely impact historic neighborhoods or properties (individual) – check with community development, local historic groups, etc.
- There is always the possibility that emphasis may be too highly put on newer and newer vehicles.
- Turnover.
- Younger department lacks depth of experience.
- Ability to work with other agencies on a daily basis.
- Working with all public safety partners.
- Turnover.
- Increasing costs of running a properly equipped department.
- Difficulty in recruiting qualified personnel, also retaining them.
- Potentially difficult fire inspections/fire code interpretation.
- Increased industrial development/change in fire response situations.
- Retention.
- Recruitment.
- Training – ongoing with existing and current staff.
- Coverage – as community grows – expands/sprawls – ability to handle with only three stations.
- Loss of knowledge as experienced staff retire or leave.
- Community outreach/education.
- Water pressure.
- The fire department is normally the first thought when an emergency arises. What happens if there are multiple incidents occurring in our community? Is there a priority matrix?





# SHELBY FIRE & RESCUE DEPARTMENT

## 2016-2020 Strategic Plan



- The fire department should conduct workshops similar to today and review/train businesses, small – large.
- Has the department been trained with response to hazardous materials? Do they maintain a computer base access to local industry materials on site? (right to know)
- Every opinion is of value and every firefighter should be able to present their ideas without fear of reproach.
- Chief Hunt runs a very tight ship and I'm proud of what he has brought to the table, but I want him to be open to the thoughts and concerns of his people. He may be now. I'm not aware, but I just want him to benefit from all the knowledge that he has around him.
- The fire department needs to be prepared for natural disasters – not so much to handle the disaster but to offer support while the trained professionals come in to handle the problems, fires, tornados, floods, hurricanes, etc.
- Should fire department be responders to all car accidents? While at minor car accident, more serious fire incident can happen and resources are detained.
- Overly interpret codes for business, with new firemen.
- I have no concerns at this time.
- Response time to distant areas.
- Number of personnel for plan review and inspections.
- The use of big fire trucks on non-fire emergencies. Seems like inappropriate use of a very expensive piece of equipment for calls that could be handled with a much smaller (more economic) vehicle.



External Stakeholders Work Session





# SHELBY FIRE & RESCUE DEPARTMENT

## 2016-2020 Strategic Plan



### Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

### Positive Community Comments about the Shelby Fire & Rescue Department (verbatim, in no particular order)

- My grammar school kids love their visits to the school, and learn a lot about fire safety from the fire department visits.
- All members that I have met have been professional, calm, and reassuring.
- Every fireman I have come in contact with, in any situation, has been nothing less than professional.
- The fire department seems to work with other city departments – they are less of a silo than they were 10-15 years ago.
- Our fire department is accredited!
- Up-to-date equipment.
- Professionalism.
- Presence in community (functions).
- Respected.
- In control.
- Professional.
- Department works well, responds appropriately.
- Very professional department.
- Goal to constantly improve department.
- High propensity to save the community.
- Progressive management – desiring continuous improvement.
- Wonderful, dedicated staff.
- Great image for City of Shelby.
- Staff – especially management team – known and trusted throughout the state – great networking.
- Great community college resources close by.
- The staff/leadership are accessible and willing to work together with community.
- The accomplishment of accreditation and resulting benefits is a definite strength.







# SHELBY FIRE & RESCUE DEPARTMENT

## 2016-2020 Strategic Plan



- When providing “rules/guidelines” the “why” is provided, which helps support understanding/commitment to adhering to guidelines.
- Great public relations.
- Response times to emergencies.
- Education of trainees.
- I have personally experienced fast response time (6 min.) to emergency 911 call.
- I have had positive experience with 911 operator – she was cool, calm and collected when I was not.
- I appreciate the fire department properly installing my child’s car seat.
- Excellent response to alarms/events at CHS Cleveland during all alarms and most recently, bomb scare.
- Appreciate the opportunity to be part of the strategic planning.
- Very engage fire department leadership.
- The individuals who I have known and worked with in the past, through the fire service, have always been very passionate about the job, very professional on scene with assistance.
- Chief is approachable, involved in community, very friendly.
- Firefighters are representative of the community.
- Everyone is so friendly!
- I’m consistently impressed when I interact with any Shelby fire personnel.
- Our fire department is fast to respond to calls.
- Service is complete, all details are taken care of.
- Our firemen are courteous to victims of fire. They take time to tell victims what is going on and what to do.
- Good follow-up.
- Well respected.
- Good image in community.
- Professionalism.
- Care and concern of personal property during an emergency.
- Courteous and friendly.
- Good communications.
- Positive presence within the community.
- Well-run department.
- Very professional.





# SHELBY FIRE & RESCUE DEPARTMENT

## 2016-2020 Strategic Plan



- Shelby Fire Department – great partner with Cleveland County Schools.
- Ray Beck and his staff are great resources for Cleveland County Schools.
- Annual fire inspections help keep Cleveland County Schools safe.
- The department responds promptly when called.
- The training that our men/women receive.
- How ready and capable they are and willingness to serve.
- The example of excellence they portray.
- The absolute stellar guidance that Chief Hunt, Jake, and Todd provide – We Are Blessed!
- Watched from a distance on call and noted strong professionals handling public and those involved in difficult situation.
- My firsthand experience with our fire department has been excellent. I have never had a home fire, but have had CO [sic] severe problem which they immediately investigated and solved. FD came to my home and did a free fire inspection/analysis and offered suggestions for improved safety.
- Response to alarms in my office have been fast and thoroughly investigated.
- Always present in the community when needed.
- Friendly.
- You all have a wonderful reputation in response to fire/emergency response.
- Community oriented.
- Planning for safety – plan review, pre-emption.
- All interactions that I have had over the years have been very positive. Everyone has been nice, helpful, and attentive.



External Stakeholders Work Session





### Other Thoughts and Comments

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

#### Other Community Comments about the Shelby Fire & Rescue Department (verbatim, in no particular order)

- Other than my issue with using big trucks for every calls, I have been pleased with my experience with Shelby Fire and Rescue. Keep up the good work.
- Battery operated hydraulic device!
- Thank you for taking our comments into your plan for the community.
- ☺ Thanks for your input and goals for improvement. Thanks for inviting me.
- Thankful for strong leadership at FD and professionals.
- I don't have any outstanding comments. They make me think of Batman. You don't see them but when you need them, they save the day.
- I appreciate the opportunity to participate in the process. Thanks for asking for input, feedback, and suggestions. Great process and I am impressed with your continuous improvement efforts.
- The Shelby Fire Department works diligently to serve the city in a professional and efficient manner. It is rare to see a fire department take such pride and work so hard to improve their procedures and responsiveness.
- Continue to improve relationships. Cross training in other needed areas. This is an excellent opportunity of feedback and is much appreciated.
- In my experience, our fire and rescue department has exceeded my expectations. They saved my family members life and they should be commended.
- I think all departments work well together to make a great system.
- Thank you for the opportunity to participate in this exercise. Thank you for your service to our community!
- The professionalism, expertise, and continual process to achieve excellence serves their department and community well. They contribute to the community pride growing in this community.
- The current fire department appears to be under excellent leadership that permeates through the ranks.





### Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization’s approach to community-driven strategic planning, with focus on SF&RD’s Purpose and Mission, Values, Core Programs and Support Services, as well as the organization’s perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions involved participation by the broad organization representation in attendance, as named and pictured below.

Internal Stakeholder Representatives of Shelby Fire & Rescue Department				
Erik Allen <i>Captain</i>	Clint Beam <i>Captain</i>	Matt Beam <i>Firefighter</i>	Ray Beck <i>Fire Marshal</i>	Brian Best <i>Firefighter</i>
Vic Branton <i>Inspector</i>	Dylan Brooks <i>Firefighter</i>	Taylor Canipe <i>Firefighter</i>	Quentin Cash <i>Battalion Chief</i>	Brian Cobb <i>Engineer</i>
Gary Cleary <i>Engineer</i>	Kenny Crews <i>Engineer</i>	William Hunt <i>Fire Chief</i>	Frankie Key <i>Firefighter</i>	Keith Lowery <i>Captain</i>
Todd McMurry <i>Assistant Chief</i>	Jason Parker <i>Captain</i>	David Vanhoy <i>Battalion Chief</i>	Bill Weaver <i>Captain</i>	Danny Webber <i>Firefighter</i>
Jimmy Wellmon <i>Captain</i>		Jake Whisnant <i>Assistant Chief</i>		Matt Williams <i>Battalion Chief</i>



SF&RD Internal Stakeholders





### Purpose and Mission

The purpose of the mission is to answer the questions:

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

A workgroup met to revisit the purpose statement and ensure the mission statement best suits SF&RD. After presentation and discussion by all internal stakeholders, the consensus was to accept the following:

#### **Purpose**

*We exist to protect the quality of life in the “City of Pleasant Living.”*

#### **Mission**

*To be guardians of life and property through the mitigation of calls for service, public education, and prevention programs in the City of Shelby.*

### Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality of the organization. SF&RD’s internal stakeholders agreed to the following:

#### **Values**

#### **Unity**

We pursue unity by keeping open lines of communication in the organization and in the community, recognizing and addressing the values and concerns of our members and citizens, and by preserving the best of our fire service heritage.

#### **Integrity**

We uphold public and corporate trust and respect by committing ourselves to the highest ethical and moral codes of human behavior; and being responsible stewards of the resources entrusted to us.

#### **Quality**

We embrace emerging technology and techniques; and creative problem solving as ways to better serve our community.

#### **Duty**

We strive to be servants to the community by enhancing the quality of life through the delivery of relevant value-added services.

#### **Professionalism**

We seek consistent individual and organizational improvement through education and training and by adhering to high professional standards.

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





### Programs and Services

SF&RD internal stakeholders identified the following core programs provided to the community, as well as the services that enable the organization to deliver those programs:

#### Core Programs

- Fire Suppression
- Technical Rescue
- Community Risk Reduction
- Fire Investigation
- Urban Rural Interface
- Emergency Medical Services
- Hazardous Materials Mitigation
- Domestic Preparedness Planning and Response
- Public Fire and Life Safety Education
- Aircraft Rescue and Firefighting

#### Supporting Services

- Fleet Maintenance
- Fuel Depot
- Volunteer and Contractual Fire Departments
- Educational Facilities
- Center for Public Safety Excellence
- Office of State Fire Marshal
- Human Resources
- Taxpayers
- Firefighter Associations
- Safe Kids
- Department of Insurance
- Public/Private Partnerships
- Department of Transportation
- Uptown Shelby Association
- North Carolina Forestry Service
- Cleveland County
  - Communications
  - EMS
  - Fire Marshal
  - HazMat
  - School System
  - USAR
- Law Enforcement
- Training Officers
- Emergency Management
- Nearby cities
- State and Federal agencies
- Hospital
- Governing Body
- Vendors
- American Red Cross
- Retirement System
- Health Department
- Medical / Physicals
- Employee Assistance Program
- State Bureau of Investigation
- Cleveland Community College
- City Departments and Services
  - Finance
  - Human Resources
  - Information Technology
  - Planning
  - Public Works
  - Utilities (gas, electric, water)





# SHELBY FIRE & RESCUE DEPARTMENT

## 2016-2020 Strategic Plan



### S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an organization candidly identify its internal positive and less-than-desirable attributes, as well as external opportunities and potential threats.

#### Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that strengths are consistent with the issues facing the organization. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds. Through a consensus process, the internal stakeholders identified the strengths of SF&RD are as follows:

Strengths of Shelby Fire & Rescue Department	
Leadership	Vision (future growth)
Apparatus/equipment	Education/training
Tenure (age) of department	Camaraderie
Size of department (not too big, not too small)	Ability to work with a diverse community
Structural organization	Accreditation
People (quality)	High level of customer service
Training facility	Devotion – community over job
Mutual aid	Interest for special teams
Emergency communications system equipment upgrade	Good relationship with outside agencies (VFD, LEO, EMS)
Documentation has gotten better	Finally got a raise (ten years later)
Retirement supplement from relief fund	Retirement benefits
Career development plan	Paid training
Young with room to develop/grow	Developed SOPs/GOGs
Some updates to facilities recently	Experienced senior employees
Progressive in buying new equipment like pro packs/e-hydraulic tool (battery operated)	Individual talents (mechanical, electric, construction, etc.)
Becoming more involved in community events	Annual physicals (free)
Annual equipment/PPE cleaning scheduled	Family oriented and adaptable
Opportunity for advancement	Connections at state level
Ability to work among each platoon or company to accomplish a common goal (teamwork)	Progressive fire department – forward thinking Ability over larger departments to use fewer people to accomplish tasks





# SHELBY FIRE & RESCUE DEPARTMENT

## 2016-2020 Strategic Plan



### Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the internal stakeholders as weaknesses:

Weaknesses of Shelby Fire & Rescue Department	
Retention of employees	Wages (competitive wages)
Insufficient staffing on a daily basis (shift strength)	Loss of experienced personnel and institutional knowledge
Training (low number of live fire opportunities)	Training officer position not filled
Inconsistency in relief staff program (participation and training)	Need for second set of bunker gear for all members
Lengthy hiring and promotional process	Upgrade SCBA (outdated)
Computer systems for all stations (network and Pano)	Lack of compensation or reward for degrees or specialized training (tuition reimbursement)
Lack of using state/federal grant monies	Unproductive internal communications
County dependency to provide most of equipment for hazmat and USAR functions	Lack of physical fitness program/equipment (GOG with no 'meat' to it)
Vacancy in fire prevention	Lack of communication within the department
County communications – system fault	Station locations
Age of facility (Stations 1 and 2)	Lack of support vehicles
Age and style of present rescue vehicle	Lack of business casual uniform
Channel select microphones	Voice amps
On-call inspector pager	One fuel depot
Radios outdated	Gas meter outdated
Accountability system outdated	MDT- iPads (needed)
Need up-to-date pre-plans of businesses	Succession planning
Evaluation system	Lack of public education
Disengage of management with all levels of personnel (need more communication)	Depend on certain personnel too much for too many things
Focus on essential fire functions and training	Lack of employees with other skills (electrical, truck maintenance, etc.)
Reactive instead of proactive	
Lack of administrative assistant	No wifi







# SHELBY FIRE & RESCUE DEPARTMENT

## 2016-2020 Strategic Plan



### Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The internal stakeholders identified the following potential opportunities:

Opportunities for Shelby Fire & Rescue Department	
Better outreach for recruitment and enhance diversity	Educate the public on what we (the fire department) do on a day to day basis
Interagency training for a better understanding of what we need from them and likewise what they need of us. (Ex: On-scene parking and actions)	Better education/involvement with city council on what we do (invite to training, dinner, ride-along)
Utilize social media	More visible in community
We have no “face for the fire department” We need a designated and active PIO	Relations with local YMCA or local gym to improve members’ physical fitness
Continued involvement with local industries and businesses to fulfill both parties’ needs	Continued involvement in state/local firefighter associations
Continue using community college/NFA and other sources (FEMA, etc.) to further education	City doctor/Nurse Practitioner
	Internal healthcare plan (i.e. County)
Market fire department to businesses looking at Shelby	Growth of city, fire department will need to grow
Maybe have a public advisory board	More grants from external stakeholders
CCC training opportunities	Technology



Internal Stakeholders Work Session





# SHELBY FIRE & RESCUE DEPARTMENT

## 2016-2020 Strategic Plan



### Threats

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the internal stakeholders were as follows:

Threats to Shelby Fire & Rescue Department	
Other fire department agencies with better benefits	City jurisdiction outgrowing fire department capabilities
Loss of benefits that affect retention	Loss of a major tax contributor
Loss of sales tax revenue from state to fund local government – including fire department	Lack of involvement/knowledge of fire department capabilities
Public perception – i.e. that we sit around	Social media
State/federal regulations increasing costs of operations – i.e. NFPA, gear requirements, etc.	Media – negative perception of government overall
Economic conditions improving so does private industry hiring	Construction industry standard - i.e. lightweight construction, modern fuels
Aging population for increased medical calls	Environmental regulations
Natural disasters limiting our services - like major ice storms, flooding	Government annexation rules limiting city growth
Hiring pool getting smaller with getting certified personnel	Demographic changes in the community moving tax payers out of city (tax rate)
Job market in city/county not attracting residents	Residential sprinkler and code changes in the future
Other agencies like volunteer/rescue squads going out of business increasing our responsibility	External hiring process – there is a gap in the process to ensure we hire quality people that will stay with Shelby
Lack of experience, training, participation of contracted VFD’s in certain areas of the city	Low tax revenue as compared to other municipalities surrounding us
Consistent info between human resources and fire department	Cleveland Volunteer Fire Department (image of being the same department)
Reduction of benefits	





### Critical Issues and Service Gaps

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

Critical Issues and Service Gap Issues Identified, by Workgroup	
<b>Experience</b> <ul style="list-style-type: none"> <li>- Training (officer, hands-on, evaluations, etc.)</li> <li>- Succession Planning</li> <li>- Lack of fires, etc.</li> <li>- Possible firefighter step plan</li> </ul>	<b>Firefighter Health/Fitness</b> <ul style="list-style-type: none"> <li>- Physical – mental health</li> <li>- Improved fitness equipment in stations</li> <li>- Time management</li> </ul>
<b>Retention of Employees (experienced and new)</b> <ul style="list-style-type: none"> <li>- Recruitment</li> <li>- Pay</li> <li>- Benefits</li> <li>- Atmosphere</li> </ul>	<b>Communications</b> <ul style="list-style-type: none"> <li>- Intra-agency</li> <li>- Public</li> <li>- City government</li> <li>- Platoons</li> <li>- Equipment (radios)</li> </ul>
<b>Public Outreach</b> <ul style="list-style-type: none"> <li>- PIO</li> <li>- Social media</li> <li>- Media</li> <li>- More visible</li> <li>- More explanation of what/why we do (going to the store, exercise, hydrants, etc.)</li> <li>- Educating community on what happens during emergencies</li> </ul>	<b>Work Environment</b> <ul style="list-style-type: none"> <li>- Recruitment – quality</li> <li>- Retention</li> <li>- Workforce Planning</li> </ul>
	<b>Training</b> <ul style="list-style-type: none"> <li>- Live fire</li> <li>- USAR specialties</li> <li>- ARFF</li> <li>- HazMat</li> <li>- Succession (officer, evaluation, p-card, relief captain, relief driver)</li> </ul>
<b>Relationship Building</b> <ul style="list-style-type: none"> <li>- External agencies (schools, hospitals)</li> <li>- Internal (police, EMS, etc.)</li> <li>- Public (forums, workshops with businesses on code enforcement and fire department operations)</li> </ul>	
<b>Technology</b> <ul style="list-style-type: none"> <li>- Equipment (radios, gear, HazMat, etc.)</li> <li>- Equipment (computers, programs, iPads)</li> <li>- Social media</li> <li>- Training</li> <li>- Documentation</li> </ul>	
<b>Health and Physical Fitness</b> <ul style="list-style-type: none"> <li>- Physicals (annual)</li> <li>- Gear cleaning/extra set</li> <li>- Wellness coaching</li> <li>- Exercise equipment</li> <li>- Relationships with outside agencies, like YMCA</li> <li>- Set time</li> </ul>	





### Strategic Initiatives

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

Strategic Initiatives of Shelby Fire & Rescue Department	
Technology	Health and Fitness
Workforce Planning	Public Education
Public Outreach and Relationships	



### Goals and Objectives

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

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

Brian Tracy,  
Author





# SHELBY FIRE & RESCUE DEPARTMENT

## 2016-2020 Strategic Plan



**Goal 1** Enhance the technological abilities within the department to improve service capabilities.

**Objective 1A** Update facility computer systems and software.

**Timeframe** 3 Months **Assigned to:**

- Critical Tasks**
- Meet with city information technology staff to coordinate a replacement timeline schedule.
  - Secure funding for purchase of hardware and software recommended by information technology staff.
  - Working with information technology to install systems in facilities.
  - Work with information technology to train all employees on new hardware and software.

**Funding Estimate**

Capital Costs:	Consumable Costs:
Personnel Costs:	Contract Services Costs:

**Objective 1B** Research, purchase, and implement computer, hardware, and software systems for apparatus.

**Timeframe** 1 Year **Assigned to:**

- Critical Tasks**
- Form advisory committee using city information technology and county communications.
  - Research available apparatus software and hardware systems.
  - Secure funding for purchase of system.
  - Work with city information technology to install system in apparatus.
  - Educate and train employees on new system.
  - Ensure system is continually working with communications.

**Funding Estimate**

Capital Costs:	Consumable Costs:
Personnel Costs:	Contract Services Costs:

**Objective 1C** Ensure apparatus are purchased with the most up to date technological and safety features.

**Timeframe** Ongoing **Assigned to:**

- Critical Tasks**
- Form advisory committee with fleet manager to research and stay informed about current technology and safety features.
  - Visit manufacturing facilities to see and learn if new features are feasible for our operation.
  - Ensure specification recommendations from advisory committee are added to and adhered to any new apparatus purchased.
  - Secure funding when necessary for new apparatus.
  - Train and educate staff on new technology and safety features on apparatus.

**Funding Estimate**

Capital Costs:	Consumable Costs:
Personnel Costs:	Contract Services Costs:





# SHELBY FIRE & RESCUE DEPARTMENT

## 2016-2020 Strategic Plan



### Objective 1D Research, purchase, and implement a new accountability system for firefighter safety.

**Timeframe** 1 Year **Assigned to:**

- Critical Tasks**
- Form advisory/safety committee to research available accountability systems and feasibility for our operations.
  - Secure funding for committee recommended accountability system.
  - Train and educate staff after purchase of system.
  - Implement new accountability system into operation.
  - Continuously revisit and research all new technology for member safety.

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

### Objective 1E Research, purchase, and implement the most up to date firefighting and rescue equipment.

**Timeframe** Ongoing **Assigned to:**

- Critical Tasks**
- Form advisory/safety committee to research new technology and safety equipment for firefighting and rescue.
  - Form focus groups from advisory/safety committee to oversee different equipment categories.
  - Involve vendors to allow us to demonstrate recommended equipment.
  - Staff consensus that recommended and demonstrated equipment as user friendly for operation.
  - Secure funding to purchase recommended equipment.
  - Train and educate staff on purchased equipment.
  - Implement new equipment.

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

### Objective 1F Research, purchase, and implement updated portable and mobile radio systems.

**Timeframe** 18 Months **Assigned to:**

- Critical Tasks**
- Form advisory committee to research portable and mobile radio systems.
  - Secure funding to purchase recommended systems.
  - Educate and train on new system.
  - Contract with vendor to install systems in stations and apparatus.
  - Contract with vendor for annual benchmark testing and maintenance.

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

### Objective 1G Research, fund, and purchase mobile communication systems.

**Timeframe** 3 Months **Assigned to:**

- Critical Tasks**
- Research available mobile communication systems (Active911, etc.).
  - Purchase recommended system.
  - Train and educate staff on new system.

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





# SHELBY FIRE & RESCUE DEPARTMENT

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<b>Goal 2</b>	<b>Improve and maintain the overall health and wellness of Shelby Fire and Rescue staff to better serve the citizens of our community.</b>	
<b>Objective 2A</b>	<b>Identify current departmental G.O.G. 700.03 and analyze for possible revisions and improvement.</b>	
<b>Timeframe</b>	1 Month	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Survey all members of the department to gather all data and ideas to identify short falls in current G.O.G.</li> <li>• Develop a committee to process all data that is gathered and begin moving forward with the plan for a new program.</li> <li>• Inform administration of plan to move forward with plan to improve current G.O.G.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2B</b>	<b>Develop and/or create a group or committee to research, present, and implement an improved/revised health and wellness program for Shelby Fire and Rescue members.</b>	
<b>Timeframe</b>	6 Months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Find members to volunteer to serve on a wellness committee.</li> <li>• Group to research current NFPA standards.</li> <li>• Identify what other fire departments our size and in our region are doing to find the best industry practices.</li> <li>• Collaborate with administration and human resources to determine what direction to go with the program.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2C</b>	<b>Health/wellness committee will work with administration to write updated G.O.G. to fulfill findings/needs to best fit Shelby Fire and Rescue.</b>	
<b>Timeframe</b>	6 Months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Use current committee to use departmental G.O.G. outline to create rough draft.</li> <li>• Administration/human resources approves rough draft and implements revised G.O.G.</li> <li>• Educate/inform all staff members of new G.O.G. on physical fitness.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2D</b>	<b>Update/improve current workout equipment at all three stations - create or collaborate possible external relationships with other organizations to promote improved physical well-being within the department.</b>	
<b>Timeframe</b>	1 Year	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify/inventory current physical fitness equipment at all stations.</li> <li>• Take needs for more physical fitness equipment and begin adding items to annual budget (consider using grant monies to fund).</li> <li>• Department representatives begin exploring and building relationships with external agencies to have other options for physical wellness.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





# SHELBY FIRE & RESCUE DEPARTMENT

## 2016-2020 Strategic Plan



### Goal 3 Evaluate the current workforce plan, recognize and implement needed changes.

#### Objective 3A Develop and implement a recruitment plan.

**Timeframe** 1 Year **Assigned to:**

- Critical Tasks**
- Form a committee to evaluate practices that would make the department more attractive to potential candidates.
  - Form an in-house committee to carry out a pay and benefits study of similar sized departments in area.
  - Implement committee plan for recruiting potential candidates.
  - Reevaluate plan after next hiring process and make changes if needed.
- Funding Estimate**
- |                  |                          |
|------------------|--------------------------|
| Capital Costs:   | Consumable Costs:        |
| Personnel Costs: | Contract Services Costs: |

#### Objective 3B Research current retention issues and evaluate departmental changes and implement plan to improve retention.

**Timeframe** 1 Year **Assigned to:**

- Critical Tasks**
- Form a committee to research retention issues among current staffing along with factors that draw employees to other departments.
  - Research with former staff what factors aided in their retaining employment.
  - Formulate retention plan.
  - Implement retention plan.
  - Ongoing reevaluation of plan.
- Funding Estimate**
- |                  |                          |
|------------------|--------------------------|
| Capital Costs:   | Consumable Costs:        |
| Personnel Costs: | Contract Services Costs: |

#### Objective 3C Research, develop, and implement a succession plan.

**Timeframe** 6 Months **Assigned to:**

- Critical Tasks**
- Recognize areas of impending vacancies.
  - Identify current employees that could fill specific impending vacancies.
  - Administer appropriate training to prepare said employees for specific impending vacancies.
  - Reevaluate plan as needed.
- Funding Estimate**
- |                  |                          |
|------------------|--------------------------|
| Capital Costs:   | Consumable Costs:        |
| Personnel Costs: | Contract Services Costs: |

#### Objective 3D Research, develop, and implement a training program for each position in the department.

**Timeframe** 1 Year and ongoing **Assigned to:**

- Critical Tasks**
- Form a committee to research and evaluate current career development plan.
  - Research specific internal training needs for each position in department.
  - Develop plan to ensure career development plan is compatible to current promotion assessment matrix.
  - Develop plan to allow members the opportunity to qualify for filling in.
  - Reevaluate training program as needed.
- Funding Estimate**
- |                  |                          |
|------------------|--------------------------|
| Capital Costs:   | Consumable Costs:        |
| Personnel Costs: | Contract Services Costs: |







# SHELBY FIRE & RESCUE DEPARTMENT

## 2016-2020 Strategic Plan



### Goal 4 Develop a public education and outreach program on fire department operations.

#### Objective 4A Identify personnel to deliver correct information for public outreach and support agency program.

**Timeframe** 6 months **Assigned to:**

- Critical Tasks**
- Select personnel from each platoon by skills and abilities.
  - Training personnel for programs.
  - Develop guidelines for presentations.

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

#### Objective 4B Identify and categorize community groups and support agency to invite for meetings.

**Timeframe** 6 months **Assigned to:**

- Critical Tasks**
- Analyze all data to determine needs.
  - Research venues for meetings.
  - Develop documentation to gather data for possible events.

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

#### Objective 4C Develop a plan to measure and identify needs for the community and support agencies.

**Timeframe** 6 months **Assigned to:**

- Critical Tasks**
- Classify groups by need within target groups and support agencies.
  - Obtain group-specific materials.
  - Develop pre-survey for participants.
  - Develop system for invitations to events.

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

#### Objective 4D Develop a program with any media outlet to inform the community and supporting agency.

**Timeframe** Ongoing **Assigned to:**

- Critical Tasks**
- Identify all media outlets (social, print, etc.)
  - Build relationships with key people within the media.
  - Develop guidelines for fire department personnel using social media.

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

#### Objective 4E Develop and implement a program to be interactive with community activities.

**Timeframe** Ongoing **Assigned to:**

- Critical Tasks**
- Contact local associations and groups on future activities.
  - Develop a department calendar for activity opportunities.
  - Develop a needs assessment for each activity.

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





# SHELBY FIRE & RESCUE DEPARTMENT

## 2016-2020 Strategic Plan



**Objective 4F** Develop a program to gather information and analyze to ensure effectiveness.

**Timeframe** 6 months **Assigned to:**

- Critical Tasks**
- Develop means of surveying (online, handouts, etc.)
  - Develop a means of cataloging events.
  - Develop a report to document the effectiveness of the program.

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

**Goal 5** Create a program/system to identify and reduce the overall risks in our community through public education.

**Objective 5A** Conduct a needs assessment throughout the community to identify specific risks/hazards that need to be addressed.

**Timeframe** 6 Months **Assigned to:**

- Critical Tasks**
- Gather data via surveys (external stakeholder comments) through NFIRS, EMS, reports, and other historical data or agencies that can assist in gathering critical information.
  - Group to be formed to analyze data.
  - Findings reported to administration and final plan of action established.

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

**Objective 5B** Create/establish a public education position within the fire department while working under the supervision of the fire marshal's office.

**Timeframe** 12 Months **Assigned to:**

- Critical Tasks**
- Provide statistical data to administration to support the need for the position.
  - Administration will seek approval from city government to add position to fire department staff.
  - In addition, consider using local community college or university system for internship to assist in public education program.
  - Utilize qualified volunteers from the community to assist.

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

**Objective 5C** Create/implement a risk reduction/education program for the community that the public educator will follow.

**Timeframe** 6 Months **Assigned to:**

- Critical Tasks**
- Based on all identified data, specific education programs will be developed.
  - Continue to utilize current and traditional public education events. (October, Freddie Firetruck, firehouse tours).
  - Program should be able to expand to other risk reduction needs, code enforcement, natural disasters, car seat installation, or anything that is identified as a need.

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





### Vision

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

#### Vision of the Shelby Fire & Rescue Department

**The Shelby Fire & Rescue Department:** *A professional fire service organization, unified in purpose, committed to duty, and an example of integrity in quality mission delivery.*

It is our vision that, by 2021, we will have clearly demonstrated our commitment to our City of Pleasant Living by way of enhanced external relationships, and contributions to public outreach and education. Our community-first service will be provided by a healthy and fit workforce, further supported by a plan for individual career development and succession. Our daily tasks will be made more efficient and effective with improved technology resources that allow for enhanced communications and reporting, both internally and externally.

We endeavor to live our purpose and values as we deliver our mission, accomplish our goals, and bring this vision to fruition.





# SHELBY FIRE & RESCUE DEPARTMENT

## 2016-2020 Strategic Plan



### Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor."<sup>3</sup> Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

... successful strategic planning requires continuing review of actual accomplishments in comparison with the plan ... periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked.<sup>4</sup>

In order to establish that SF&RD's Strategic Plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

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

- **Inputs** - Value of resource used to produce an output.
- **Outputs** - Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.

<sup>3</sup> Collins Good to Great and the Social Sectors. Boulder, 2009

<sup>4</sup> Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.





# SHELBY FIRE & RESCUE DEPARTMENT

## 2016-2020 Strategic Plan



### The Success of the Strategic Plan

SF&RD has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. SF&RD utilized professional guidance and the community-driven strategic planning process to compile this document. The success of SF&RD's strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, membership of the organization, and the community-at-large.

*"No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point."*

Good to Great and the Social Sectors  
Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.<sup>5</sup>

<sup>5</sup> Matthews (2005). *Strategic Planning and Management for Library Managers*





### Glossary of Terms, Acronyms, and Initialisms

<b>Accreditation</b>	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
<b>ARFF</b>	Aircraft Rescue and Firefighting
<b>CCC</b>	Cleveland Community College
<b>CFAI</b>	Commission on Fire Accreditation International
<b>CPSE</b>	Center for Public Safety Excellence
<b>Customer(s)</b>	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
<b>Efficiency</b>	A performance indication where inputs are measured per unit of output (or vice versa).
<b>EMS</b>	Emergency Medical Services
<b>Environment</b>	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
<b>HazMat</b>	Hazardous materials
<b>IAFF</b>	International Association of Fire Fighters
<b>Input</b>	A performance indication where the value of resources are used to produce an output.
<b>ISO</b>	Insurance Services Office
<b>LEO</b>	Law Enforcement Officer
<b>MDT</b>	Mobile Data Terminal
<b>Mission</b>	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
<b>NFA</b>	National Fire Academy
<b>NFPA</b>	National Fire Protection Association
<b>OSHA</b>	Occupational Safety and Health Administration
<b>Outcome</b>	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
<b>Output</b>	A performance indication where a quality or number of units produced is identified.





# SHELBY FIRE & RESCUE DEPARTMENT

## 2016-2020 Strategic Plan



<b>Performance Measure</b>	A specific measurable result for each goal and/or program that indicates achievement.
<b>PIO</b>	Public Information Office(r)
<b>PPE</b>	Personal Protective Equipment
<b>Stakeholder</b>	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
<b>Strategic Goal</b>	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
<b>Strategic Objective</b>	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
<b>Strategic Plan</b>	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
<b>Strategic Planning</b>	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.
<b>Strategy</b>	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
<b>Vision</b>	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.





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