



# ANDOVER FIRE-RESCUE STRATEGIC PLAN 2023

## ABSTRACT

As your fire chief, I present our updated Strategic Plan. This blueprint aims to elevate our department to excellence, safeguarding the health, safety and economic viability of our community.

Key pillars of the plan include

**Facilities:** Modernizing infrastructure for enhanced efficiency and optimal function.

**Personnel:** Nurturing growth, fostering expertise, and prioritizing their well-being.

**Planning:** Anticipating challenges effectively through comprehensive strategic approaches.

**Apparatus/Equipment:** Equipping firefighters with advanced tools to ensure preparedness and efficacy.

**Relationships:** Fostering collaboration within the community, partner agencies, and stakeholders.

**Finances:** Prudent and effective resource management for sustained excellence.

The plan outlines not only objectives but shared aspirations. Through innovation and dedicated teamwork, we aim to elevate capabilities, ensuring a lasting impact. Your support is invaluable as we together shape a future of unwavering excellence.

**Chad Russell**  
Fire Chief



# STRATEGIC PLAN

## Table of Contents

Executive Summary.....	3
Organizational Background .....	4
2023 Organizational Structure .....	5
MISSION STATEMENT .....	6
CORE VALUES .....	6
Vision Statement .....	6
THE BIG 4! .....	7
SWOT ANALYSIS.....	7
Table 1: Critical Issues .....	8
Table 2: Service Gaps .....	9

Strategic Initiatives .....	9
Table 3: Strategic Initiatives .....	9
Goals and Objectives.....	10
<b>2023 Update</b> .....	11
<b>FACILITIES</b> .....	11
Goal 1 – Access to technology. ....	11
Goal 2 – Facilities equipment.....	11
Goal 3 – Facilities maintenance. ....	12
Goal 4– Training Facilities. ....	13
Planning.....	13
Goal 1 – Planning. ....	13
Goal 2 – Team Building and Positive Atmosphere.....	14
Goal 3 – Personnel. ....	15
Goal 4 – ISO.....	15
Goal 5 – Update of Fire Code.....	16
Goal 6 – Improved 911 Communications .....	16
Financial .....	17
Goal 1 – Financial Components. ....	17
Relationships.....	21
Goal 1 – External Relationships. ....	21
<b>PERSONNEL</b> .....	25
Goal 1 – Employee Development and Training .....	25
Goal 2 – Employee Recruitment and Retention .....	28
Goal 3 - Health, Safety, and Wellness .....	29
Goal 4 – Succession Planning.....	31
Goal 5 – Staffing Plan .....	32
<b>APPARATUS / EQUIPMENT</b> .....	36
Goal 1 - Vehicle Replacement Plan .....	36
Goal 2 – Apparatus / Equipment Maintenance .....	36
Performance Measurement .....	37
“Managing for Results” .....	37

## Executive Summary

Within the upcoming pages, you will find the roadmap that guides your fire department's unyielding focus on safety, health, and economic viability within our community. This strategic plan is a reflection of the values that steer our mission—honor, duty, integrity, unity, and respect.

As your fire chief, I stand with you to shed light on the importance of our key pillars: Facilities, Personnel, Planning, Apparatus/Equipment, Relationships, and Finances. These pillars work in tandem to support our goal of safeguarding lives, promoting well-being, and ensuring fiscal responsibility.

Our Facilities exemplify our commitment to modernization and operational efficiency. We prioritize equipping our Personnel with growth opportunities and expertise. Planning ensures our readiness, while Apparatus/Equipment empower us for swift responses. Relationships amplify our collective impact, and financial stability secures the foundation of our values.

With unity as our guide and these pillars as our foundation, we are moving toward a future where your fire department embodies excellence in every aspect.

Yours in Service,

A handwritten signature in black ink, appearing to read 'Chad A. Russell', with a long, sweeping horizontal line extending to the right.

Chad A. Russell  
Fire Chief

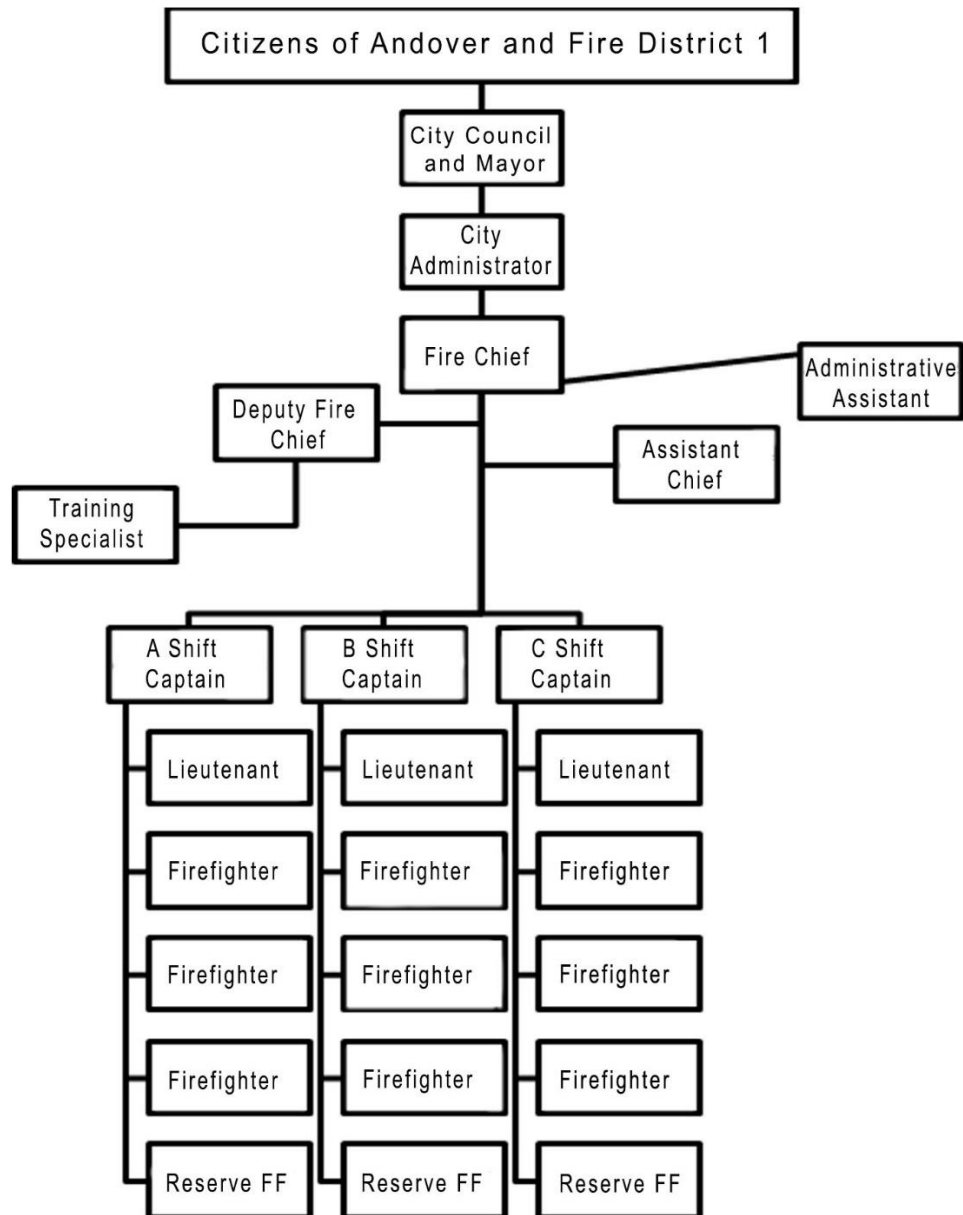


## Organizational Background

Andover Fire-Rescue is a suburban all-risk fire department situated in south central Kansas abutting the East boundary of the City of Wichita. The combination (career / volunteer) department has 22 full time and six part time, career members and 8 volunteer members. The department serves a population of 16,000 in the City of Andover and a population of 2,500 in the surrounding Bruno Township in Butler County (2012 census data). The fire response district covers 37 square miles of Butler County. The department responds to an average of 1500 alarms annually.

The City of Andover is situated in the western aspect of the response district and makes up approximately 28% of the land area. The City of Andover was established in 1957 and by most standards is a young city. The city did not have a fire department of its own and relied on fire protection services from Butler County Fire District # 1 (formerly Bruno Township Fire Department Cir. 1955) until 2003 when the city took administrative control of the existing county fire district morphing it into Andover Fire-Rescue.

## 2023 Organizational Structure



# MISSION STATEMENT

Upholding core values of **RESPECT, INTEGRITY, HONOR, DUTY** and **UNITY**, the Andover Fire-Rescue family is committed to providing exceptional fire protection, emergency services, and positive interactions to our community.

## CORE VALUES

**Respect** - a feeling of deep admiration for someone or something elicited by their abilities, qualities, or achievements. We treat people as they should be treated. We believe that to show respect we LISTEN, we TRUST, we FORM PERSONAL RELATIONSHIPS, we COMMUNICATE, and we SUPPORT each other. Self-respect is a vital ingredient in the AFR (Andover Fire Rescue) core value of respect, which results from knowing we have put forth our best effort.

**Honor** - unwavering integrity and ethical conduct, is the bedrock of our mission, underscoring every action we take. It is the promise we make to ourselves and our community—a commitment to truth, accountability, and ethical conduct. Just as our core values define our character, honor is the unwavering standard that guides us. The compass ensures we serve with integrity and dedicate ourselves to the safety, health, and economic vitality of our community.

**Integrity** - the quality of being honest and having strong moral principles; moral uprightness. We do what is right and adhere to moral principles. This sets the standard for everything we do – our policy is zero tolerance for unethical behavior. We lead by example and concentrate on doing the right thing every time. We accept responsibility and hold each other and ourselves accountable.

**Duty** - a moral or legal obligation; a responsibility. We fulfill our obligations. This means more than carrying out our assigned tasks. Duty means being able to accomplish tasks as part of a team. We fulfill our obligation to our family every time we resist the temptation to take shortcuts that might undermine the integrity of the best outcome.

**Unity** - the state of being united or joined as a whole. Most companies have employees. We have a team! We are a tightly bonded group of people who are real believers in the AFR mission. We are zealous advocates of the service we provide to our neighbors. We communicate freely through all levels. We avoid gossip and unresolved disagreements. We expect extremely high-level performance and refuse to sanction incompetence. I AM MY BROTHER'S KEEPER.

## Vision Statement

Andover Fire-Rescue will become the foremost leader in the fire service and our community through professionalism, strength and trust while defending our core values.



## THE BIG 4!

At AFR, we know that only a special few are capable of being a part of our team. We also know what separates us from everyone else is attitude! We believe to succeed we must;

**Do our Jobs**

**Treat People Right**

**Give All Out Effort**

**Have an All in Attitude**

## SWOT ANALYSIS

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an agency candidly identify its positive and less than desirable attributes. AFR participated in this activity to glean input from all levels within the department and to take an honest, candid look at every aspect. We will include the SWOT list for each category after that category just as it was during the work.

### **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 its strengths are consistent with the issues facing the organization. Often, identification of organizational strength leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths or the organization's primary function should be reviewed to evaluate the return on staff time. Through consensus process, the internal stakeholders identified the strengths of AFR.

### **Weaknesses**

Performance or lack of performance within an organization depends on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be a part of the organization's overall concerns, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

For any organization to begin or 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 those day-to-day issues and concerns that may slow or inhibit progress.



## 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.

## 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 threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the internal stakeholders are listed.

During the development of this plan, AFR senior management staff reviewed core programs, conducted a SWOT analysis and identified critical issues and service gaps. These provide the foundation for establishing goals and objectives to meet the future vision of AFR.

**Table 1: Critical Issues**

<b>Infrastructure</b> <ul style="list-style-type: none"><li>➤ Technology</li><li>➤ Water Supply</li><li>➤ Facilities</li><li>➤ Growth</li><li>➤ Maintenance</li><li>➤ Radio Equipment</li><li>➤ Asset Management</li></ul>	<b>Training/Education</b> <ul style="list-style-type: none"><li>➤ Technology</li><li>➤ Methodology</li><li>➤ Professional Development</li><li>➤ Facilities</li><li>➤ Equipment/props/aids</li><li>➤ Partnerships</li><li>➤ Succession planning</li></ul>	<b>Staffing</b> <ul style="list-style-type: none"><li>➤ Recruitment</li><li>➤ Retention</li><li>➤ Compensation/Benefits</li><li>➤ Callback</li><li>➤ Mutual Aid</li><li>➤ Support from council for staffing growth</li></ul>
<b>Community</b> <ul style="list-style-type: none"><li>➤ Relationships</li><li>➤ Community Planning</li><li>➤ Public Education</li><li>➤ Fire Prevention</li><li>➤ Economy</li></ul>	<b>Organizational</b> <ul style="list-style-type: none"><li>➤ Regulations</li><li>➤ Standards</li><li>➤ Procedures/Policies</li><li>➤ Pre-incident planning</li><li>➤ Communications</li><li>➤ Growth</li></ul>	<b>Technology</b> <ul style="list-style-type: none"><li>➤ Hardware</li><li>➤ Software</li><li>➤ Training</li><li>➤ Connectivity</li><li>➤ Integration</li></ul>

Table 2: Service Gaps

<b>Training</b> <ul style="list-style-type: none"> <li>➤ Scheduling</li> <li>➤ Financial Support</li> <li>➤ Standards</li> <li>➤ Facilities</li> <li>➤ Technology</li> <li>➤ Consistency</li> </ul>	<b>External Systems Relations</b> <ul style="list-style-type: none"> <li>➤ Partnerships with public safety agencies (Dispatch, law enforcement, utilities)</li> <li>➤ KMC Hospital</li> <li>➤ BUCO EMS</li> <li>➤ Quality Assurance</li> </ul>	<b>Emergency Communications</b> <ul style="list-style-type: none"> <li>➤ Hardware</li> <li>➤ Backup systems</li> <li>➤ Dispatch systems</li> </ul>
<b>Technology</b> <ul style="list-style-type: none"> <li>➤ Training</li> <li>➤ Infrastructure</li> <li>➤ Equipment/Software</li> <li>➤ Daily Operations</li> </ul>		<b>Maintenance</b> <ul style="list-style-type: none"> <li>➤ Facilities</li> <li>➤ Apparatus</li> <li>➤ Equipment</li> </ul>

## Strategic Initiatives

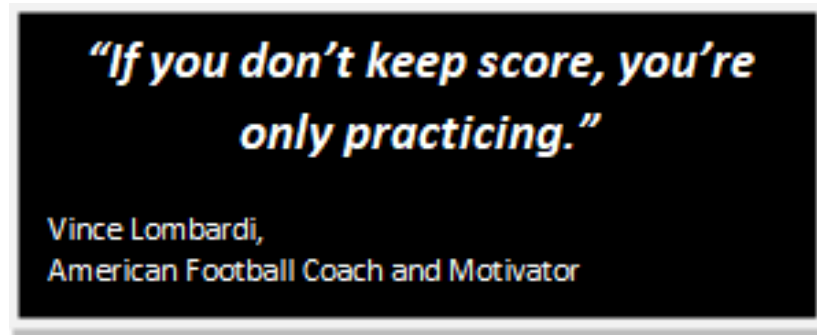
Having reviewed the agency's critical issues and service gaps, the following strategic initiatives were identified to guide the agency in establishing the goals and objectives.

Table 3: Strategic Initiatives

Facilities	Personnel	Planning
Apparatus/Equipment	Relationships	Finances

## Goals and Objectives

The community driven strategic planning process, to this point, has dealt with establishing the Mission, values, SWOT, critical issues and service gaps of AFR. To achieve the mission of AFR, realistic goals and objectives must be established to enhance strengths, address identified weaknesses, provide individual members with clear direction, and address the concerns of the community. The internal stakeholders met for several hours to complete this critical phase of the planning process.



The internal stakeholders set timelines for completion of objectives and supporting the goals. Leadership of AFR should establish work groups to meet periodically to review progress toward these goals and objectives and adjust timelines as needs and the environment change. Once the work groups are established and have had the chance to meet and review the goals, they should report to AFR leadership with a plan on how the goals are to be achieved.

As goals and objectives are management tools, they should be updated on an ongoing basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment. The goals should now become the focus of the agency's efforts. By following these goals and objectives carefully, the agency can be directed into its desired future while having reduced the obstacles and distractions along the way.

## 2023 Update

### FACILITIES

**Goal 1 – Access to technology.** Technology is woven into the fabric of our department. Our employees need the ability to utilize technology to improve our delivery of service and the efficiency of that service. AFR (Andover Fire Rescue) will work toward consistent access and training of adequate technology to assist all job levels.

Objective 1A	Working with the City of Andover IT (Information Technology) department, AFR will evaluate all current PCs and replace those machines identified as needing such.
Timeframe	Ongoing (2023)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Evaluate current PC stock <ul style="list-style-type: none"> <li>○ Fire Chief and IT director</li> </ul> </li> <li>➤ Identify new or upgraded equipment and costs <ul style="list-style-type: none"> <li>○ Fire Chief and IT director</li> </ul> </li> <li>➤ Determine funding sources <ul style="list-style-type: none"> <li>○ Fire Chief</li> </ul> </li> <li>➤ Recommend equipment for purchase <ul style="list-style-type: none"> <li>○ Fire Chief and IT director</li> </ul> </li> <li>➤ Train employees on the use and maintenance of the equipment <ul style="list-style-type: none"> <li>○ IT director</li> </ul> </li> <li>➤ Educate and orient members on the use of the equipment <ul style="list-style-type: none"> <li>○ IT director</li> </ul> </li> </ul>
Objective 1B	Identify and analyze the need for innovative technology solutions.
Timeframe	Ongoing (2023)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Identify key situations where technology can offer a solution <ul style="list-style-type: none"> <li>○ All staff</li> </ul> </li> <li>➤ Conduct needs assessment for technology solutions <ul style="list-style-type: none"> <li>○ All staff</li> </ul> </li> <li>➤ Establish a liaison between fire department and IT department <ul style="list-style-type: none"> <li>○ DC</li> </ul> </li> <li>➤ Develop training opportunities along with commensurate goals <ul style="list-style-type: none"> <li>○ IT</li> </ul> </li> <li>➤ Deliver and re-evaluate effectiveness on an ongoing basis <ul style="list-style-type: none"> <li>○ Fire Chief</li> </ul> </li> <li>➤ Streamline Software – evaluate all current software solutions and identify areas where changes would be beneficial to the mission. Project will produce a brief report that will be submitted to sr. Staff for recommendations to be presented to the fire chief. (July 2024) <ul style="list-style-type: none"> <li>○ Captain Cullinane</li> <li>○ Ben Johnson</li> </ul> </li> </ul>

**Goal 2 – Facilities equipment.** We understand that a large part of our workday is spent in offices. It is imperative that offices are equipped with appropriate and adequate furniture and equipment.

Objective 2A	AFR will stay current with all office equipment and replace those items identified.
Timeframe	Ongoing (2023)

Related Tasks	<ul style="list-style-type: none"> <li>➤ Evaluate current office and station furniture and equipment stock <ul style="list-style-type: none"> <li>○ 3 fire Captains</li> </ul> </li> <li>➤ Identify new or upgraded equipment, furniture, and costs <ul style="list-style-type: none"> <li>○ Deputy Chief and Captains</li> </ul> </li> <li>➤ Determine funding sources <ul style="list-style-type: none"> <li>○ Fire Chief</li> </ul> </li> <li>➤ Recommend equipment for purchase <ul style="list-style-type: none"> <li>○ Deputy Chief and Captains</li> </ul> </li> <li>➤ Educate and orient members on the use of the equipment <ul style="list-style-type: none"> <li>○ Deputy Chief and Captains</li> </ul> </li> </ul>
Objective 2B	AFR will maintain a current inventory of maintenance and shop equipment and replace those items identified.
Timeframe	Ongoing (2023)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Evaluate current maintenance and shop equipment stock <ul style="list-style-type: none"> <li>○ Fire Captains</li> </ul> </li> <li>➤ Identify new or upgraded equipment, tools, and costs <ul style="list-style-type: none"> <li>○ Deputy Chief and Captains</li> </ul> </li> <li>➤ Determine funding sources <ul style="list-style-type: none"> <li>○ Fire Chief</li> </ul> </li> <li>➤ Recommend equipment for purchase <ul style="list-style-type: none"> <li>○ Deputy Chief and Captains</li> </ul> </li> <li>➤ Educate and orient members on the use of the equipment <ul style="list-style-type: none"> <li>○ Deputy Chief and Captains</li> </ul> </li> </ul>
Objective 2C	Improve accuracy of time stamp data for incident responses, such as turnout time, travel time, etc.
Timeframe	(2025)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Research the level of inaccuracies of time stamps <ul style="list-style-type: none"> <li>○ Lt. Dennis Smith (Fall 2023)</li> </ul> </li> <li>➤ Coordinate with BUCO and Andover 911 centers to improve accuracy of time stamps <ul style="list-style-type: none"> <li>○ Deputy Chief</li> </ul> </li> <li>➤ Utilize currently available technology, such as Active911 for active, real-time, time stamping <ul style="list-style-type: none"> <li>○ Summer 2023</li> </ul> </li> <li>➤ Consider Acquisition of MDTs with active timestamping for all trucks <ul style="list-style-type: none"> <li>○ Fire Chief (2025)</li> </ul> </li> </ul>

**Goal 3 – Facilities maintenance.** Facilities comprise a significant investment of available funds. AFR understands that it is imperative to maintain all facilities to protect our investment and the safety of our employees and visitors.

Objective 3A	Working with the City of Andover (DPW) department of public works, AFR will develop a maintenance plan for all fire stations and associated equipment.
Timeframe	Ongoing (2024)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Develop comprehensive maintenance plan <ul style="list-style-type: none"> <li>○ DPW and Captains (Fall 2024)</li> </ul> </li> <li>➤ Develop comprehensive replacement plan for systems and equipment <ul style="list-style-type: none"> <li>○ Deputy Chief, DPW and Captains (Fall 2024)</li> </ul> </li> <li>➤ Determine funding sources <ul style="list-style-type: none"> <li>○ Fire Chief</li> </ul> </li> </ul>

**Goal 4– Training Facilities.** Every fire department is only as good as its training. It is simply impossible to have excellent performance without excellent training. Training facilities and equipment are obviously an integral piece to that puzzle.

Objective 5A	AFR will evaluate current training facilities and equipment. We will then develop a plan to improve and enhance training by providing the appropriate facilities and equipment to accomplish the mission, while operating inside the given budget
Timeframe	(2026)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Evaluate the current state of training facilities and equipment. <ul style="list-style-type: none"> <li>○ 3 shift LTs, Captain Lindsey, and Training Specialist (Spring 2024)</li> </ul> </li> <li>➤ Evaluate anticipated needs on a performance-based level. <ul style="list-style-type: none"> <li>○ 3 shift LTs and Training Specialist (Fall 2024)</li> </ul> </li> <li>➤ Establish a committee to research the possibility of the construction of a live burn facility somewhere in fire district 1. <ul style="list-style-type: none"> <li>○ Fire Chief and Training Specialist (Spring 2025)</li> </ul> </li> <li>➤ Develop comprehensive training facilities and equipment plan to include a replacement schedule for all equipment and maintenance schedule for all facilities. <ul style="list-style-type: none"> <li>○ Deputy Fire Chief and Training Specialist (Spring 2026)</li> </ul> </li> <li>➤ Determine funding sources <ul style="list-style-type: none"> <li>○ Fire Chief and deputy fire Chief</li> </ul> </li> </ul>

## Planning

**Goal 1 – Planning.** Implement a process that assures all departmental policies and plans are current and ensure delivery of best practices and service to our community.

Objective 1A	AFR will analyze and evaluate current SOGs (standard operating guidelines) on an ongoing basis.
Timeframe	Ongoing (2023)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Annually evaluate 50% of the current SOG (standard operating guidelines) document so that the entire document is reviewed every 2 years. <ul style="list-style-type: none"> <li>○ Evaluation should account for <ul style="list-style-type: none"> <li>▪ National best practices</li> <li>▪ Community needs and resources</li> </ul> </li> <li>○ Evaluation should be accomplished by <ul style="list-style-type: none"> <li>▪ All fire crews led by captains</li> <li>▪ Senior staff</li> </ul> </li> </ul> </li> </ul>
Objective 1B	Community hazard and risk assessment is the primary driver for the standards of cover document. (The standard of cover document is covered as an objective in the facilities section of this document.) AFR will conduct an updated community hazard and risk assessment to support the publication of the standard of cover.

Timeframe	(2025)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Provide instruction on hazard and risk assessment to necessary personnel. <ul style="list-style-type: none"> <li>○ Captains</li> </ul> </li> <li>➤ Perform updated community hazards and risk assessment. <ul style="list-style-type: none"> <li>○ All floor personnel</li> </ul> </li> <li>➤ Evaluate community emergency response and coverage.</li> <li>➤ Establish benchmark and baseline emergency response performance objectives. <ul style="list-style-type: none"> <li>○ Senior management staff</li> </ul> </li> </ul>
Objective 1C	Analyze and evaluate the AFR strategic plan
Timeframe	(2024-2026)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, departmental concerns and strengths perceived about the fire department. (2026)</li> <li>➤ Provide internal stakeholder work sessions to evaluate and update, if necessary, the mission, vision and values, to determine internal strengths and weaknesses, external opportunities, and threats, identify critical issues and service gaps, determine goals and objectives to achieve over five years. (2026)</li> <li>➤ Determine a work plan for the accomplishment of each goal and implement the plan. <ul style="list-style-type: none"> <li>○ Senior staff (2024)</li> </ul> </li> <li>➤ Annually evaluate objectives accomplished with the plan. <ul style="list-style-type: none"> <li>○ Fire chief</li> </ul> </li> <li>➤ Report annual plan progress to internal and external stakeholders. <ul style="list-style-type: none"> <li>○ Fire Chief</li> </ul> </li> <li>➤ Incorporate Strategic Plan into Senior Staff Meetings &amp; Review Quarterly <ul style="list-style-type: none"> <li>○ Fire Chief (2024)</li> </ul> </li> </ul>
Objective 1D	Land for Station 4 - Evaluate the need for and timing of additional fire stations.
Timeframe	(2026)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Guided by the standard of cover and risk assessments, develop response time mapping for fire district</li> <li>➤ Consult city planners and comprehensive planning for forecasted future growth</li> <li>➤ Collaborate with internal and external stakeholders for planning</li> <li>➤ Develop a proposal for timing of additional stations</li> <li>➤ Work toward purchase of land for stations well before station will be built</li> </ul>

**Goal 2 – Team Building and Positive Atmosphere.** At AFR, family is vital to our success. We believe this so strongly that we will devote time, energy, and effort toward building our team morale and esprit de corps. Our core values insist that we value and respect each other and leadership.



Objective 2A	AFR will work diligently toward providing opportunities for our employees to interact positively with each other. We will also provide an atmosphere of learning whereby leadership will be nurtured and rewarded.
Timeframe	Ongoing (2023)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Evaluate and revise mission, vision, and values annually, as needed <ul style="list-style-type: none"> <li>○ Fire Chief coordination</li> </ul> </li> <li>➤ Reward actions that show adherence to our core values <ul style="list-style-type: none"> <li>○ All AFR staff</li> <li>○ Tenzinga, impromptu praise, evaluations, thank you notes, and letters of commendation are all valid examples of appropriate awards.</li> </ul> </li> <li>➤ Provide ongoing opportunities for growth of leadership traits in all employees <ul style="list-style-type: none"> <li>○ All AFR staff</li> </ul> </li> </ul>

**Goal 3 – Personnel.** Our most important asset is our employees. It is important that we care for them as family and assure their safety. As firefighters operate in a particularly dangerous environment, data has recently upheld the common belief that adequate firefighter staffing is paramount to firefighter safety.

Objective 3A	Working inside the framework of the Standards of Cover document, AFR will evaluate current and future staffing needs as dictated by standard setting agencies, industry best practices, and input from the community and council.
Timeframe	Ongoing (2024)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Using the results of the community risk survey, perform a needs assessment as it pertains to FD staffing.</li> <li>➤ Lead community, department, and city government in a discussion of acceptable risk and develop community consensus on staffing standards</li> <li>➤ Develop a plan to attain the staffing identified as AFRs (Andover Fire Rescue) standard <ul style="list-style-type: none"> <li>○ Fire Staff</li> </ul> </li> </ul>

**Goal 4 – ISO.** The ISO rating of any fire department is one part of the rating of the fire department's ability to provide service. The rating a department receives should be earned after a conscious decision and consensus process by the community members.

Objective 4A	AFR will evaluate ISO rating and propose a plan to improve or maintain current rating
Timeframe	Ongoing (2025)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Evaluate the most recent ISO documents to ascertain our readiness for another evaluation <ul style="list-style-type: none"> <li>○ Captain Lindsey</li> </ul> </li> <li>➤ Fully evaluate the 2012 ISO FSRS (fire suppression rating schedule) and compare to our current department operation <ul style="list-style-type: none"> <li>○ Captain Lindsey</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>➤ Make small adjustments to department operation if available prior to ISO visit <ul style="list-style-type: none"> <li>○ All AFR staff</li> </ul> </li> <li>➤ Schedule ISO visit and prepare documentation per the 2012 FSRs <ul style="list-style-type: none"> <li>○ All AFR staff</li> </ul> </li> <li>➤ After ISO visit and publication of new rating, evaluate opportunities for adjustments and improvements to earn a higher rating. <ul style="list-style-type: none"> <li>○ All AFR staff</li> </ul> </li> </ul>
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**Goal 5 – Update of Fire Code.** One of the most effective ways to make a lasting powerful impact against fire losses in a community is to prevent those losses. To that end, AFR is committed to working with elected and building officials to maintain the most progressive, safe fire code possible.

Objective 5A	AFR will evaluate the positives and negatives of moving to the most recent fire code. If it is decided that a move is the best choice for the community, AFR will work with local officials to make the transition as smooth as possible.
Timeframe	(2024)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Evaluate the need to move toward newer fire code</li> <li>➤ Develop complete documentation of the positives and negatives of such transition</li> <li>➤ Provide complete information to elected and building officials while working toward consensus</li> <li>➤ Assist with movement to new code <ul style="list-style-type: none"> <li>○ Fire Marshal</li> </ul> </li> </ul>

## Goal 6 – Improved 911 Communications

Objective 6A	Evaluate and improve multi-PSAP communication for enhanced fire department coordination and safety. (Captains Cullinane and Matson)
Timeframe	2026
Related Tasks	<ul style="list-style-type: none"> <li>➤ Conduct Communication Audit: Perform an in-depth review of current communication processes and systems across all involved PSAPs to identify bottlenecks, gaps, and inefficiencies.</li> <li>➤ Identify Key Challenges: Collaborate with dispatch personnel and relevant stakeholders to pinpoint specific challenges faced daily due to multi-PSAP involvement in dispatching fire units.</li> <li>➤ Stakeholder Engagement: Engage with representatives from all PSAPs, fire department units, and any other relevant parties to gather insights on their perspectives regarding communication challenges.</li> <li>➤ Data Collection: Gather data and metrics related to response times, information accuracy, and incidents where communication issues might have impacted operational effectiveness.</li> <li>➤ Consider cross-Functional Team Formation: Create a cross-functional team comprising dispatchers, firefighters from affected departments,</li> </ul>

	<p>technical experts, and communication specialists to collaboratively address the identified issues.</p> <ul style="list-style-type: none"> <li>➤ Best Practices Research: Research and gather information on best practices from similar situations in other regions or industries, considering both technological and procedural solutions.</li> <li>➤ Communication Technology Evaluation: Assess the current communication technologies in use and explore potential upgrades or alternatives that could enhance communication reliability and interoperability.</li> <li>➤ Standardization Proposal: Develop a proposal for standardized communication protocols and procedures that all involved PSAPs can adhere to, fostering consistent and efficient communication.</li> <li>➤ Training and Education: Design training programs to ensure that all personnel involved are well-versed in the standardized protocols and equipped to use communication tools effectively.</li> <li>➤ Pilot Testing: Implement a pilot program for the proposed communication improvements, gather feedback from stakeholders, and make necessary adjustments before full-scale implementation.</li> <li>➤ Continuous Monitoring: Establish a system for ongoing monitoring and evaluation of the implemented changes, ensuring that they continue to meet the intended goals and identifying any further refinements needed.</li> <li>➤ Feedback Mechanism: Develop a mechanism for personnel to provide feedback on communication processes and suggest improvements, fostering a culture of continuous improvement.</li> </ul>
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## Financial

**Goal 1 – Financial Components.** We understand that a large part of the fire department funding comes through taxation. We recognize that alternative funding streams exist. We will take responsibility to identify alternative funding streams and enhance efficiency.

Objective 1A	Working with stakeholders AFR will seek out grant opportunities (Lieutenant Dennis Smith)
Timeframe	Ongoing (2023)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Research grant opportunities: Conduct thorough research to identify available grant opportunities for fire departments and emergency services. Explore government, private, and non-profit programs at local, regional, and national levels.</li> <li>➤ Identify relevant stakeholders: Identify key stakeholders such as government agencies, foundations, corporations, and non-profit organizations that offer grants or have connections to grant opportunities. Create a comprehensive list for engagement.</li> <li>➤ Assess grant suitability: Evaluate each grant opportunity based on alignment with strategic objectives, operational needs, and community priorities. Prioritize grants that offer the greatest potential impact.</li> <li>➤ Train and empower staff: Provide training and resources to enhance staff's understanding of the grant-seeking process, grant writing, and</li> </ul>

	<p>project management. Empower staff to actively contribute to seeking and securing grants.</p> <ul style="list-style-type: none"> <li>➤ Evaluate and adjust: Regularly assess the effectiveness of grant-seeking efforts, success rates in securing grants, and the impact of funded projects. Use feedback to refine strategies and tactics for future grant-seeking endeavors.</li> <li>➤ Report and acknowledge: Establish a system to report project outcomes and acknowledge grant funders. Provide updates highlighting the positive results achieved through funding and the benefits to the community.</li> <li>➤ Network and collaborate: Participate in fire service conferences, workshops, and meetings to network with peers. Share experiences, exchange information on successful grant-seeking strategies, and explore collaborative grant opportunities.</li> </ul>
Objective 1B	Working with city administration, AFR will seek to assure financial allocations are commensurate with community and department services needs and demands.
Timeframe	Ongoing (2023)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Present concise justifications for additional personnel expenses. <ul style="list-style-type: none"> <li>○ Fire Chief</li> </ul> </li> <li>➤ Provide research data demonstrating additional personnel needs, timing, &amp; funding levels. <ul style="list-style-type: none"> <li>○ DC &amp; Captains</li> </ul> </li> <li>➤ Provide call volume research data to determine additional station needs, timing, and potential locations. <ul style="list-style-type: none"> <li>○ DC</li> </ul> </li> </ul>
Objective 1C	Optimize resource allocation and financial management within the fire department, enhancing efficiency and maximizing value
Timeframe	Ongoing 2026
Related Tasks	<ul style="list-style-type: none"> <li>➤ Conduct a comprehensive assessment of existing resource allocation: <ul style="list-style-type: none"> <li>○ Review current budget allocations and expenditures to identify areas of potential inefficiency or overspending.</li> <li>○ Analyze historical data on incidents and response times to assess resource distribution effectiveness.</li> </ul> </li> <li>➤ Implement cost-saving measures without compromising service quality: <ul style="list-style-type: none"> <li>○ Identify opportunities to consolidate services or share resources with neighboring fire departments to reduce duplications and save costs.</li> <li>○ Promote the responsible use of equipment and supplies to extend their lifespan and avoid unnecessary replacements.</li> </ul> </li> <li>➤ Enhance training and professional development programs: <ul style="list-style-type: none"> <li>○ Invest in ongoing training for personnel to ensure they remain up-to-date with the latest firefighting techniques and technologies, thus reducing incidents and improving response efficiency.</li> <li>○ Develop leadership and management skills among staff to improve decision-making and resource allocation at all levels.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>➤ Explore public-private partnerships and community engagement initiatives: <ul style="list-style-type: none"> <li>○ Seek out partnerships with local businesses, community organizations, and non-profits to fund specific projects or initiatives.</li> <li>○ Engage in community outreach programs to raise awareness about the fire department's needs and garner public support for alternative funding approaches.</li> </ul> </li> <li>➤ Continuously monitor and evaluate financial performance: <ul style="list-style-type: none"> <li>○ Consider establishing performance metrics to measure the success of resource efficiency efforts and financial initiatives.</li> <li>○ Regularly review progress and adjust strategies as necessary to stay on track toward reducing reliance on taxation-based funding.</li> </ul> </li> </ul>
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Objective 1C	S.A.F.E.R (Fire Chief and Lieutenant Dennis Smith)
Timeframe	(2024-2026)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Research the SAFER program: Gather information about the SAFER (Staffing for Adequate Fire and Emergency Response) program, including eligibility criteria, funding priorities, application requirements, and deadlines.</li> <li>➤ Prepare a grant proposal: Collaborate with relevant personnel, such as finance officers and grant writers, to develop a comprehensive grant proposal that aligns with the objectives of the SAFER program guidance.</li> <li>➤ Seek buy-in from city administration: Present the grant proposal to city administrator. Highlight the benefits of applying for the SAFER program funding, such as improved emergency efficiency, enhanced public safety, and potential cost savings. Seek their support and buy-in for pursuing the grant opportunity.</li> <li>➤ Gain permission from elected officials: Engage with city council members to seek their permission and support for applying for the SAFER program grant. Present the proposal to them, emphasizing the positive impact it would have on the community and the fire department's ability to provide critical services.</li> <li>➤ Submit the grant application: Prepare and submit the grant application to the SAFER program, adhering to all stated guidelines and deadlines. Double-check that all required information and supporting documents are included to maximize the chances of success.</li> <li>➤ Acknowledge and report: If the grant application is successful, acknowledge the support and funding received from the SAFER program. Provide regular reports to city administration and elected officials, updating them on the utilization of the funds and the positive outcomes achieved through the grant.</li> </ul>

## Relationships

**Goal 1 – External Relationships.** Using the core concept of unity, AFR will actively seek opportunities to enhance relationships with other emergency response partners, citizens, and governmental entities in our region.

Objective 1A	AFR will enhance the relationships with neighboring response agencies to improve service delivery
Timeframe	Ongoing (2023)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Annually, AFR will clarify emergency response parameters including single and dual response boundaries, communication protocols, equipment, etc. <ul style="list-style-type: none"> <li>○ Chiefs &amp; Captains</li> </ul> </li> <li>➤ Assign a staff member to serve as liaison with each neighboring response agency. <ul style="list-style-type: none"> <li>○ Fire Chief</li> </ul> </li> <li>➤ Understand normal operational goals for each agency and provide concise communication to staff. <ul style="list-style-type: none"> <li>○ Fire Chief &amp; assigned member</li> </ul> </li> <li>➤ Seek opportunities for engagement in existing committees within regional emergency response committees. <ul style="list-style-type: none"> <li>○ Fire Chief &amp; Captains</li> </ul> </li> </ul>
Objective 1B	AFR will improve relationships with other NGO's and non-operational stakeholders affected in our response region (Chamber of Commerce, local businesses, Education Providers).
Timeframe	Ongoing (2023)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Seek opportunities to support community outreach activities (GAD, NNO, Hands2Serve, etc.) <ul style="list-style-type: none"> <li>○ Chiefs &amp; Captains</li> </ul> </li> <li>➤ Seek out nontraditional public education opportunities in the school system (adopt a school lunch, school event attendance, stations tours, static apparatus) <ul style="list-style-type: none"> <li>○ Assigned shift</li> </ul> </li> <li>➤ Provide courteous, timely, and professional company level inspections per risk assessment <ul style="list-style-type: none"> <li>○ Assigned shift &amp; Fire Marshal</li> </ul> </li> </ul>



Objective 1C	AFR will improve relationships with non-operational governmental entities in our response region (City & County; elected officials, Building Officials, GIS officials, etc.).
Timeframe	Ongoing (2023)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Invite officials to training events for real world type experiences <ul style="list-style-type: none"> <li>○ Chief</li> </ul> </li> <li>➤ Produce photographic and video documentation of AFR fulfilling our mission. <ul style="list-style-type: none"> <li>○ photographer of opportunity</li> </ul> </li> <li>➤ Seek opportunities for engagement in existing committees within city and county government. <ul style="list-style-type: none"> <li>○ Chiefs and Captains</li> </ul> </li> <li>➤ Continue to foster strong cooperative relations with IT staff through beta testing and concise and timely communications. <ul style="list-style-type: none"> <li>○ All staff</li> </ul> </li> </ul>
Objective 1D	Maintain high morale & Communication between Station 1 & 2 (Company officers) (Company Officers)
Timeframe	Ongoing (2023) Company officers OWN morale!
Related Tasks	<ul style="list-style-type: none"> <li>➤ Establish open lines of communication: Foster an environment of open and transparent communication between Station 1 and Station 2. Encourage regular dialogue, feedback sharing, and information exchange through various channels such as team meetings, newsletters, digital platforms, and informal gatherings.</li> <li>➤ Promote teamwork and collaboration: Implement strategies to enhance teamwork and collaboration between personnel at Station 1 and Station 2. Encourage joint training exercises, shared projects, and opportunities for personnel from both stations to work together effectively.</li> <li>➤ Improve communication channels: Evaluate the effectiveness of existing communication channels and identify areas for improvement. Implement tools and technologies, such as digital communication platforms or shared databases, to streamline information sharing and facilitate real-time communication between the two stations.</li> <li>➤ Regularly evaluate and adjust: Continuously monitor morale and communication levels between Station 1 and Station 2. Seek feedback from personnel, assess the effectiveness of implemented initiatives, and make necessary adjustments to maintain high morale and effective communication over time.</li> <li>➤ Foster leadership involvement: Encourage leadership at both stations to actively engage in promoting high morale and communication. Provide leadership training and support. Inspire, motivate, and lead personnel in maintaining positive morale &amp; effective communication.</li> </ul>
Objective 1F	Community Risk Reduction (CRR) (Fire Marshal, Captain Cullinane, and Lieutenant Shaw)
Timeframe	Ongoing (2023-2026)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Ready, Set, Go Program: Implement the Ready, Set, Go program, which focuses on enhancing community preparedness for wildfire emergencies. Conduct outreach efforts to educate residents about fire risk, evacuation planning, defensible space creation, and early warning systems. Collaborate with local agencies, neighborhood</li> </ul>

	<p>associations, and community groups to promote fire-safe practices and provide resources for residents to develop personalized evacuation plans.</p> <ul style="list-style-type: none"> <li>➤ Firesafe Community Program: Establish a Firesafe Community Program to engage residents in proactive measures to reduce the risk of fires. Offer educational workshops, materials, and resources on fire prevention, such as proper use and maintenance of fire extinguishers, safe handling of flammable materials, and fire-safe landscaping practices. Encourage community involvement through neighborhood fire safety committees or initiatives.</li> <li>➤ CPR Instruction: Provide CPR (Cardiopulmonary Resuscitation) instruction to community members to empower them with life-saving skills. Offer CPR training sessions, both basic and advanced, in collaboration with local healthcare providers, community centers, schools, and other public venues. Promote the importance of early CPR intervention in increasing survival rates during medical emergencies.</li> <li>➤ Home Safety Inspections: Conduct home safety inspections in partnership with local fire departments, community organizations, or volunteers. Offer free inspections to identify potential fire hazards, install or check smoke detectors, assess electrical systems, and provide recommendations for improving overall home safety. Educate residents about fire escape planning, emergency exits, and fire extinguisher placement.</li> <li>➤ Fall Prevention Inspections and Training: Establish fall prevention inspections and training programs aimed at reducing injuries related to falls, especially among vulnerable populations such as older adults. Conduct home visits to identify potential fall hazards, provide education on fall prevention techniques, and recommend modifications or adaptations to enhance safety within the home environment.</li> <li>➤ Facilitate a Local Burn Association: Consider facilitating the formation of a local burn association, bringing together ag producers, forestry and fire personnel to facilitate regular and safe range burning, while also promoting fire prevention and safety initiatives within the community.</li> <li>➤ Fire Education in Schools: Collaborate with local schools to integrate fire education into the curriculum. Develop age-appropriate educational materials, conduct fire safety drills, and organize presentations by firefighters or other fire safety experts. Engage students in activities that promote fire prevention, emergency preparedness, and understanding the role of firefighters in the community.</li> <li>➤ Community Fire Safety Campaigns: Launch targeted fire safety campaigns focused on specific areas or demographic groups within the community. Develop engaging and informative materials, conduct public awareness events, and leverage various media platforms to raise awareness about fire risks, prevention measures, and the importance of early detection.</li> <li>➤ Collaborate with Local Agencies: Forge partnerships with local agencies such as public health departments, social services, and</li> </ul>
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	<p>housing authorities to identify community risk factors and develop joint initiatives. Work together on programs addressing fire safety in low-income areas, multi-family dwellings, or neighborhoods with higher vulnerability to fire incidents.</p> <ul style="list-style-type: none"> <li>➤ Volunteer Recruitment and Training: Develop a comprehensive volunteer recruitment and training program to engage community members in supporting community risk reduction efforts. Provide training on fire safety education, conducting home inspections, and assisting with community outreach activities. Harness the power of volunteers to extend the reach and impact of community risk reduction initiatives.</li> </ul>
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## PERSONNEL

**Goal 1 – Employee Development and Training** - To provide a positive work environment where employees are supported with the education and training they need to excel within their position and the Department.

Objective 1A	Create an employee development program to give employees and supervisors tools for improvement.
Timeframe	Ongoing (2023)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Create a training committee to review the annual training plan <ul style="list-style-type: none"> <li>○ Chiefs and Training Specialist</li> </ul> </li> <li>➤ Identify and prioritize annual training needs. <ul style="list-style-type: none"> <li>○ Chiefs, Captains, LTs, and Training Specialist</li> </ul> </li> <li>➤ Annually evaluate the effectiveness of the plan and provide a formal report. <ul style="list-style-type: none"> <li>○ Training Specialist</li> </ul> </li> <li>➤ Analyze current skill sets and identify areas for advanced training. <ul style="list-style-type: none"> <li>○ Captains, LTs and Training Specialist</li> </ul> </li> <li>➤ Facilitate exceptional training that is effective and accessible. <ul style="list-style-type: none"> <li>○ Training Specialist</li> </ul> </li> <li>➤ Utilize subject matter experts to increase the quality of training. <ul style="list-style-type: none"> <li>○ Training Specialist</li> </ul> </li> </ul>
Objective 1B	Incorporate leadership training of AFR employees at all levels.
Timeframe	(2024)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Incorporate leadership training throughout all levels of the organization. (2024)</li> <li>➤ Enhance Department resources for leadership training (2024)</li> <li>➤ Prioritize leadership development opportunities</li> <li>➤ Delegate areas of authority to empower and include all employees.</li> <li>➤ Seek employee ideas on service improvement, cost reduction, and problem solving. (2023) <ul style="list-style-type: none"> <li>○ Training Specialist</li> </ul> </li> </ul>

Objective 1C	Develop a training plan for all hazard rescue awareness levels. <b>Captains Lindsey and Matson</b>
Timeframe	Ongoing (2023) ○
Related Tasks	<ul style="list-style-type: none"> <li>➤ Define Training Objectives and Goals: <ul style="list-style-type: none"> <li>○ Set clear and measurable objectives for the training program.</li> <li>○ Establish specific goals for each hazard rescue awareness level.</li> </ul> </li> <li>➤ Develop Curriculum and Training Materials: <ul style="list-style-type: none"> <li>○ Create comprehensive training modules for each hazard rescue awareness level.</li> <li>○ Incorporate theory, practical exercises, and scenario-based simulations.</li> </ul> </li> <li>➤ Establish Training Schedule and Sequence: <ul style="list-style-type: none"> <li>○ Plan a detailed timeline for training sessions at different awareness levels.</li> <li>○ Sequence the training to build upon foundational skills and knowledge.</li> </ul> </li> <li>➤ Identify and Coordinate Subject Matter Experts (SMEs): <ul style="list-style-type: none"> <li>○ Collaborate with experienced firefighters and rescue specialists.</li> <li>○ Invite external experts for specialized training sessions if needed.</li> </ul> </li> <li>➤ Implement Training Delivery Methods: <ul style="list-style-type: none"> <li>○ Determine the most effective training delivery methods (e.g., classroom, hands-on, online).</li> <li>○ Consider utilizing training technology and virtual simulations.</li> </ul> </li> <li>➤ Conduct Training Sessions: <ul style="list-style-type: none"> <li>○ Facilitate training sessions for each hazard rescue awareness level.</li> <li>○ Ensure adequate resources and facilities are available for practical training.</li> </ul> </li> <li>➤ Monitor and Evaluate Progress: <ul style="list-style-type: none"> <li>○ Track the progress of individual firefighters throughout the training program.</li> <li>○ Gather feedback from participants and adjust the training plan as needed.</li> </ul> </li> <li>➤ Assess Training Effectiveness: <ul style="list-style-type: none"> <li>○ Conduct post-training assessments to measure skill improvement and knowledge retention.</li> <li>○ Use evaluation results to refine future training sessions.</li> </ul> </li> </ul>

Objective 1D	Enhance wildfire training levels for all staff (Training Captain and FF Matt Pippin)
Timeframe	Ongoing (2023)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Assess current wildfire training levels: Evaluate the existing wildfire training levels of all staff members within the fire department. Identify any gaps or areas that require improvement in terms of knowledge, skills, and certifications related to wildfires.</li> <li>➤ Assure wildfire training needs are addressed in future comprehensive training plans.</li> <li>➤ Identify appropriate training resources: Research and identify relevant training resources, such as online platforms, training programs offered by fire agencies or organizations, and subject matter experts in wildfire response. Determine which resources align with the specific needs and goals of the fire department.</li> <li>➤ Implement red card certification program: Introduce a red card certification program for all staff members involved in wildfire response. Ensure that the program meets the National Wildfire Coordinating Group's (NWCG) standards and includes both classroom instruction and field exercises.</li> <li>➤ Conduct regular training sessions: Schedule regular training sessions dedicated to wildfire response and mitigation. Include topics such as fire behavior, incident command system, wildland-urban interface considerations, and effective communication during wildfire incidents. Tailor the training sessions to different levels of experience and job responsibilities within the fire department.</li> <li>➤ Organize joint training exercises: Collaborate with neighboring fire departments, state or federal agencies, and other relevant stakeholders to organize joint training exercises focused on wildfire response. Create realistic scenarios that simulate different wildfire situations to provide staff with practical experience and opportunities for collaboration.</li> <li>➤ Track and document training progress: Maintain accurate records of staff members' wildfire training achievements, certifications, and continuing education. Document the completion of red card certifications and other relevant training to ensure compliance with required standards and qualifications.</li> </ul>

**Goal 2 – Employee Recruitment and Retention** – The employees at Andover Fire-Rescue are clearly our most important asset. It is our goal to make sure we retain our valued team of employees and keep turnover to a minimum.

Objective 2A	Senior staff will work to ensure that employees are treated with respect, are mentored, and trained to be their best. Compensation packages will be reviewed regularly to ensure that AFR is competitive with similar departments in the region.
Timeframe	Ongoing (2023)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Review mentoring and manager-employee relationships to make sure each employee is treated respectfully and is encouraged to remain engaged so that they can perform and advance at their fullest potential.</li> <li>➤ Review current compensation and benefits</li> <li>➤ Annually meet with HR director to compare compensation and benefits to other departments in the region. <ul style="list-style-type: none"> <li>○ Chiefs</li> </ul> </li> <li>➤ Review and possibly revise the current STEP program. <ul style="list-style-type: none"> <li>○ Fire Chief with collaboration from line staff.</li> </ul> </li> </ul>
Objective 2B	AFR will continue to recruit, train, and develop exceptional individuals as Reserve Firefighters.
Timeframe	Ongoing (2023)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Refine and optimize AFR's recruiting process.</li> <li>➤ Consider additional avenues to recruit new members.</li> <li>➤ Provide additional training opportunities for reserve members. <ul style="list-style-type: none"> <li>○ Training Specialist</li> </ul> </li> <li>➤ Consider additional incentives for our reserve firefighters.</li> <li>➤ Develop advancement and leadership positions for reserve firefighters. <ul style="list-style-type: none"> <li>○ Chiefs and Captains</li> </ul> </li> </ul>



**Goal 3 - Health, Safety, and Wellness** - The stringent physical fitness requirements of our business require us to focus diligently on preventing and recovering from injuries and related time loss.

Objective 3A	AFR will have a safe and healthy workplace where ongoing wellness is promoted and rewarded.
Timeframe	Ongoing (2023)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Increase participation in current wellness programs offered by the city. <ul style="list-style-type: none"> <li>○ Captains and Lieutenants</li> </ul> </li> <li>➤ Reduce workplace injuries and illnesses by reducing workplace hazards.</li> <li>➤ Continue to promote health and wellness activities.</li> <li>➤ Encourage and support continued physical fitness.</li> <li>➤ Promote good cardiovascular health and physical strengthening. <ul style="list-style-type: none"> <li>○ Peer fitness trainers</li> </ul> </li> <li>➤ Consider enhancing department owned health/fitness equipment <ul style="list-style-type: none"> <li>○ All Members</li> </ul> </li> <li>➤ Continue to provide annual NFPA (National Fire Protection Association) 1582 physicals for entire staff <ul style="list-style-type: none"> <li>○ Training Specialist, Chiefs</li> </ul> </li> </ul>
Objective 3B	Celebrate successes (Senior Staff)
Timeframe	Ongoing 2023-2026
Related Tasks	<ul style="list-style-type: none"> <li>➤ Establish a recognition program: Develop a formal recognition program to acknowledge and celebrate successes within the fire department. This can include commendation letters, awards, or certificates of appreciation for exceptional performance, achievements, or acts of valor.</li> <li>➤ Highlight accomplishments in internal communications: Regularly share success stories, milestones, and achievements through internal communication channels such as newsletters, emails, or bulletin boards. Recognize individuals, teams, or units for their outstanding contributions, innovative ideas, or exemplary performance.</li> <li>➤ Organize celebratory events: Plan and organize celebratory events to recognize successes and foster a sense of camaraderie within the fire department. This can include annual award ceremonies, achievement banquets, or appreciation gatherings to honor outstanding personnel and their accomplishments.</li> <li>➤ Share successes with external stakeholders: Share success stories and accomplishments with external stakeholders, such as the community, local government officials, and media outlets. Provide updates on notable achievements, community outreach programs, or impactful initiatives to enhance public awareness and recognition of the fire department's efforts.</li> </ul>

	<ul style="list-style-type: none"> <li>➤ Recognize volunteer and part time service milestones: Acknowledge and celebrate the dedication and commitment of personnel who reach significant service milestones within the fire department. Conduct special ceremonies or events to honor those who have served for a certain number of years as volunteers, highlighting their contributions and loyalty.</li> <li>➤ Foster a culture of appreciation: Encourage a culture of appreciation by promoting peer recognition and regular expressions of gratitude among the fire department's personnel. Encourage individuals to acknowledge and celebrate each other's successes, fostering a supportive and positive work environment.</li> <li>➤ Share success metrics and impact: Regularly communicate the quantifiable impact of successful initiatives, such as response time improvements, lives saved, or reductions in property damage. Share data and statistics to illustrate the positive outcomes achieved through the fire department's efforts.</li> <li>➤ Engage in public outreach events: Participate in community events or public outreach activities to highlight the fire department's successes and contributions. This can involve demonstrations, open houses, or educational programs that highlight the department's achievements and capabilities.</li> <li>➤ Seek feedback and input: Encourage personnel to provide feedback on successes and lessons learned from completed projects or initiatives. Conduct surveys or feedback sessions to gather insights and suggestions for further improvement.</li> <li>➤ Document and preserve success stories: Compile and document success stories, accomplishments, and notable incidents to create a repository of achievements within the fire department. This can serve as a historical record and a source of inspiration for future endeavors.</li> <li>➤ Promote a positive work-life balance: Recognize the importance of maintaining a healthy work-life balance for personnel and celebrate achievements beyond professional accomplishments. Acknowledge personal milestones, such as graduations, marriages, or births, to support overall well-being and foster a sense of community within the fire department.</li> <li>➤ Celebrate teamwork and collaboration: Emphasize the significance of teamwork and collaboration in achieving successes. Highlight successful collaborative projects or joint efforts between different units or teams within the fire department, acknowledging the collective achievements of individuals working together towards a common goal.</li> </ul>
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#### Goal 4 – Succession Planning

Objective 4A	Develop an agency wide succession plan (Fire Chief, Deputy Chief, Captain Lindsey)
Timeframe	Ongoing (2026)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Identify critical roles: Identify critical positions within the agency that are essential for its operations and continuity.</li> <li>➤ Determine competency requirements: Define the competencies, skills, and qualifications required for each critical role.</li> <li>➤ Identify potential successors: Identify potential successors within the agency who possess the desired competencies and qualifications for the critical roles.</li> <li>➤ Implement mentoring and development programs: Develop mentoring programs to pair potential successors with experienced leaders within the agency. Provide opportunities for job shadowing, coaching, and knowledge transfer to enhance their skills and prepare them for future leadership roles.</li> <li>➤ Create individual development plans: Collaborate with potential successors to create individualized development plans. Identify training programs, certifications, assignments, and experiences that will help them acquire the necessary skills and competencies for future leadership positions.</li> <li>➤ Encourage professional growth: Foster a culture of continuous learning and professional growth within the agency. Support potential successors in pursuing educational opportunities, attending leadership development programs, and engaging in relevant industry associations.</li> <li>➤ Evaluate performance and potential: Regularly assess the performance and potential of potential successors to track their growth and development.</li> <li>➤ Succession contingency planning: Develop contingency plans for unforeseen departures or emergencies in critical leadership positions. Identify potential interim successors and outline processes for handling sudden vacancies to ensure continuity of operations.</li> <li>➤ Review and update the succession plan: Ensure that the plan remains relevant and adaptable to evolving circumstances.</li> <li>➤ Collaborate with HR and management: Work closely with Human Resources and agency management to integrate the succession plan into overall talent management strategies. Align succession planning efforts with recruitment, onboarding, and performance management processes.</li> <li>➤ Monitor progress and outcomes: Track the progress and outcomes of the succession planning initiatives. Measure the effectiveness of the program in terms of successful leadership transitions, employee retention, and overall organizational resilience. Adjust strategies as needed to optimize the succession planning process.</li> </ul>

## Goal 5 – Staffing Plan

Objective 5A	Evaluate and identify if a dedicated Ops Chief and dedicated Fire Marshal's office are necessary (Fire Chief)
Timeframe	2025
Related Tasks	<ul style="list-style-type: none"> <li>➤ Assess operational needs: Conduct a comprehensive assessment of the fire department's operational structure, responsibilities, and workload. Determine the current gaps, challenges, and potential benefits associated with having a dedicated Operations Chief and Fire Marshal's office.</li> <li>➤ Evaluate workload and responsibilities: Analyze the workload and responsibilities of the existing leadership positions within the fire department. Identify any areas where the workload is overwhelming or where there may be a need for specialized expertise in operations or fire prevention and code enforcement.</li> <li>➤ Research best practices: Study best practices and industry standards in fire department organizational structures. Examine the structures of comparable fire departments to identify successful models that have dedicated Operations Chiefs and Fire Marshal's offices.</li> <li>➤ Engage internal stakeholders: Seek input and feedback from key internal stakeholders, including fire department personnel, operational leaders, and fire prevention personnel. Conduct interviews or surveys to gather perspectives on the need for dedicated roles and the potential impact on operational efficiency and fire prevention efforts.</li> <li>➤ Analyze resource requirements: Evaluate the resource requirements, including staffing, budgetary considerations, and operational needs, associated with establishing a dedicated Operations Chief position and Fire Marshal's office. Assess the potential impact on current staffing levels and the ability to allocate resources effectively.</li> <li>➤ Conduct cost-benefit analysis: Perform a cost-benefit analysis to assess the potential benefits and drawbacks of establishing dedicated positions. Consider factors such as increased operational efficiency, enhanced fire prevention efforts, regulatory compliance, and potential cost savings or reallocation of resources.</li> <li>➤ Assess regulatory and legal requirements: Evaluate any regulatory or legal requirements associated with having a dedicated Fire Marshal's office. Consider the need for compliance with local, state, and federal codes and regulations related to fire prevention, inspection, and enforcement.</li> <li>➤ Consult with external experts: Seek guidance and insights from external experts, such as fire service consultants, industry professionals, or fire department associations. Gain their perspectives on the necessity and potential benefits of dedicated roles based on their knowledge and experiences.</li> <li>➤ Present findings and recommendations: Compile the information gathered, including assessments, research findings, stakeholder</li> </ul>

	<p>feedback, and cost-benefit analysis results. Present a comprehensive report outlining the advantages, disadvantages, and potential impact of establishing dedicated positions to the city administrator's office and elected officials.</p> <ul style="list-style-type: none"> <li>➤ Develop implementation plan: If it is determined that dedicated positions are necessary, develop a detailed implementation plan outlining the steps required to establish the Operations Chief position and Fire Marshal's office. Consider the timeline, staffing requirements, budget implications, and any necessary changes to organizational structure or policies.</li> <li>➤ Monitor and assess outcomes: Monitor the outcomes and performance of the dedicated positions once established. Evaluate the impact on operational effectiveness, fire prevention efforts, regulatory compliance, and overall organizational efficiency. Use this feedback to refine the roles and responsibilities, if necessary, and continuously assess the effectiveness of the dedicated positions.</li> </ul>
Objective 5B	Explore addition of Butler County Community College internships (Captain Lindsey)
Timeframe	2025
Related Tasks	<ul style="list-style-type: none"> <li>➤ Research partnership opportunities: Conduct research on Butler Community College's fire science program and explore potential partnership opportunities. Understand their curriculum, resources, and student firefighter programs to assess compatibility with AFR's objectives and needs.</li> <li>➤ Establish contact: Reach out to Butler Community College's fire science program to initiate contact and express interest in exploring a partnership. Arrange meetings or discussions to further discuss the potential collaboration and exchange information on respective requirements and expectations.</li> <li>➤ Define partnership objectives: Determine the specific objectives and goals of collaborating with Butler Community College's fire science program. Consider factors such as providing hands-on training opportunities for students, enhancing the learning experience, supporting workforce development, and fostering a collaborative relationship between AFR and the college.</li> <li>➤ Identify mutual benefits: Identify the mutual benefits that AFR and Butler Community College can derive from the partnership. This may include access to skilled student firefighters for AFR, providing real-world training opportunities for students, and potential recruitment pipelines for future firefighters within the fire department.</li> <li>➤ Develop a formal agreement: Collaborate with Butler Community College and relevant stakeholders to develop a formal partnership agreement. Outline the terms, expectations, responsibilities, and obligations of each party, ensuring legal and regulatory compliance.</li> <li>➤ Determine student firefighter roles and responsibilities: Define the roles and responsibilities of student firefighters within AFR facilities. Establish guidelines for their involvement, training requirements,</li> </ul>

	<p>supervision, and any necessary certifications or clearances they need to obtain.</p> <ul style="list-style-type: none"> <li>➤ Integrate student firefighters into operations: Develop a plan to integrate student firefighters into AFR facilities effectively. Determine the scope of their involvement, including operational tasks, training exercises, and any limitations or restrictions they may have due to their student status.</li> <li>➤ Provide mentorship and guidance: Assign experienced firefighters within AFR as mentors to student firefighters. Ensure that proper mentorship, supervision, and guidance are provided to help them develop their skills, gain practical experience, and understand the expectations of a professional firefighting career.</li> <li>➤ Establish evaluation and feedback mechanisms: Set up mechanisms to evaluate the performance and progress of student firefighters. Establish regular feedback channels to provide constructive feedback, address any concerns or areas for improvement, and ensure a positive and beneficial learning experience for the students.</li> <li>➤ Collaborate on curriculum alignment: Work together with Butler Community College to align the fire science program's curriculum with the needs of AFR. Identify areas where the program can be tailored to address specific training requirements or emerging trends in the firefighting field.</li> <li>➤ Promote the partnership: Publicize the partnership between AFR and Butler Community College to raise awareness within the community, prospective students, and other stakeholders. Share success stories, collaborative initiatives, and the positive impact of the partnership on both AFR and the fire science program.</li> <li>➤ Regularly assess and adapt: Continuously assess the effectiveness and impact of the partnership. Seek feedback from student firefighters, AFR personnel, and faculty at Butler Community College. Use this feedback to refine and adapt the partnership strategies and ensure its continued success.</li> </ul>
Objective 5C Timeframe Related Tasks	<p>Evaluate timing for transition to full time shift supervisor (Battalion Chief) positions. (Senior Staff) (2025-2026)</p> <ul style="list-style-type: none"> <li>➤ Workforce Analysis: Conduct a comprehensive analysis of the current workforce, including the number of stations, shifts, and personnel distribution. Assess the workload and identify areas if Battalion Chief positions are needed.</li> <li>➤ Operational Needs Assessment: Collaborate with other department stakeholders, such as station captains, firefighters, and administrative personnel, to understand the operational needs and challenges. Gather feedback on the potential benefits and challenges of adding full-time shift supervisors.</li> <li>➤ Budgetary Review: Evaluate the financial implications of transitioning to full-time Battalion Chief Positions. Analyze salary and benefit costs, equipment requirements, training expenses, and any other associated costs.</li> </ul>

	<ul style="list-style-type: none"> <li>➤ Comparison with Other Departments: Research and benchmark similar fire departments to understand their organizational structure and the benefits of having full-time shift supervisors. Learn from their experiences and assess the potential impact on your department.</li> <li>➤ Staffing Models: Develop different staffing models that include full-time Battalion Chief Positions. Compare the models based on efficiency, cost-effectiveness, and potential service improvements.</li> <li>➤ Public and Stakeholder Input: Seek input from the community, elected officials, union representatives, and other relevant stakeholders to gauge their support and concerns regarding the transition. Address any potential challenges raised during this process.</li> <li>➤ Collect Data on Call Volume and Patterns: Analyze historical data on call volume and patterns to determine peak demand periods and identify when additional leadership support may be most beneficial.</li> <li>➤ Workload Distribution Analysis: Evaluate the workload distribution among current leadership roles, such as station captains and assistant chiefs. Determine if adding full-time shift supervisors will help alleviate the workload and improve decision-making.</li> <li>➤ Resource Allocation: Identify the necessary resources (personnel, equipment, training) required for the successful implementation of full-time Battalion Chief positions.</li> <li>➤ Develop a Transition Plan: Create a detailed plan outlining the steps needed to transition to full-time Battalion Chief positions. Include timelines, milestones, responsible parties, and contingency plans.</li> <li>➤ Training and Development: Determine the training and development needs for the Battalion Chief positions, including any additional certifications or qualifications required.</li> <li>➤ Pilot Program (If Feasible): Consider running a pilot program in selected stations or shifts to assess the effectiveness and feasibility of the full-time Battalion Chief positions before implementing them department-wide.</li> <li>➤ Change Management: Develop a change management strategy to ensure a smooth and successful transition. Communicate the reasons for the change, address concerns, and engage with personnel throughout the process.</li> <li>➤ Monitor and Evaluate: Continuously monitor the progress of the transition and evaluate its impact on operational efficiency, personnel morale, and service quality. Make adjustments as needed.</li> <li>➤ Implementation and Communication: Implement the approved transition plan and communicate the changes to all personnel and stakeholders effectively.</li> </ul> <p>Each task will likely require collaboration and coordination with various stakeholders within the department. By breaking down the objective into these specific tasks, we can streamline the process and ensure a successful evaluation and potential implementation of full-time chiefs.</p>
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## APPARATUS / EQUIPMENT

**Goal 1 - Vehicle Replacement Plan** – The apparatus and equipment utilized by AFR is vital to the success of the organization and our operation. It is AFR's goal to maintain a fleet of modern, reliable, and capable apparatus that will meet/exceed the demands of today's fireground.

Objective 1A	AFR will follow the comprehensive vehicle replacement plan based on the APWA formulae.
Timeframe	Ongoing (2023)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Conduct an annual analysis of our current vehicle replacement plan and adjust, as necessary, to meet growing demand for our equipment</li> <li>➤ Ensure that stakeholders are educated about vehicle replacement plan</li> <li>➤ Evaluate the need for enhanced 3<sup>rd</sup> party inspection of all fleet vehicles <ul style="list-style-type: none"> <li>○ Captain Cheslic</li> </ul> </li> <li>➤ Perform a comprehensive risk assessment to evaluate the possible need for Heavy Rescue services</li> </ul>

### Goal 2 – Apparatus / Equipment Maintenance

Objective 2A	Develop a comprehensive fleet maintenance and repair plan.
Timeframe	12-36 months (2025)
Related Tasks	<ul style="list-style-type: none"> <li>➤ Develop policies to ensure fleet is adequately maintained <ul style="list-style-type: none"> <li>○ Captain Cheslic</li> </ul> </li> <li>➤ Consider central maintenance type facility and capabilities in conjunction with other city departments.</li> <li>➤ Review and update inventory of existing equipment and Identify replacement costs for maintenance. <ul style="list-style-type: none"> <li>○ FF Landers</li> </ul> </li> <li>➤ Develop and follow maintenance and replacement schedules for fire and rescue equipment that reflect industry standards and industry best practices.</li> <li>➤ Develop a replacement schedule and cost analysis for self-contained breathing apparatus, air cylinders and air compressor.</li> <li>➤ Develop a replacement schedule for fire hose, nozzles, and appliances.</li> <li>➤ Develop a replacement schedule for major tools and equipment, such as thermal imaging cameras, powered equipment, and rescue equipment.</li> <li>➤ Develop budget requests for the program. <ul style="list-style-type: none"> <li>○ Chiefs, Captains, LT's</li> </ul> </li> </ul>

# Performance Measurement

## “Managing for Results”

As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. 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>1</sup> They must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes. It has been stated that:

...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>2</sup>

Why Measure Performance?

It has been said that:

- *If you don't measure the results of your plan, you can't tell success from failure.*
- *If you can't see success, you can't reward it.*
- *If you can't reward success, you're probably rewarding failure.*
- *If you can't see success, you can't learn from it.*
- *If you can't recognize failure, you can't correct it.*
- *If you can demonstrate results, you can win public support.*

Reinventing Government  
David Osborn and Ted Gaebler

To establish that AFR'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 following:

- ☐ 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.

<sup>1</sup> Collins Good to Great and the Social Sectors. Boulder, 2009

<sup>2</sup> Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.

Special thanks to Wichita State University's Community Engagement Institute.

A “family of measures” that is typically utilized to indicate and measure performance includes the following:

- ☐ Inputs: Value of resource used to produce an output.

- Outputs: Quantity or number of 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. Outcome focuses on the ultimate “why” of providing a service.

*“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