

Springfield Fire Rescue Division

Strategic Plan 2015-2018

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Contents

Mission, Vision, and Values	2
Strategic Goals	3
Timing of Our Work	8

Springfield Fire Rescue Division Strategic Plan

Introduction

The process to develop this strategic plan included multiple steps.

1. Established a strategic planning committee consisting of senior leadership, battalion chiefs, union leadership, and firefighters representing all parts of the organization. Planning Committee members include: Nick Heimlich, Rod Rahrle, Brian Miller, Randy Keifer, Matt Smith, Kevin Sprinkle, Chris Chilton, Kris Cooper, Dan Faust, Jeremy Linn, John Readler, and Andy Rigsbee. Springfield City Manager Jim Bodenmiller participated in some of the conversations.
2. Completed an overall organizational and environmental assessment to provide background information to inform the development of the strategic plan. Research and activities included:
 - a. Conducted focus groups with every firefighter in SFRD.
 - b. Conducted interviews with partner agencies and potential partner agencies who may be able to impact non-emergency runs.
 - c. Researched best practices found at the National Fire Academy research library.
 - d. Researched emerging trends in fire and rescue departments.
 - e. Researched expectations from national city and county managers on future needs from fire and rescue departments.
3. Held multiple meetings with the planning committee to:
 - a. Develop focus group questions
 - b. Define Mission, Vision, Values
 - c. Define expectations for agency leadership
 - d. Develop objectives in support of the strategic goals

This strategic plan contains the results of this work.

Mission, Vision, and Values

Mission

The Springfield Fire Rescue Division exists to protect lives and property in our community by providing professional, caring Fire, EMS, and multi-hazard emergency services.

Vision

We will always be leaders in:

- providing professional safety services,
- resolving problems,
- supporting our members,
- and building our community.

Values

Springfield Fire Rescue Division Strategic Plan



Strategic Goals

Springfield Fire Rescue Division will improve its ability to protect lives and property in our community by achieving the following goals:

1. Ensure the apparatus, facilities, equipment, and technology support effective and efficient fire, rescue, and emergency services.

The tools, apparatus, facilities, and other equipment used by SFRD personnel are essential components of the fire, rescue, and emergency services performed by SFRD. For example, a non-operational or unreliable fire truck limits the organization's ability to fight fires. Unreliable safety gear might put staff members at risk when they are performing their services. Uncomfortable housing facilities may contribute to fatigue which may impact a staff person's ability to work effectively.

Objective 1A: Assess the reliability and quality of all current apparatus, identify priorities for improvement, and create an action plan.

- Address repairs and improvements
- Address preventive maintenance requirements for each category of apparatus

Objective 1B: Identify types of apparatus needed in the future to achieve an efficient and effective response force to meet the Springfield community's needs.

Objective 1C: Improve quality of apparatus maintenance and repair.

- Agree on feedback and communications mechanism with city garage
- Authorize and support minor in house repairs
- Authorize and support alternative repair options when city garage is unable to meet needs
- Enter the winter season with all vehicles in best possible repair and current on preventive maintenance.

Objective 1D: Develop and fund apparatus replacement plan

Springfield Fire Rescue Division Strategic Plan

- Apparatus needed for the Springfield community response force
- Replacement of obsolete or unreliable apparatus
- Include replacement funding in every annual budget
- Evaluate lease options
- Evaluate and secure grant funding

Objective 1E: Assess the functionality of all stations, identify priorities for improvement, and create an action plan.

- Livability
- Multi-gender bath & sleeping facilities
- Washers & dryers
- Limitations in supporting apparatus needed for Springfield response force.

Objective 1F: Conduct a tour of all stations with the City administration.

Objective 1G: Evaluate the best way to enhance communications between members of the public and individual staff members.

Objective 1H: Provide remote communications and training capabilities in all stations.

- Conference calling technology to enable Battalion wide meetings without travel
- Smart board and webinar technology to enable training without travel

Objective 1I: Provide an I-Pad or similar technology for every vehicle to enable remote planning and reporting.

Objective 1J: Monitor plans for county wide dispatch to ensure ongoing interoperability with countywide system.

2. Strengthen the leadership model and leaders of the agency.

SFRD personnel are called upon to address a variety of emergency situations. They must be able to assess situations and determine appropriate responses quickly. Personnel rely on each other to resolve the emergency situations and to protect the public and each other while resolving the situations. Effective leadership is critical to be able to plan and implement solutions to the variety of emergency situations expected in Springfield.

Objective 2A: Establish structure that supports the six person leadership team.

Objective 2B: Review command manual roles and responsibilities; improve to meet today's needs.

Objective 2C: Investigate, define, and establish a comprehensive internal leadership development program for each position that meets today's needs.

- Complete a SWOT analysis for each position
- Revise roles, responsibilities, and authority
- Develop clear job descriptions
- Develop & implement performance management process: objectives, coaching, evaluation
- Define periodic maintenance requirements and schedule of continuing educations

Objective 2D: Battalion chiefs meet with officers at all levels to define expectations and provide regular feedback.

Objective 2E: Develop succession plan to intentionally provide opportunities for development and experiences for potential leaders.

Springfield Fire Rescue Division Strategic Plan

Objective 2F: Define and implement educational requirements for all ranks.

- Formalize requirements for promotion.
 - Education and training
 - Testing
 - Civil Service changes
 - Implementation schedule
 - Share with all personnel
- Formalize requirements for serving in Acting positions.

Objective 2G: Evaluate effectiveness of Leadership Development program.

- Evaluate effectiveness of coaching/mentoring
- Evaluate overall program outcomes and take corrective action

Objective 2H: Implement a periodic 360 feedback process for top leaders.

Objective 2I: Secure civil service approval for suggested changes.

3. Optimize the organization skills and structure.

The volume of work completed by SFRD has changed significantly in the past, evolving from an organization focused only on fires to an organization focused on fire and rescue services. The number of emergency calls has steadily increased in the past years, while staffing has remained stable. In order to meet the increased need for service, SFRD must adjust its organization Structure and skills.

Objective 3A: Sustain the physical strength and flexibility of employees through an improved wellness program.

Objective 3B: Identify and capture data that will enable more efficient deployment of resources while maintaining overall effectiveness.

- Identify most important metrics that will meet Springfield's needs.
- Identify technology needs to capture data.

Objective 3C: Identify the best organization structure and response models to meet efficiency and effectiveness goals.

- Clarify the focus and increase accountability of each SFRD bureau.

Objective 3D: Transition to the optimum structure and response models.

- Monitor impact and adjust structure and models to ensure meeting ongoing efficiency and effectiveness goals.

Objective 3E: Conduct a community risk assessment to identify potential fire and emergency risks in the community.

Objective 3F: Revise training scenarios and modules to address community risks.

Objective 3G: Adjust structure and response models to address community risks.

Objective 3H: Revise hiring practices and standards to reflect community needs and risks.

4. Improve the community's preparedness for and understanding of emergencies.

In order to reduce the number of non-emergency runs, we must educate the community about emergencies and about alternatives to calling 911. We must strengthen the ability of the dispatch staff

Springfield Fire Rescue Division Strategic Plan

to assess the nature of the call. We must also strengthen our relationships with peer and partner agencies to enable all of us to collectively meet the community's emergency and non-emergency needs.

Objective 4A: Revise the Dispatch incident assignment procedures

- Enable Dispatch to distinguish between emergency and non-emergency needs
- Enable Dispatch to identify alternative solution providers; referrals to other agencies
- Provide SFRD with more detailed information about the calls received and dispatched to SFRD.

Objective 4B: Provide input to Dispatch hiring and training practices.

- Understanding of NFPA 1221 and NFPA 1061
- Ensure Dispatch staff understand SFRD needs
- Help SFRD understand Dispatch standards and practices
- Engage Dispatch in multi-agency training (such as active shooter)

Objective 4C: Advocate to increase scope of practice and reduce limitations on EMS services.

- Participate in state wide advocacy opportunities
- Educate local legislators about the importance of this topic.

Objective 4D: Increase collaboration with neighboring departments

- Mutual response agreements
- Mutual training levels

Objective 4E: Increase collaboration with Springfield Regional Medical Center to reduce unneeded visits and improve patient transfer.

- Align patient triage and reporting procedures
- Define scope of SFRD responsibility to determine whether or not to transport a patient to the hospital.
- Correlate data between both organizations to cross reference SFRD recommendations with hospital assessment and patient outcomes

Objective 4F: Increase interagency training with Springfield Police Department and CareFlight.

Objective 4G: Increase community education

- Take advantage of specific timing within year:
 - Time change for smoke detector battery change
 - Fire prevention month
 - School's out – summer time hazards for children
- Increase educational press releases
- Use recent incident as opportunity for an educational story.
- Utilize social media to educate
- Utilize public access television to educate
- Over time, add education about appropriate use of 911

Objective 4H: Define and implement referral procedures with partner agencies (DJFS, United Senior Services, Mental Health, etc.)

Objective 4I: Establish and support Springfield/Clark county Community Emergency Response Consortium

- Leaders of peer agencies who would be involved in responding to a large emergency.

Objective 4J: Engage with Springfield area family physicians to educate them about impacts and outcomes of 911 referrals.

Springfield Fire Rescue Division Strategic Plan

- Survey instrument
- Feedback loop and mechanism

Objective 4K: Once consolidated city-county Dispatch is approved, actively engage in defining the systems, technology, protocols, etc. of the new Dispatch organization.

5. Prepare for the future.

As we maintain focus on current needs in Goals 1-4, we cannot lose attention on expected changes and emerging industry trends. This goal enables us to maintain the big picture of community and agency needs now and into the future.

Objective 5A: Monitor and evaluate overall fire and EMS industry and environment to identify improvements for SFRD.

- Best practices
- Community paramedicine
- Quick response vehicles
- Structure and staffing

Objective 5B: Monitor impact of all strategic plan changes to confirm we are realizing benefits anticipated; adjust structures and practices as needed.

Objective 5C: Ensure long term financial sustainability of SFRD.

- Provide resources for grant writing
- Evaluate benefit and potential success for a fire and emergency services levy.

Objective 5D: Establish performance standards for incident mitigation.

Objective 5E: Identify ongoing agency technology needs.

Objective 5F: Update community risk assessment as appropriate.

Springfield Fire Rescue Division Strategic Plan

Timing of Our Work

Goal 1: Ensure the apparatus, facilities, equipment, and technology support effective and efficient fire, rescue, and emergency services.		
2015-2016	2016-2017	2017-2018
<p>1A: Assess the reliability and quality of all current apparatus, identify priorities for improvement, and create an action plan.</p> <p>1B: Identify types of apparatus needed in the future to achieve an efficient and effective response force to meet the Springfield community’s needs.</p> <p>1C: Improve quality of apparatus maintenance and repair.</p> <p>1D: Develop and fund apparatus replacement plan.</p> <p>1E: Assess the functionality of all stations, identify priorities for improvement, and create an action plan.</p> <p>1F: Conduct a tour of all stations with the City administration.</p> <p>1G: Evaluate the best way to enhance communications between members of the public and individual staff members.</p> <p>1H: Provide remote communications capabilities in all stations.</p> <p>1J: Monitor plans for county wide dispatch to ensure ongoing interoperability with countywide system.</p>	<p>1A: Implement the apparatus improvement an action plan.</p> <p>1C: Sustain improved quality of apparatus maintenance and repair.</p> <p>1D: Fund apparatus replacement plan.</p> <p>1E: Implement the facilities improvement action plan.</p> <p>1H: Provide remote training capabilities in all stations.</p> <p>1I: Provide an I-Pad or similar technology for every vehicle to enable remote planning and reporting.</p> <p>1J: Monitor plans for county wide dispatch to ensure ongoing interoperability with countywide system.</p>	<p>1A: Implement the apparatus improvement an action plan.</p> <p>1C: Sustain improved quality of apparatus maintenance and repair.</p> <p>1D: Fund apparatus replacement plan.</p> <p>1E: Implement the facilities improvement action plan.</p> <p>1H: Ensure ongoing usage of remote communications and training capabilities in all stations.</p> <p>1I: Provide an I-Pad or similar technology for every vehicle to enable remote planning and reporting.</p> <p>1J: Monitor plans for county wide dispatch to ensure ongoing interoperability with countywide system.</p>
<p>Possible metrics</p> <p><u>City administration metrics</u></p> <ul style="list-style-type: none"> • Availability of apparatus improvement action plan; progress toward priorities • Availability of facilities improvement action plan; progress toward priorities • Availability of apparatus replacement plan; progress toward priorities <p><u>Leadership team metrics</u></p> <ul style="list-style-type: none"> • Quality of apparatus and equipment • Availability of new technology: cell phone, remote communications equipment, Ipad, remote training equipment 		

Springfield Fire Rescue Division Strategic Plan

Goal 2: Strengthen the leadership model and leaders of the agency.		
2015-2016	2016-2017	2017-2018
<p>2A: Establish structure that supports the six person leadership team.</p> <p>2B: Review command manual roles and responsibilities; improve to meet today’s needs.</p> <p>2C: Investigate, define, and establish a comprehensive internal leadership development program for each position that meets today’s needs.</p> <p>2D: Battalion chiefs meet with officers at all levels to define expectations and provide regular feedback.</p> <p>2F: Define educational requirements for all ranks.</p>	<p>2E: Develop succession plan to intentionally provide opportunities for development and experiences for potential leaders.</p> <p>2F: Define educational requirements for all ranks.</p> <ul style="list-style-type: none"> • Formalize requirements for promotion. • Formalize requirements for serving in Acting positions. 	<p>2G: Evaluate effectiveness of Leadership Development program.</p> <p>2H: Implement a 360 feedback process for top leaders.</p> <p>2I: Secure civil service approval for suggested changes.</p>
<p>Possible metrics</p> <p><u>City administration metrics</u></p> <ul style="list-style-type: none"> • Recommended civil service changes <p><u>Leadership team metrics</u></p> <ul style="list-style-type: none"> • Six person Leadership team meeting regularly and functioning well. • Requirements for promotion complete. • Requirements for Acting complete. • Effectiveness of development program 		

Springfield Fire Rescue Division Strategic Plan

Goal 3: Optimize the organization skills and structure.		
2015-2016	2016-2017	2017-2018
<p>3A: Sustain the physical strength and flexibility of employees through an improved wellness program.</p> <p>3B: Identify and capture data that will enable more efficient deployment of resources while maintaining overall effectiveness.</p> <p>3C: Identify the best organization structure and response models to meet efficiency and effectiveness goals.</p> <p>3D: Transition to the optimum structure and response models.</p>	<p>3E: Conduct a community risk assessment to identify potential fire and emergency risks in the community.</p> <p>3F: Revise training scenarios and modules to address community risks.</p> <p>3G: Adjust structure and response models to address community risks.</p>	<p>3F: Continue improving training scenarios and modules to address community risks.</p> <p>3G: Monitor efficiency and effectiveness of structure and response models and community risks; adjust structure and models as appropriate.</p> <p>3H: Revise hiring practices and standards to reflect community needs and risks.</p>
<p>Possible metrics</p> <p><u>City administration metrics</u></p> <ul style="list-style-type: none"> • Data that illustrate the most important measurements of efficiency and effectiveness <p><u>Leadership team metrics</u></p> <ul style="list-style-type: none"> • Participation in wellness program • Options for organization structure and response models • Completion of risk assessment • New training scenarios 		

Springfield Fire Rescue Division Strategic Plan

Goal 4: Improve the community's preparedness for and understanding of emergencies.		
2015-2016	2016-2017	2017-2018
<p>4A: Revise the Dispatch incident assignment procedures</p> <p>4B: Provide input to Dispatch hiring and training practices.</p> <p>4C: Advocate to increase scope of practice and reduce limitations on EMS services.</p> <p>4D: Increase collaboration with neighboring departments</p> <p>4E: Increase collaboration with Springfield Regional Medical Center to reduce unneeded visits and improve patient transfer.</p> <p>4F: Increase interagency training with Springfield Police Department and CareFlight.</p> <p>4G: Increase community education</p> <p>4K: Once consolidated city-county Dispatch is approved, actively engage in defining the systems, technology, protocols, etc. of the new Dispatch organization.</p>	<p>4A: Monitor and adjust the Dispatch incident assignment procedures</p> <p>4B: Provide input to Dispatch hiring and training practices.</p> <p>4C: Advocate to increase scope of practice and reduce limitations on EMS services (if needed)</p> <p>4D: Support ongoing collaboration with neighboring departments.</p> <p>4E: Support ongoing collaboration with Springfield Regional Medical Center to reduce unneeded visits and improve patient transfer.</p> <p>4F: Continue interagency training with Springfield Police Department and CareFlight.</p> <p>4G: Continue focus on community education</p> <p>4H: Define and implement referral procedures with partner agencies (DJFS, United Senior Services, Mental Health, etc.).</p> <p>4I: Establish and support Springfield/Clark County Community Emergency Response Consortium</p> <p>4J: Engage with Springfield area family physicians to educate them about impacts and outcomes of 911 referrals.</p>	<p>4A: Monitor and adjust the Dispatch incident assignment procedures</p> <p>4B: Provide input to Dispatch hiring and training practices.</p> <p>4C: Advocate to increase scope of practice and reduce limitations on EMS services (if needed)</p> <p>4D: Support ongoing collaboration with neighboring departments.</p> <p>4E: Support ongoing collaboration with Springfield Regional Medical Center to reduce unneeded visits and improve patient transfer.</p> <p>4F: Continue interagency training with Springfield Police Department and CareFlight.</p> <p>4G: Continue focus on community education</p> <p>4H: Monitor and adjust referral procedures with partner agencies.</p> <p>4I: Support Springfield Community Emergency Response Consortium</p> <p>4J: Continue to engage with Springfield area family physicians to educate them about impacts and outcomes of 911 referrals.</p>
<p>Possible metrics</p> <p><u>City administration metrics</u></p> <ul style="list-style-type: none"> • Number of non-emergency calls referred to SFRD by Dispatch • Status of mutual aid agreements with neighboring departments • Status of Springfield Community Emergency Response Consortium. <p><u>Leadership team metrics</u></p> <ul style="list-style-type: none"> • Quantity and quality of community education • Shared metrics with SRMC – identify those will describe effectiveness of SFRD referrals and transports • Availability and usefulness of referral procedures • Number of 911 calls triggered by family physician 		

Springfield Fire Rescue Division Strategic Plan

Goal 5: Prepare for the future.		
2015-2016	2016-2017	2017-2018
<p>5A: Monitor and evaluate overall fire and EMS industry and environment to identify improvements for SFRD.</p> <p>5C: Ensure long term financial sustainability of SFRD.</p> <p>5E: Identify ongoing agency technology needs.</p>	<p>5A: Monitor and evaluate overall fire and EMS industry and environment to identify improvements for SFRD.</p> <p>5B: Monitor impact of all strategic plan changes to confirm we are realizing benefits anticipated; adjust structures and practices as needed.</p> <p>5C: Ensure long term financial sustainability of SFRD.</p> <p>5E: Identify ongoing agency technology needs.</p>	<p>5A: Monitor and evaluate overall fire and EMS industry and environment to identify improvements for SFRD.</p> <p>5B: Monitor impact of all strategic plan changes to confirm we are realizing benefits anticipated; adjust structures and practices as needed.</p> <p>5C: Ensure long term financial sustainability of SFRD.</p> <p>5D: Establish performance standards for incident mitigation.</p> <p>5E: Identify ongoing agency technology needs.</p> <p>5F: Update community risk assessment as appropriate.</p>
<p>Possible metrics</p> <p><u>City administration metrics</u></p> <ul style="list-style-type: none"> • Financial results <p><u>Leadership team metrics</u></p> <ul style="list-style-type: none"> • Resident satisfaction results • Employee satisfaction results • 		