

COLUMBUS

Fire and Rescue



2013 STRATEGIC PLAN 2018



Executive Summary

Strategic Planning is defined as a “continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.” Columbus Fire and Rescue set forth to develop a dynamic strategic plan that would enable the department to accomplish its mission of protecting life and property and reflect the department’s vision of meeting customer expectations through quality service delivery.

Following the concepts of a community-driven plan, Columbus Fire and Rescue’s Strategic Plan involved not only the department but also those in the community affected by our services. External perspectives were obtained from citizens in each city ward. City of Columbus elected officials and senior administrative personnel, city and county emergency response agencies, industry, and local businesses. This input provided valuable insight into community needs, expectations, and department perceptions.

The Strategic Planning Team re-affirmed the department’s mission, vision, and core value statements which are the keystones of organizational purpose, direction, and character. The Strengths Weaknesses Opportunities and Threats (S.W.O.T.) Analysis identified key factors that affect organizational performance. When compared to core programs, this analysis identified critical issues and service gaps in department performance. From this analysis, Columbus Fire and Rescue established eight goals with corresponding objectives and critical tasks. Each member of the Strategic Planning Team was assigned a specific goal to manage and was tasked with establishing specific time benchmarks and performance measures to determine goal progress and success.

The success of the plan will not be measured strictly by the implementation of goals and objectives; but rather from the realization of our vision, support received by City of Columbus elected officials, members of the department, and the community. This support will be realized by the plan adoption, commitment of resources, department accountability, and continued community involvement. This vested interest will ultimately enable the department to execute this plan as it strives for organizational excellence.

COLUMBUS FIRE AND RESCUE STRATEGIC PLAN: 2013 – 2018
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Introduction

Columbus Fire and Rescue has evolved from its single mission of fire suppression into an organization that provides a myriad of programs and services directed towards meeting the needs and expectations of the community. As a public service entity, it is the goal of Columbus Fire and Rescue to meet customer expectations in a fiscally responsible manner while demonstrating the highest possible degree of professionalism and quality of service delivery. Working towards this goal, one aspect becomes readily apparent. Without purpose, direction, and destination; there is only one possible outcome. You will get nowhere.

Columbus Fire and Rescue's Strategic Plan provides a path for future excellence by identifying the programs and services the community needs, understanding the expectations of both external and internal stakeholders, determining resource needs, and developing organizational goals and objectives to address noted gaps and deficiencies. This plan will enable the department to meet its mission and sets forth a clear vision for future department operations.

Columbus Fire and Rescue's Strategic Plan was written following the guidelines provided by the Commission on Fire Accreditation International (CFAI) *Fire & Emergency Service Self-Assessment Manual*, 8th Edition. This plan adheres to the Community-Driven Strategic Planning model utilizing key conceptual components. This plan is the culmination of many hours of challenging work by Columbus Fire & Rescue's Strategic Planning Team, a diverse group comprised of administrative and operational personnel representing the various rank structure within the department. The development of the strategic plan was aided by Charles E. Sampson & Associates, a private consulting firm specializing in organizational and human resource development. Mr. Sampson was instrumental in providing direction, facilitating external and internal customer discussions, and offering timely analysis and perspective.

***Don't hide your strategy under a bushel. Communicate it throughout your company.
Make it all pervasive and let it send a tone and a character to your organization.***

***Joel E. Ross
American Author and Management Expert***

Organizational Overview

Columbus was formally incorporated on March 8, 1884 under a special charter exclusive to the city. Serving as the county's municipal seat, Columbus is located in Lowndes County in the east central region of the state. The city has a population of 23,640 (2010 U.S. Census) with a total land area of approximately 22.3 square miles. Columbus is home to Mississippi University for Women, the nation's first state supported college for women, and Columbus Air Force Base. Along with the municipalities of Starkville and West Point, Columbus forms an area of the state known as the "Golden Triangle," a regional alliance dedicated to mutual economic growth and support.

The origins of Columbus Fire and Rescue date back to April 4, 1840 when the city purchased its first fire apparatus. By the 1890s, the department had grown to include Engine Companies 1 and 2, the Hercules Hook and Ladder, the Coal Cart, and the Rough and Ready, the city's all-black contingent. Although highly competitive to be the city's best, these volunteer companies banded together to fight many fires. The legacy of their professionalism and spirit is symbolized by the "Luxapalila" in the department's uniform patch. By 1901, the department had transitioned into a paid department and continued to grow during the ensuing decades in the number of stations, personnel, and apparatus.



Today, Columbus Fire and Rescue (CFR) has a staffing level of 73 full-time members serving in operational and administrative positions. From 5 stations, the department responds within the jurisdictional boundaries established by Section 1 of the City of Columbus Charter in addition to calls for automatic and requested mutual aid. CFR offers a myriad of services that includes fire suppression, Emergency Medical Response, Fire and Life Safety Education, Fire Prevention and Code Enforcement, Public Relations, and technical rescue mitigation in hazardous materials, dive, high angle/confined space, structural collapse, overland search and rescue, swift water/flooding, and trench collapse. To carry out these services, the department maintains four engines, two engines with 50' aerial devices, one 95' aerial platform, one 2,500 gallon tender, various command/staff vehicles, and a technical rescue equipment cache stowed in response trailers for

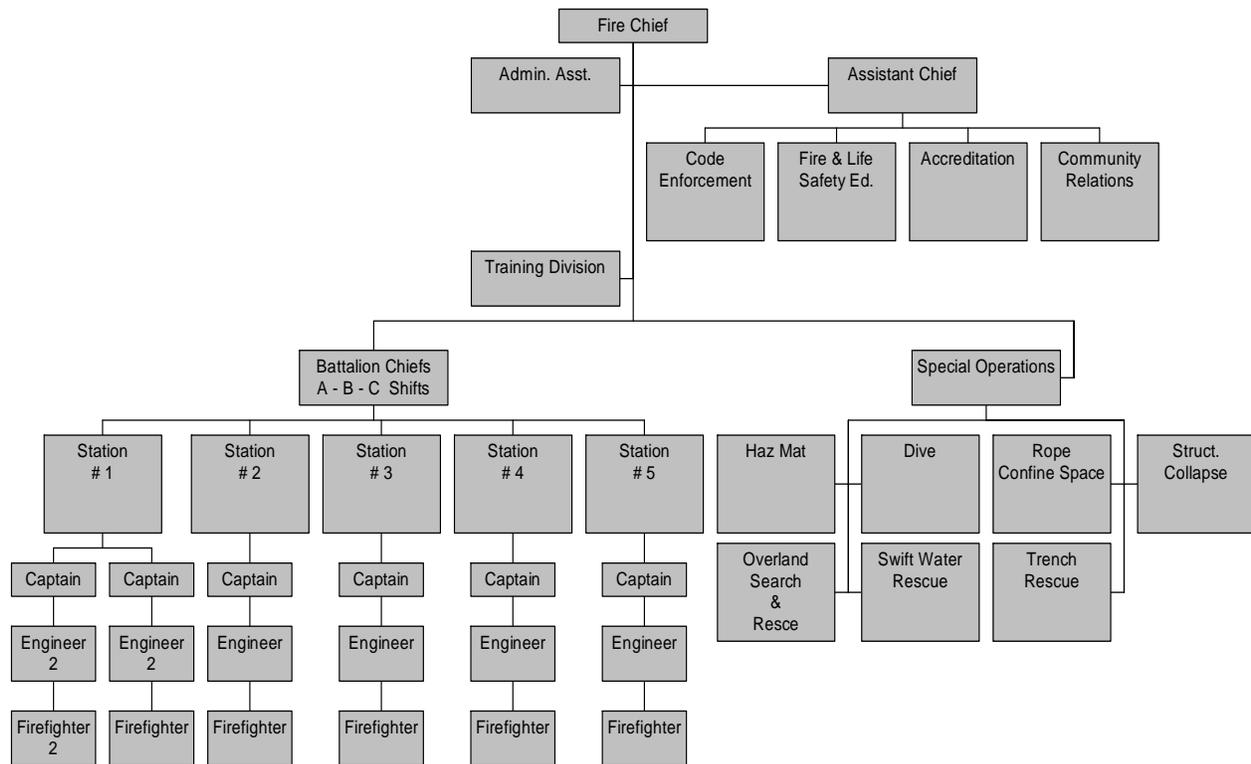
rapid deployment. CFR has achieved a Class 4 municipal fire insurance rating. The department remains compliant with local, state, and federal regulations through the administration of the City of Columbus Personnel Rules Handbook and the department’s Policy and Procedures Manual. Columbus Fire and Rescue responds to approximately 2,550 incidents per year illustrated by the following table.

Table 1: 2010 – 2012 CFR Incident Response

| Year | Fires (All) | EMS | False Alarms | All Other Incidents | Totals |
|------|-------------|--------------|--------------|---------------------|--------|
| 2012 | 146 (5.9%) | 1769 (71.4%) | 246 (9.9%) | 317 (12.8%) | 2478 |
| 2011 | 156 (6.0%) | 1842 (70.6%) | 273 (10.5%) | 337 (12.9%) | 2608 |
| 2010 | 163 (6.3%) | 1905 (73.5%) | 276 (10.6%) | 249 (9.6%) | 2593 |

The department’s organizational structure reflects the administrative and operational divisions required to manage and carry out the programs being provided. This structure has been approved by the governing body of the City of Columbus and outlined in CFR Policy and Procedures 102.1.

Figure 1 - CFR Organizational Chart



Community-Driven Strategic Planning

Public expectations demand that municipalities provide programs and services that meet community needs. Facing budgetary constraints and limited resources, organizations must examine its operational practices in order to find ways to become more effective and efficient. It is these issues that drive organizations to implement strategic planning as a critical component of its management philosophy.

Strategic planning does not deal with future decisions. It deals with the futurity of present decisions. What we have to do today is to be ready for an uncertain tomorrow.

*Peter F. Drucker
Professor of Social Science and*

Strategic planning is a management tool offering a structured process for developing comprehensive plans by providing organizations with inherent advantages that include short-term direction, shared organizational vision, organizational goals and objectives, and optimized use of resources.

In the Federal Benchmarking Consortium Study Report *Serving the American Public: Best Practices in Customer-Driven Strategic Planning* (1997), Goodstein, Nolan, & Pfeiffer defined strategic planning as a “*continuous and systematic process* where the *guiding members* of an organization make decisions about its future, develop the necessary *procedures and operations* to achieve that future, and determine *how success is to be measured*.” Within this definition are key words that are important and must be understood. These words are:

- *continuous* refers to an ongoing process where the end result is not merely to produce a plan but rather a dynamic document that is flexible to change;
- *systematic* recognizes a structured and deliberate effort with identified steps;
- *process* recognizes the importance of thinking strategically about the future and how to get there;
- *guiding members* include not only the decisions makers but also employees and stakeholders who are affected by the decisions being made;
- *procedures and operations* define the actions necessary to implement and execute the plan such as aligning organization efforts with clear goals and objectives, allocating resources, and developing the workforce to achieve the desired outcomes; and

- *how success is to be measured* recognizes appropriate metrics that are put in place to determine success.

Public service organizations understand that community expectations dictate current services and greatly influence future direction. Therefore, customer expectations must be considered in strategic planning. The Federal Consortium Benchmarking Study defined customer-driven organizations as those that "maintain a *focus* on the *needs and expectations*, both *spoken and unspoken*, of customers, both *present and future*, in the creation and/or improvement of the product or service provided." Again, key words must be understood:

- *focus* means that organizations actively seek to examine its products, services, and processes through the eyes of the customer;
- *needs and expectations* focus on customers' preferences, requirements, standards for performance, timeliness, and cost. These considerations are taken into consideration for the programs and services offered by the organization;
- *spoken and unspoken* refers to not only the expressed needs and expectations, but also information developed independently "about" customers. Their preferences, standards, and industry will be used as input to the organizational planning; and
- *present and future* recognizes customers presently using the programs and services as well as those that will in the future. Both groups factor into planning considerations.

The need for public service agencies to develop a community-driven strategic plan is readily apparent. As noted, strategic planning offers a structured process to follow. CFAI's Fire Service & Emergency Service Self-Assessment Manual identified these key steps as:

1. Define the programs provided to the community
2. Establish the community's service program priorities
3. Establish the community's expectations of the organization
4. Identify any concerns the community may have about the organization
5. Identify the aspects of the organization that the community views positively
6. Revise the Mission Statement
7. Revise the Values of the organization's membership
8. Identify the Strengths of the organization
9. Identify any Weaknesses of the organization

10. Identify areas of Opportunity for the organization
11. Identify potential Threats to the organization
12. Identify the organization’s critical issues
13. Identify the organization’s service gaps
14. Determine strategic initiatives for organizational improvement
15. Establish realistic goals and objectives for each initiative
16. Identify implementation tasks for the accomplishment of each objective
17. Determine the vision of the future
18. Develop organizational and community commitment to accomplishing the plan

By utilizing the community-driven strategic planning process, opportunities exist for the organization to bring together management, employees, stakeholders, and customers through a mutual understanding of where the organization is going, how everyone involved can work towards that common purpose, and how success will be measured.

Columbus Fire and Rescue formed a strategic planning team to create and implement a practical, useful blueprint to meet our community’s current and future expectations for public safety. The following document is the end result of hours spent gathering information, analyzing data, and developing goals and objectives to address identified gaps in service to further organizational excellence. Members of this team included:

Table 2: Columbus Fire & Rescue’s Strategic Planning Team

| | | |
|--|---|--|
| Martin Andrews <i>Assistant Chief</i> | Mike Chandler <i>Accreditation Manager</i> | Anthony Colom <i>Community Relations</i> |
| Duane Hughes <i>Chief of Training</i> | Matt Jones <i>Firefighter</i> | Carroll Lancaster <i>Captain</i> |
| Wes Mims <i>Captain</i> | Kenneth Moore <i>Fire Chief</i> | Carol Summerall <i>Fire and Life Safety</i> |
| Mark Ward <i>Battalion Chief</i> | | |

External Stakeholder Findings

Community-driven strategic planning requires input from external stakeholders and customers. Columbus Fire and Rescue would like to take this opportunity to thank everyone in the community that participated in the interview and survey process that provided information instrumental in the development of CFR's Strategic Plan.

External perspectives were obtained from two sources. First, surveys were completed by citizens in each city ward and business owners. This survey may be found in Appendix A. Second, interviews were conducted by CFR's Strategic Planning Team with individuals from identified stakeholder groups. These groups included City of Columbus elected officials and senior administrative personnel, city and county emergency response agencies, local businesses/industries, and civic organizations. The interview form may be found in Appendix B. Stakeholder participants were:

Table 3: CFR Strategic Planning External Stakeholder Participants

| | | | |
|-------------------|---------------------|------------------|---------------------|
| Mevela Andrews | David Armstrong | LaTasha Baker | Annie Barry |
| Christina Berry | Charlie Box | T. Caldwell | Mark Castleberry |
| Woodrow Clark | Sara Cooke | Lisa Elmore | Sheri Fancher |
| Melanie Ford | Todd Gale | Bill Gavin | Tommy Gillon |
| Ashley Glasgow | Cindy Harris | Laura Hendrix | Rick Jones |
| Kabir Karriem | Lisa Kerby | Colin Krieger | Brenda Lathan |
| Jerry Lavender | Cindy Lawrence | John Longmire | Joseph Mickens, Jr. |
| Patricia Mitchell | Jacqueline O'Bryant | Kathy Perkins | Mike Pratt |
| JoAnn Richardson | Steve Rogers | Hattie Rush | Robert Smith |
| Mark Spears | Stuart Stafford | Fred Stewart | Gene Taylor |
| Larry Taylor | Lamar Thomas | Tanya Walker | Keith White |
| Carrie Whitlow | | Towanda Williams | |

Program Awareness, Importance, and Satisfaction

Columbus Fire and Rescue sought to determine to what extent our customers and stakeholders knew of the programs and services being provided, how important these services were, and how satisfied customers were with service delivery. Observation comments following external results were provided by Chuck E. Sampson & Associates. Stakeholders were asked to identify programs and services provided by the department. These responses included the following:

Table 4: External Stakeholder Knowledge of Programs and Services

| |
|--|
| 1. Emergency Response (23) |
| 2. Fire Suppression and Prevention (19) |
| 3. Fire Protection and Safety (smoke detectors) (16) |
| 4. Fire Education (16) |
| 5. Inspections (11) |
| 6. Participation/support in special events (7) |
| 7. Hazardous Materials Response (5) |
| 8. Dive Rescue (5) |
| 9. Rescues (4) |
| 10. General Community Outreach (4) |
| 11. Search for lost children/adults (3) |
| 12. Child Safety Seat Installations (3) |
| 13. Volunteer services to citizens (2) |
| 14. Rope Rescue (2) |
| 15. Disaster Response (2) |
| 16. Burn Permits (2) |
| 17. Code Enforcement (2) |
| 18. Publication of department magazine |
| 19. Burn dilapidated houses |
| 20. Severe Weather response |
| 21. Watering trees |
| 22. Planning and zoning assistance |
| 23. Assist in ER with full codes |

| |
|---|
| 24. EMTs do ER rotations |
| 25. Remind medical facilities to check fire extinguishers |
| 26. Verify that annual disaster drills take place |
| 27. Handle bomb threats |

Observations

- *There is high familiarity with the traditional, high profile fire and emergency services reported by the department.*
- *Respondents are less familiar with specialty services and lower-profile services.*

The survey group rated the relative importance of each program/service based on a scale of 1 (Not Important) to 5 (Very Important). The Customer Rating percentage is based on the number of favorable responses (4 and 5) divided by the number of total responses (N=99). Each program was ranked based upon this percentage.

Table 5: External Customer Importance of Programs and Services

| Program | Not Important | | Very Important | | | Customer Rating | Rank |
|--------------------------------|---------------|---|----------------|----|----|-----------------|------|
| | 1 | 2 | 3 | 4 | 5 | | |
| Fire Suppression | | | | 10 | 89 | 100 % | 1 |
| Emergency Medical Response | | 1 | 4 | 11 | 83 | 94.9% | 2 |
| Fire Prevention | | | 6 | 19 | 74 | 93.9% | 3 |
| Specialty Response * | 1 | 4 | 2 | 16 | 76 | 92.9% | 4 |
| Disaster Response** | 4 | 2 | 1 | 12 | 80 | 92.9% | 4 |
| Fire and Life Safety Education | | 2 | 7 | 15 | 75 | 91.1% | 5 |

* Specialty Response includes Hazardous Materials, Dive, High Angle/Confined Space

** Disaster Response includes Overland Search, Structural Collapse, Swift-water/flood, Trench

Observations

- *Respondents view department core services very favorably which lends to organizational support and establishes a need for programs and services being offered.*

Customers evaluated the department on specific criteria that influence quality of service delivery and satisfaction. The department sought to determine if a difference existed between those customers that had a direct experience with department programs/services and those that had not and based their responses upon their perceptions or department reputation.

Table 6: Customer Satisfaction

| Direct Contact | Strongly Disagree 1 | Disagree 2 | Neutral 3 | Agree 4 | Strongly Agree 5 | Customer Satisfaction |
|--|--------------------------------|-----------------------|----------------------|--------------------|-----------------------------|------------------------------|
| The department responded in a timely manner | | | 3 | 8 | 36 | 93.6% |
| The department acted in a professional manner | | | | 7 | 40 | 100% |
| Personnel were knowledgeable regarding my situation | | | 1 | 9 | 37 | 97.8% |
| Personnel were helpful in handling or solving my problem | | | 1 | 7 | 39 | 97.8% |
| The services that I received met my expectations | | | | 7 | 38 | 100% |
| The department provides services that meet community needs | | | 1 | 9 | 32 | 97.6% |
| Perceptions / Reputation | | | | | | |
| The department responds in a timely manner | | | 2 | 11 | 27 | 95% |
| The department acts in a professional manner | | | 3 | 8 | 30 | 92.6% |
| Personnel are knowledgeable | | | 3 | 11 | 28 | 92.8% |
| Personnel are helpful in handling or solving my problem | | | 2 | 12 | 27 | 95.1% |
| The department provides services that meet community needs | | | 5 | 9 | 27 | 87.8% |

Observations

- *The department is highly regarded for its technical excellence, service delivery, and professionalism.*

- *The department has a positive community perception regarding service delivery and professionalism.*

Customer Expectations

What are the expectations of our customers and stakeholders? Are there any programs or services not currently being provided? This question is important when evaluating the need for future programs or services. The department asked participants to list programs or services they would like to see the department add to its current services.

Table 7: Customer Expectation Results

| |
|---|
| 1. Private Industry |
| <ul style="list-style-type: none"> • Safety briefings to industry on dangers during construction • More cross training • Confined space training • Work with utility companies on fire hazards and buried/overhead hazards • HAZMAT team training • Participate in shared EMT services in Industrial Park |
| 2. Teach CPR to seniors and families |
| 3. Conduct a Citizens Fire Academy Conduct an Academy to show dispatchers proper dispatching procedures, etc. |
| 4. Train with Lowndes County volunteer fire departments |
| 5. Assist volunteer departments with incidents near city limits |
| 6. Establish a Damage Assessment Team |
| 7. High school interaction program to keep kids out of trouble (3) |
| 8. Public information access (how can dept. get a house burned down for training purposes) |
| 9. More involved with the training of firefighting on larger boats in the marina |
| 10. Talk to residents about exit drills |
| 11. More involvement with E-Plan and Lowndes County EMA |
| 12. Fire hydrant maintenance training |
| 13. Don't know of anything (9) |

Observations

- *Suggestions reflect a respondent’s particular interests that are shaped by the industry, department, agency, or organization that they represent.*

Areas of Concern

Strategic planning would be incomplete without an understanding of areas where the department may improve. These areas may be valid concerns and actual department weaknesses or may be misperceptions due to a lack of or incorrect information.

Table 8: Customer/Stakeholder Areas of Concern

| |
|--|
| 1. Public awareness/education (15) |
| 2. Hold ward meetings at fire stations (15) |
| 3. Station meet & greets (15) |
| 4. Have more open houses |
| 5. Meet & greets w/ education talks |
| 6. Q & A on programs (i.e. smoke detectors) (15) |
| 7. Go to churches (15) |
| 8. Perform home safety checks (15) |
| 9. More interaction with the community/govt. officials (3) |
| 10. Obtain common software between agencies to increase efficiencies (2) |
| 11. Traffic on wrecks (2) Take into account police officers’ job as related to traffic control Position trucks to allow traffic flow if possible |
| 12. Keep personnel well trained/responsive (2) |
| 13. Update/modernize equipment (2) |
| 14. Establish a working relationship with LCVFD members/training and response (2) |
| 15. Build training facility for Columbus/secondary areas |
| 16. Include media more on house fires/major events |
| 17. Possible piggyback with industry in acquiring grants |
| 18. More equipment (air packs) that is compatible with industry while on the scene |
| 19. Special rescue truck to respond to medical calls over larger area |

| |
|--|
| Find a way to stop taking fire trucks on medical calls |
| 20. Find a way to manage calls and number of crews/trucks sent on non-fire calls |
| 21. Encourage and hire quality personnel |
| 22. Recruitment of women and young males – diversity |
| 23. Keep building on strong relationships (with business/industry ATMOS) |
| 24. Upgrade facilities |
| 25. Assess station locations to ensure that they are located strategically Build a fire station in Ward 1 Build a fire station in Ward 6 |
| 26. More inter-department training and involvement |
| 27. Continuation of present certification level (maintain a dept of EMTs) |
| 28. Allow public to attend/observe live burns and training exercises |
| 29. Let the guys tell the stories, not the chiefs |
| 30. Provide more first contact/background info on patients |
| 31. More community programs |
| 32. Community based training |
| 33. Response times |
| 34. Neighborhood block parties with CFR |
| 35. Training |
| 36. More elementary school education |

Observations

- *Increased public awareness about the department and all of the services it provides would be beneficial.*
- *Increased interaction with local emergency responders (LCVFD, CPD) and local industries should be evaluated.*
- *The department should evaluate the need for additional programs (i.e. home safety checks)*

Positive Community Feedback

Positive community feedback allows the department to properly utilize resources by not putting forth needless efforts and resources or over-developing areas that are already successful.

Table 9: Positive Community Feedback

| |
|---|
| 1. Really proud of the job the department is doing (14) |
| 2. Fire prevention and emergency; respond well (13) |
| 3. Shows interest in the community/community outreach (8) |
| 4. Rate the dept. A+/Outstanding/Does everything well (6) |
| 5. Education (6) |
| 6. CFR's customer service is outstanding (6) |
| 7. Only city dept. with few/no complaints (6) |
| 8. Professionalism (4) |
| 9. Training (4) |
| 10. Improved insurance rating (3) |
| 11. Good communication with city depts. (2) |
| 12. Well equipped (2) |
| 13. Communication with Business & Industry/Communication in general (2) |
| 14. Water rescue and recovery |
| 15. Trusted by the Public |
| 16. Good reputation throughout the state |
| 17. Appreciation for service to the marina |
| 18. Placement of stations provides a good front line response |

Observations

- *Strengths reflect success in delivering service to the community which is, in turn, enabled by effective equipment, training, policies and procedure.*

Findings Review Forum

After the information had been obtained and analyzed, Columbus Fire and Rescue held a forum with the community customers and stakeholders to review the results of the survey and interviews. During this period, this group had the opportunity to ask specific questions regarding:

- Accreditation process and its impact on the department and community
- The strategic planning process
- Survey/interview results and what these results indicate
- Plan implementation

Pictures of the External Stakeholder Forum



Internal Stakeholder Findings

The internal component of the strategic planning effort focused on CFR's Mission, Vision, and Core Value Statements, Core Programs and Services as well as the Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T.) Analysis. This information was obtained primarily from two sources; surveys conducted by James Rowan and Charles E. Sampson & Associates. The Rowan survey mainly addressed organizational culture. The result of this survey may be found in Appendix C. The Sampson survey addressed organizational culture (used to validate the Rowan results) in addition to examining the four cornerstones of quality service delivery; facilities and equipment, personnel, training, and policies and procedures. The results of this survey may be found in Appendix D. Both surveys were placed on-line for all personnel to complete.

CFR Strategic Planning Team Work Session



Mission Statement, Vision Statement, and CFR Core Values

The Mission Statement defines the fundamental purpose of the organization, its reason for existence. This statement describes:

- Who we are
- What we do
- For whom

The Strategic Planning Team reviewed the department's existing Mission Statement to determine its relevance. Upon review, the Planning Team was in agreement that the existing statement is consistent with the above defining criterion.

Columbus Fire and Rescue Mission Statement

Our mission is to protect life and property due to fire, medical and environmental emergencies within the community through public education, code management, and incident response.

Serving as a guide in fulfilling the department's mission, the Vision Statement provides the basic tenet of employee behavior and serves as inspiration for CFR employees to be their best. The Strategic Planning Team was in agreement that the existing Vision Statement remains relevant.

Columbus Fire and Rescue Vision Statement

We, the members of the Columbus Fire and Rescue Department, have a shared commitment to professionalism, team work, quality leadership, mutual respect, integrity, effective communication, and safety as we endeavor to fulfill our mission.

The Strategic Planning Team examined the department's Core Values. Expanding upon the Vision Statement, the core values clearly state the shared beliefs that drive CFR's organizational culture and provide the basis in which decisions are made.

Columbus Fire and Rescue Core Values

For the Community

We recognize that the community is the reason for our purpose.

We value the faith and trust of the community, and continually work to deserve that confidence through our attitude, conduct, and accomplishments.

Lives are more valuable than property.

The safety of the public is of paramount importance.

All members of the public are entitled to our best effort.

For the Department

We strive for excellence in everything we do.

Honesty, fairness, and integrity will not be compromised.

We continually seek effectiveness, efficiency, and economy.

Unity and teamwork are stressed as being to our mutual advantage as individuals and as an organization.

Members are continually encouraged to improve themselves as individuals and employees.

The free exchange of ideas is encouraged.

We will provide professional and courteous service at all times.

We are sensitive to changing community needs

These statements provide the foundation for achieving organizational excellence while serving as the moral compass in every facet of department operations. Every effort will be made to ensure that each remains current. The Mission and Vision Statements are posted at each station. All three statements are found in CFR Policies and Procedures Manual 101.00 as well as published on the department's website.

Programs and Services

Columbus Fire & Rescue provides a myriad of programs and services to meet community needs. The following tables list the core programs and services provided in addition to entities and agencies that lend support.

Table 10: CFR Core Programs

| | |
|---|--------------------------------------|
| Fire Suppression | Emergency Medical Services |
| Fire and Life Safety Education | Fire Prevention and Code Enforcement |
| Technical Rescue: <ul style="list-style-type: none"> ● Auto Extrication ● Dive Rescue and Recovery ● Structural Collapse ● Swift-water / Flood Rescue ● Hazardous Materials ● High Angle / Confined Space Rescue ● Overland Search and Rescue ● Trench Rescue | |

Table 11: Support Services

| | |
|---|---|
| Training Division | City of Columbus Mayor and Council |
| City of Columbus Departments <ul style="list-style-type: none"> ● Chief Operations Officer ● Chief Financial Officer ● Human Resources ● Columbus Police Department ● City Garage ● Building / Inspection ● Public Works ● Information Technology | Lowndes County Emergency Agencies <ul style="list-style-type: none"> ● E-911 ● EMA ● Volunteer Fire Departments ● Sheriffs Office |
| MS State Agencies <ul style="list-style-type: none"> ● MEMA / MS Homeland Security ● MS State Fire Academy ● MS Rating Bureau / State Fire Marshal ● MS Regional Response Task Forces ● MS Department of Health ● MS State Forestry Commission | Columbus Light & Water East Lowndes Water Association Atmos Energy |
| Baptist Memorial Hospital | American Red Cross |
| Columbus Air Force Base | Salvation Army |
| Local Media | United Way |
| Community Counseling | |

S.W.O.T. Analysis

The S.W.O.T. Analysis is most often used to align an organization's resources and capabilities to the environment in which it operates. This analysis separates internal factors (strengths and weaknesses) that organizations have control over from its external factors (opportunities and threats) which it does not. Strengths and opportunities are seen as being beneficial to the organization while weaknesses and threats are seen as potentially harmful inhibiting success. S.W.O.T. components include:



- Strengths are the attributes and characteristics that distinguish CFR and enable the department to accomplish its mission. Organizations should focus its efforts towards meeting community needs and providing core programs that match those strengths. Programs that do not meet these conditions should be reviewed. Equipment, personnel, programs and services offered, and customer goodwill are examples of organizational strengths.
- Weaknesses represent the qualities that prevent CFR from achieving its mission or reaching its full potential. Weaknesses are considered factors which do not meet organizational standards. Department performance is greatly influenced by its ability to identify and resolve weakness issues. Obsolete equipment, insufficient infrastructure, inadequate or complex decision making processes, and high employee turnover are examples of weaknesses.
- Opportunities represent the external environment in which CFR operates. Opportunities present conditions that have the potential to have a positive impact in department operations in the next five years. Opportunities should be viewed as a chance to not only improve existing services but also expand beyond its traditional service area.
- Threats represent conditions or circumstances that have the potential to have a negative impact on department operations. Threats jeopardize the reliability of the organization and compound the vulnerability when it relates to specific weaknesses. To limit or reduce loss, organizations must identify threats. Unrest among employees, changing technologies, and economic downturns are examples of environmental threats.

The S.W.O.T. Analysis was completed using responses from the external and internal surveys. Charles E. Sampson & Associates provided an analysis of the internal survey results. This analysis may be found in Appendix E. CFR’s S.W.O.T. Analysis is illustrated in Table 12.

Table 12: CFR SWOT Analysis

| | Positive | Negative |
|-----------------|---|---|
| Internal | <p><u>Strengths</u></p> <ul style="list-style-type: none"> • Programs and services offered • Training opportunities (internal and external) • Technical rescue equipment • Personnel knowledge and skills • Well maintained equipment and facilities • Professionalism • Team work • Service oriented • Positive community support • Public education • Proactive business inspections • Educational incentive programs (partnership with MUW) | <p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Professional development of personnel • Training format • Maintaining technical rescue skills and proficiency • Inadequate policies and procedures • Inexperience (“young department”) • Disconnect in communication between staff and line personnel • Succession planning • Promotional process • Compensation inequities/procedures • Preferential treatment • Organizational trust • Morale • Employee turnover |
| External | <p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Development of new personnel • Change in leadership • Better pay and benefits • Improved organizational climate and culture • More equitable promotional process • New equipment • Develop relationships with other emergency agencies • Develop relationship with industry • Accreditation • Department marketing | <p><u>Threats</u></p> <ul style="list-style-type: none"> • Loss of experienced personnel • Shrinking budget • Loss of alternative funding sources • Understaffed • Adverse relationship with City Administration • Compensation and benefits • Lack of interest in promotions • Micro-management from outside of the department • Lack of diversity • Competition with industry for human resources |

Critical Issues and Service Gaps

The Strategic Planning Team conducted a review of CFR core programs/services and the S.W.O.T. analysis. From this review, critical issues and service gaps were identified. Resolving these factors provided the basis for the development of Goals and Objectives. The following tables list critical issues and service gaps.

Table 13: Critical Issues

| | | |
|---|--|---|
| Personnel <ul style="list-style-type: none"> Recruitment Retention Promotional Process | Training <ul style="list-style-type: none"> Professional Development Succession Planning Training Format | Organizational Culture <ul style="list-style-type: none"> Communication Mistrust |
| Compensation and Benefits <ul style="list-style-type: none"> Internal External | Organizational Climate | Community Relations <ul style="list-style-type: none"> Program awareness Additional programs |
| Infrastructure <ul style="list-style-type: none"> New stations Station relocation Training facility | Budget/Funding <ul style="list-style-type: none"> General funding Alternative funding sources | External Relationships |

Table 14: Service Gaps

| | | |
|---|---|---|
| Response times above national standards <ul style="list-style-type: none"> E-911 call processing CFR turnout times CFR 2nd unit travel times | Internal Training <ul style="list-style-type: none"> Skill proficiency Professional Development Succession Planning | External Training <ul style="list-style-type: none"> LCVFDs Industry |
| Law Enforcement communication <ul style="list-style-type: none"> Improved communication between law enforcement and CFR | Human Resources <ul style="list-style-type: none"> Recruitment Hiring Retention Promotion | Infrastructure to support department operations <ul style="list-style-type: none"> Aging stations (Sta. 4) Dedicated training facility |
| Policies and Procedures | Replacement of Front-Line Apparatus | Loss of experienced personnel |

Strategic Initiatives

The Strategic Planning Team developed the following strategic initiatives based upon the critical issues and service gaps that were identified. The strategic initiatives serve as the basis for establishing goals and objectives. The following table identifies eight strategic initiatives.

Table 15: CFR Strategic Initiatives

| | |
|--------------------------------------|------------------------------------|
| Facilities, Equipment, and Apparatus | Recruitment, Hiring, and Retention |
| Training | Community Engagement |
| Service Delivery | Policies and Procedures |
| Organizational Culture | Accreditation |

Goals and Objectives

Goals and objectives were developed using the strategic initiatives as a guide. Effective goals and objectives will enable the department to achieve its mission. Goals were written following the SMARTER principle; Specific Measurable Attainable Relevant Time-bound Evaluate Re-evaluate. The Strategic Planning Team established goals for each strategic initiative as well as identifying specific objectives, critical tasks, and initial completion benchmarks.

Each member of the planning team was given one goal to manage. This member is responsible for all actions (i.e. selecting committee members, setting performance metrics, establishing benchmarks and completion dates, etc.) related to that goal. Once per quarter, the Strategic Planning Team will meet to discuss goal and objective status. At this time, any changes will be reflected on the Master Goal and Objective Tracking matrix. This matrix will be made available to department personnel to provide a sense of accomplishment as well as to the general public.

Goal 1 Facilities, Apparatus, and Equipment
Acquire and maintain facilities, equipment, and apparatus that are needed to support department programs and services

| | |
|-----------------------|---|
| Objective 1A | Conduct an analysis to determine current and future facility needs |
| Timeframe | 1 year |
| Critical Tasks | <ul style="list-style-type: none"> • Organize a Facilities Committee to: <ul style="list-style-type: none"> a) determine the adequacy of current facilities b) evaluate the need for construction of future facilities c) assess the need for and viability of a training facility • Explore alternative sources of funding to meet facility needs. • Ensure new facilities comply with federal, state, and local mandates. • Review existing facilities to determine compliance with federal, state, and local mandates. |

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| Objective 1B | Provide for preventative maintenance and repair on department facilities |
| Timeframe | 3 months and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Develop and maintain a preventative maintenance program for all existing facilities. • Conduct monthly maintenance inspections on existing facilities. • Document monthly facility inspections utilizing a standardized inspection form. • Repair facilities as indicated by documentation. |

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| Objective 1C | Construct a new station to replace Station 4 and construct a department training facility |
| Timeframe | 5 years |
| Critical Tasks | <ul style="list-style-type: none"> • Evaluate available properties for construction of Station 4 utilizing Standard of Cover and MS State Rating Bureau recommendations of preferred locations. • Explore alternative sources of funding for Station 4 and the training facility. • Construct Station 4 • Construct the CFR Training Facility. |

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| Objective 1D | Maintain or replace existing apparatus and support vehicles |
| Timeframe | 1 Year and Continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Prepare and implement an apparatus replacement schedule following MS State Rating Bureau recommendations. • Prepare and implement a replacement schedule for support vehicles. |

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| Objective 1E | Acquire and maintain equipment needed to meet department programs and services |
| Timeframe | 1 Year and Continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Maintain and promote a positive open communication climate that permits new tools, equipment, ideas and their benefit to the department. • Research new or advanced technology in equipment. • Evaluate effectiveness, safety, and compatibility of Personal Protective Equipment. • Prioritize equipment needs based upon necessity, cost, and quantities utilizing annual program report recommendations. • Meet regularly with business and industry to identify specific service needs relating to equipment. • Develop a tracking system for repair or replacement of equipment (tools, fire hose, breathing apparatus, etc.) • Explore alternative sources of funding (Grants, Industry). • Identify supplies and materials (fuel, batteries, foam, AED pads, BSI gloves, etc.) needed to support program needs. • Prepare and implement a replacement schedule for support vehicles. |

Goal 2 Recruitment, Hiring, and Retention
Align recruitment, hiring, and retention practices to support department programs and services

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| Objective 2A | Develop a recruitment strategy to create a broader, more diverse candidate hiring pool |
| Timeframe | 9 months and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Research recruitment strategies used by other departments. • Produce a video that highlights the department and emphasizes career opportunities at CFR. • Extend the recruitment region • Develop and implement social media initiatives. • Align recruitment strategies with department needs. |

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| Objective 2B | Develop and implement a volunteer firefighter program |
| Timeframe | 3 years |
| Critical Tasks | <ul style="list-style-type: none"> • Develop and implement program training standards for volunteer firefighter certification. • Recruit volunteer candidates. • Train candidates to achieve volunteer firefighter certification. • Allow volunteers to staff department requirements during city events. • Allow volunteers to man stations and apparatus to enhance shift staffing levels. |

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| Objective 2C | Develop a Junior Firefighter Program |
| Timeframe | 1 - 3 years |
| Critical Tasks | <ul style="list-style-type: none"> • Participate in local school districts to promote career opportunities at CFR • Develop and implement a job shadowing program • Develop and implement a mentoring program |

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| Objective 2D | Develop a probationary firefighter program for hiring evaluation |
| Timeframe | 1 year and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Determine core competencies and tasks necessary to evaluate probationary firefighters. • Develop a competency based skills check-off booklet. • Conduct a 3, 6, and 9 month performance evaluation and provide probationary firefighters with feedback. |

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| Objective 2E | Establish a committee of line personnel to participate in the interview process. |
| Timeframe | 6 months and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Establish an Interview Committee • Identify committee goals and develop guidelines for committee participation. • Train personnel in the implementation of these guidelines. |

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| Objective 2F | Develop a retention strategy to prevent loss of experienced personnel |
| Timeframe | 6 months and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Organize a Retention Committee. • Identify reasons for loss of personnel due to departmental issues. • Identify reasons for loss of personnel due to external issues. • Develop a process to address identified issues with appropriate department managers/city leaders. |

Goal 3 Training and Professional Development
Enhance the knowledge, skills, and abilities of personnel to support department programs and services

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| Objective 3A | Evaluate internal and external training curriculum that support department programs and services |
| Timeframe | 1 year and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Evaluate the effectiveness of internal training programs. • Identify external training opportunities. • Solicit input from Training Coordinators in the development of training programs and training schedules. • Evaluate the effectiveness of scenario based training evolutions. |

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| Objective 3B | Develop a career path for department personnel utilizing competency based developmental programs |
| Timeframe | 1 year and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Develop and implement a career path for personnel. • Develop and implement an Engineer Development Program • Develop and implement a Company Officer Development Program • Develop and implement a Chief Fire Officer Development Program |

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| Objective 3C | Implement a training program involving Lowndes County Volunteer Fire Departments |
| Timeframe | 6 months |
| Critical Tasks | <ul style="list-style-type: none"> • Meet with the Lowndes County Volunteer Fire Chiefs and Fire Coordinator identifying specific training needs • Develop training plans and assign department instructors • Coordinate a training schedule involving CFR and LCVFDs |

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| Objective 3D | Implement a training program involving City of Columbus and Lowndes County Industries |
| Timeframe | 6 months |
| Critical Tasks | <ul style="list-style-type: none"> • Meet with local industry representatives identifying specific training needs • Identify legal/liability issues and develop MOUs • Develop training plans and assign department instructors • Coordinate a training schedule involving CFR and industry representatives |

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| Objective 3E | Implement a physical fitness program |
| Timeframe | Two years |
| Critical Tasks | <ul style="list-style-type: none"> • Partner with North Greenville Fitness to establish physical fitness program guidelines. • Partner with Baptist Memorial Hospital to provide education regarding healthy nutritional behaviors • Provide each shift with a trained fitness peer • Establish individual health fitness through the establishment of achievable benchmarks. |

Goal 4 Community Engagement

Continue to improve outreach and visibility in the community to extend the department’s reputation for excellence.

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| Objective 4A | Include media in CFR training events. |
| Timeframe | 6-12 months and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Create and publish an organized schedule of events. • Develop guidelines for allowing media representatives to participate in training. |

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| Objective 4B | Conduct open house events at department stations. |
| Timeframe | 6-12 months and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Create an open house committee • Create a quarterly schedule for open house events. • Survey visitors to determine if any improvements or changes need to be made to the stations. |

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| Objective 4C | Develop and implement a Citizens Fire Academy. |
| Timeframe | 1 year |
| Critical Tasks | <ul style="list-style-type: none"> • Create a Citizens Fire Academy committee to establish training requirements and procedures. • Create a schedule for training and a list of instructors. • Develop a promotional campaign to solicit community involvement. • Survey participating citizens to determine if any improvements or changes need to be made to the program. |

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| Objective 4D | Make presentations to church groups. |
| Timeframe | 6-12 months |
| Critical Tasks | <ul style="list-style-type: none"> • Assign a member(s) of the department to create promotional items / speech for presentations. • Allow personnel to speak to members of their church. |

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| Objective 4E | Maintain a social media presence |
| Timeframe | Present – 5 years and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Create a CFR website separate of city’s website. • Maintain CFR’s Facebook fan page. • Utilize Twitter to provide instant information and feedback to the public. • Increase the number of copies and distribution outlets of the department’s magazine by 50%. |

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| Objective 4F | Improve the promotion of classes, special events, and CFR services |
| Timeframe | 6-24 months and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Enlist the help of staff, shift personnel, family, and friends to help distribute CFR brochures and magazines. • Use vehicle wraps on CFR vehicles to promote department’s services. • Figure billboard advertising costs in department’s annual budget. • Promote special classes with pager messages and email blasts. |

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| Objective 4G | Maintain an active presence at community events |
| Timeframe | Present – 5 years and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Continue to provide fun games and exercises for children • Use of life-size standup cutouts of firefighters • Use of flashy wrapped vehicles at events. |

Goal 5 Service Delivery

Meet or exceed community and department expectations in program and service delivery

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| Objective 5A | Evaluate the fire suppression program for service delivery and customer expectations |
| Timeframe | 6 months and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Establish a Program Review Committee to evaluate program performance. • Evaluate program performance through established objectives and performance measurements. • Analyze program performance for each SRA/ESN zone for: <ul style="list-style-type: none"> - Baseline and benchmark response time criteria - Staffing objectives based upon type and magnitude of event - Community Risk Assessment factors (frequency, probability of occurrence, structures, water supply/alternative water supply requirements, special hazards, etc.) - Areas not meeting program performance objectives • Determine program needs through annual Program Reports. • Determine external customer satisfaction utilizing survey tools. • Develop and implement an After Action Critique process to improve department performance. • Review and amend policies and procedures to support program needs. |

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| Objective 5B | Evaluate the EMS program for service delivery and customer expectations |
| Timeframe | 6 months and continuing |
| | <ul style="list-style-type: none"> • Establish a Program Review Committee to evaluate program performance. • Evaluate program performance through established objectives and performance measurements. • Analyze program performance for each SRA/ESN zone for: <ul style="list-style-type: none"> - Baseline and benchmark response time criteria - Staffing objectives based upon type and magnitude of event - Areas not meeting program performance objectives • Determine program needs through annual Program Reports. • Determine external customer satisfaction utilizing survey tools. • Develop and implement an After Action Critique to improve department performance. • Review and amend policies and procedures to support program needs. |

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| Objective 5C | Evaluate the technical rescue programs for service delivery and customer expectations |
| Timeframe | 6 months and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Establish a Programs Review Committee to evaluate program performance. • Evaluate program performance through established objectives and performance measurements. • Analyze program performance for each SRA/ESN zone for: <ul style="list-style-type: none"> - Baseline and benchmark response time criteria - Staffing objectives based upon type and magnitude of event - Areas not meeting program performance objectives • Determine program needs through annual Program Reports. • Determine external customer satisfaction utilizing survey tools. • Develop and implement an After Action Critique to improve department performance. • Review and amend policies and procedures to support program needs. |

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| Objective 5D | Evaluate the Public Education Program for service delivery and customer expectations |
| Timeframe | 6 months and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Establish a Programs Review Committee to evaluate program performance. • Develop and maintain Public Education programs that support community fire and life safety needs. • Determine program performance through established objectives and performance measurements identified in annual program reports. • Determine external customer satisfaction utilizing various survey tools. • Assess program needs through annual Program Reports. • Review and amend policies and procedures to support program needs. |

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| Objective 5E | Identify outside agencies that support department programs and services |
| Timeframe | Present and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Identify outside agencies that support the department programs and services • Develop mutual aid agreements or MOUs |

| | |
|-----------------------|---|
| Objective 5F | Evaluate the Code Enforcement and Business Inspection Program for service delivery and customer expectations |
| Timeframe | 6 months and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Establish a Programs Review Committee to evaluate program performance. • Develop and maintain Fire Prevention programs that support the department's Code Enforcement effort. • Determine program performance through established objectives and performance measurements identified in annual program reports. • Determine external customer satisfaction utilizing various survey tools. • Assess program needs through annual Program Reports. • Review and amend policies and procedures to support program needs. |

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| Objective 5G | Evaluate Community Event programs for service delivery and customer expectations |
| Timeframe | 6 months and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Establish a Review Committee to evaluate program performance. • Develop and maintain services that support community events. • Determine external customer satisfaction utilizing various survey tools. • Utilize Incident Action Plans to identify goals and objectives during community events. • Review and amend policies and procedures to support program needs. |

Goal 6 Policies and Procedures
Review and develop policies and procedures to support CFR administrative, emergency operational, and support function needs

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| Objective 6A | Develop an administrative oversight strategy for reviewing and developing policies and procedures |
| Timeframe | 3 months |
| Critical Tasks | <ul style="list-style-type: none"> • Develop a policy and procedures committee to review and develop policies and procedures • Develop and implement a numbering system that allows for standardization and future growth |

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| Objective 6B | Review existing administrative policies and procedures and develop new policies and procedures based upon identified gaps |
| Timeframe | 6 months and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Review existing policies for need to update or amend • Develop new policies based upon identified gaps • Implement new policies and procedures into department’s training cycle • Review all policies on an annual/or as needed basis. |

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| Objective 6C | Review existing emergency operational policies and procedures and develop new policies and procedures based upon identified gaps |
| Timeframe | 6 months and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Review existing policies for need to update or amend • Develop new policies based upon identified gaps • Implement new policies and procedures into department’s training cycle • Review all policies on an annual basis/or as needed basis. |

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| Objective 6D | Identify other support/functional areas needed to support department operations |
| Timeframe | 6 months and continuing |
| Critical Tasks | <ul style="list-style-type: none">• Review existing policies for need to update or amend• Develop new policies based upon identified gaps• Implement new policies and procedures into department's training cycle• Review all policies on an annual basis/or as needed basis. |

Goal 7 Culture and Core Values
Create a culture of excellence that more fully demonstrates our core values in every element of our operation

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|-----------------------|---|
| Objective 7A | Develop organizational core values and behavioral anchors necessary to achieve our mission |
| Timeframe | 3 months and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Assess the effectiveness of departmental mission. • Develop core values and corresponding behavioral anchors that support the department’s mission. • Conduct a comprehensive review of each strategic goal and objective to determine how the core values can better guide and/or be more fully demonstrated in the execution of each. |

| | |
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| Objective 7B | Determine the current level of understanding and adherence to the department’s core values |
| Timeframe | 6 months and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Create a team of internal stakeholders. • Task the team with determining a roll out strategy for the new organizational core values to all personnel. • Develop a survey instrument and conduct survey to provide a baseline level of understanding and adherence. • Analyze survey results to establish the adherence baseline. |

| | |
|-----------------------|---|
| Objective 7C | Determine whether the department’s organizational culture is becoming more or less consistent with the organization’s core values and use the data to guide the appropriate action |
| Timeframe | 6 months and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Continue assessment of organizational culture and perceptions by utilizing “360” and other survey instruments. • Measure the results between current and previous results. • Task the internal stakeholder team with identifying areas where organizational culture is inconsistent with organizational core values. • Solicit recommendations from the internal stakeholder team on how to better align performance with the core values. |

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| Objective 7D | Recognize and reward behavior that demonstrates adherence to the department's |
| Timeframe | 1 year and continuing |
| Critical Tasks | <ul style="list-style-type: none">• Task the internal stakeholder team with developing an awards program that:<ul style="list-style-type: none">a) reinforces demonstration of desired core valuesb) understood by and clearly communicated to all employeesc) recognized as fair and meaningful by all employees |

Goal 8 Accreditation

Prepare for, pursue, achieve, and maintain national accreditation status meeting CPSE/CFAI criteria

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| Objective 8A | Publish a community driven strategic plan |
| Timeframe | 6 months and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Form CFR’s Strategic Planning Team • Identify external stakeholder groups and assign interview responsibility to Strategic Planning Members • Conduct external stakeholder interviews • Develop, disseminate, and complete internal stakeholder survey • Collect and analyze stakeholder results • Review results of external interviews with external stakeholder group • Develop CFR goals and objectives based upon stakeholder results • Create and publish the Strategic Plan • Formally review Strategic Plan at established intervals to facilitate coordination and execution of plan |

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| Objective 8B | Conduct a community hazards and risks assessment and publish a CFR Standards of Cover |
| Timeframe | 6 months and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Attend instruction course for Standards of Cover preparation • Conduct and analyze results of Community Risk Assessment • Collect and analyze incident response times using analysis software • Establish benchmark and baseline response performance parameters and objectives • Publish CFR Standards of Cover • Maintain and update Standards of Cover on an annual basis |

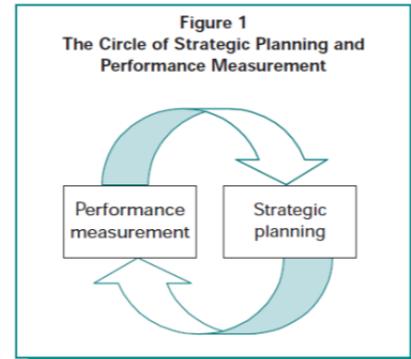
| | |
|-----------------------|---|
| Objective 8C | Conduct and document a self-assessment appraisal utilizing CPSE/CFAI Self-Assessment Manual |
| Timeframe | 6 months and continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Attend instruction course for developing CFR Self-Assessment Manual (SAM) • Assign SAM categories to department personnel with primary responsibility • Write SAM • Upload all accreditation documentation • Work with assigned mentor to review/edit all documentation • Formally review SAM at established intervals to coordinate and correct identified areas of improvement |

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| Objective 8D | Achieve agency accreditation by CFAI |
| Timeframe | 18 months |
| Critical Tasks | <ul style="list-style-type: none"> • Apply for Candidate Agency status with CFAI • Prepare for CFAI Peer Assessor Team visit • Host CFAI Peer Assessor Team visit for accreditation review • Receive CFAI Peer Team recommendation to CFAI for Accreditation status • Receive an Accreditation Status vote in CFAI hearing achieving Accreditation designation |

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| Objective 8E | Maintain agency accreditation with the CFAI |
| Timeframe | Continuing |
| Critical Tasks | <ul style="list-style-type: none"> • Submit required Annual Compliance Reports • Attend CFAI Dayroom Discussion web meetings to ensure continued education on the CFAI model • Participate in the accreditation process by providing Peer Assessors for external agency review and identification of possible best practices • Participate in the annual CPSE Excellence Conference for continued education and networking with other accredited agencies • Establish succession development of internal accreditation team in preparation for next accreditation cycle. |

Performance Measurements

The effectiveness of strategic planning would be significantly lessened without establishing some type of performance measure that allows the organization to distinguish success from failure. Performance measurements allow an organization to compare actual accomplishments with the intended plan through the use of quantifiable results (Oak Ridge Associated Universities, 2005). Specifically, performance measurements allow an organization to “manage-for-results” using defined criteria reflecting:



- How well an organization is doing
- If an organization is meeting its goals
- If customers of service are satisfied
- If and where improvements are necessary

Following this concept, CFR’s Strategic Planning Team will develop performance metrics focusing on:

- Inputs – resources used to produce an output
- Outputs – quantity or number or units produced which are service oriented and measurable
- Efficiency – measurement comparing inputs used per output
- Service quality - degree to which customers are satisfied with a service or how accurate or timely a service is provided
- Outcome – qualitative consequence associated with the service (benefit to the customer)

The Strategic Planning Team will track progress through the use of a metrics job aid. The team will meet once per quarter to report on the status of each goal as well as provide annual progress reports to the Fire Chief.

If you don’t keep score, you’re only practicing.

***Vince Lombardi
American Football Coach and Motivator***

Financial Planning

Columbus Fire and Rescue recognizes that a commitment of financial resources is necessary to accomplish this plan. The governing body for the City of Columbus approves the programs and services offered by the department through the annual budget review and approval process. This budget is established each year through revenue projections from state sales tax and city ad valorem taxes. The department is funded primarily through the city's general fund. Additional funding is also received from the MS State Fire Insurance Rebate Program and various grants.

Columbus Fire and Rescue Policy 104.24 establishes the internal processes used during the development of the budget. Each May, program and strategic plan goal managers submit annual reports to the Fire Chief providing performance reports and financial resource needs for the upcoming fiscal year. In addition to these reports, maintenance, infrastructure, and capital expenditures are identified. The Fire Chief, with input provided by the command staff, allocates funding necessary to support department programs and maintain the adopted levels of service. Each allocation is based on a prioritized needs assessment remaining consistent with projected budget funding and the department's mission.

Organizational Vision

The above goals, objectives, performance metrics, and financial commitment outline a plan of action to achieve the department's vision for organizational excellence. Upon conclusion of this plan, the department has a vision of where we hope to be as an organization. The following paragraphs provide this vision.

We, the members of Columbus Fire and Rescue, envision that by 2018 the department will be recognized within the community and throughout the state as an emergency service leader by setting the standard for organizational excellence in providing quality customer service.

By becoming the first nationally accredited fire department in the State of Mississippi, Columbus Fire and Rescue makes a commitment towards continuous improvement. We acknowledge this commitment by accepting a high level of transparency and accountability not only to ourselves but also the community through an open communication process.

Columbus Fire and Rescue recognizes that human resources are our most important asset. The department will invest in this asset through a proactive human resource management strategy of pursuing, hiring, and retaining quality individuals. The department will further this investment through a comprehensive training and professional development program that will prepare personnel to become future leaders. This development and planning will promote mutual growth, respect, and teamwork. Additionally, Columbus Fire and Rescue will encourage and support an organizational culture that best demonstrates our core values, the basis for how we treat our customers.

The department will acquire and maintain infrastructure and physical resources necessary to meet or exceed service deployment goals and objectives. Through incident analysis, the department will deploy these resources that best serve community needs.

By accomplishing the above, Columbus Fire and Rescue will provide effective, efficient, and fiscally responsible programs and services. Customer expectations will be met or exceeded. Columbus Fire and Rescue will accomplish our mission of protecting life and property within the community.

Strategic Plan Success

The success of the plan will not be measured strictly by the implementation of goals and objectives; but rather from the realization of the department's vision, the support received by City of Columbus elected officials, members of the department, and the community. This plan brought together CFR's management and its employees, its customers, and various stakeholders in working towards a common purpose. It is this vested interest and support that will ultimately enable the department to carry forth this plan. It is with great pride that Columbus Fire and Rescue presents this plan to the City of Columbus and its citizens.

The future is not some place we are going, but one we are creating. The paths to it are not found but made, and the activity of making them changes both the maker and the destination.

John Schaar

Glossary of Terms

| | |
|----------------------------|---|
| Accreditation | A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. Accreditation ensures a basic level of quality in the services received from an agency. |
| Customer(s) | The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency. |
| Efficiency | A performance indication where inputs are measured per unit of output (or vice versa). |
| Environment | Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization. |
| Input | A performance indication where the value of resources is used to produce an output. |
| Mission | An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it. |
| Outcome | A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer. |
| Output | A performance indication where a quality or number of units produced is identified. |
| Performance Measure | A specific measurable result for each goal and/or program that indicates achievement. |
| Stakeholder | Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization. |
| Service Quality | The degree to which customers are satisfied with a program, or how accurately or timely a service is provided. |

| | |
|---------------------------|--|
| Strategic Plan | A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans. |
| Strategic Planning | The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured. |
| Vision | An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future. |

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B. To what extent do you agree or disagree with the following statements about our service?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|--------------------------|-----------------|----------------|--------------|-----------------------|
| The department responded in a timely manner | 1 | 2 | 3 | 4 | 5 |
| The department acted in a professional manner | 1 | 2 | 3 | 4 | 5 |
| Personnel were knowledgeable regarding my situation | 1 | 2 | 3 | 4 | 5 |
| Personnel were helpful in handling or solving my problem | 1 | 2 | 3 | 4 | 5 |
| The services that I received met my expectations | 1 | 2 | 3 | 4 | 5 |
| The department provides services and programs to meet community needs | 1 | 2 | 3 | 4 | 5 |

5. To what extent do you agree or disagree with the following statements about our service?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--|--------------------------|-----------------|----------------|--------------|-----------------------|
| The department responds in a timely manner | 1 | 2 | 3 | 4 | 5 |
| The department acts in a professional manner | 1 | 2 | 3 | 4 | 5 |
| The department is knowledgeable in emergency and non-emergency services / programs | 1 | 2 | 3 | 4 | 5 |
| The department addresses fire related problems in a timely manner | 1 | 2 | 3 | 4 | 5 |
| The department meets my expectations | 1 | 2 | 3 | 4 | 5 |
| The department provides services and programs that meet community needs | 1 | 2 | 3 | 4 | 5 |

6. What recommendations do you suggest that would improve department services and/or programs?

4. To what extent do you agree or disagree with the following statements about our service?

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--|--------------------------|-----------------|----------------|--------------|-----------------------|
| The department provides services in a timely manner | 1 | 2 | 3 | 4 | 5 |
| The department projects a professional image | 1 | 2 | 3 | 4 | 5 |
| The department demonstrates knowledge / expertise regarding my situation | 1 | 2 | 3 | 4 | 5 |
| The department demonstrates a willingness to help customers solve issues / problems | 1 | 2 | 3 | 4 | 5 |
| The department makes information readily available (services provided, contact information, codes / fire ordinances, etc.) | 1 | 2 | 3 | 4 | 5 |
| The services / interaction that I received met my expectations | 1 | 2 | 3 | 4 | 5 |
| The department provides services and programs that meet community needs | 1 | 2 | 3 | 4 | 5 |

5. What recommendations do you suggest that would improve department services and/or programs?

Appendix B
CFR External Stakeholder Interview Questionnaire

Name:

Organization:

Address:

Contact Information:

Q1. What services does the department provide?

Q2. What does the department do well?

Q3. What isn't the department currently doing that you would like to see it do?

Q4. What can the department do even better?

Additional Comments

Appendix C
James Rowan Survey

Columbus Fire Department 360-Degree Results

| | | Total Average Score | National Average |
|----|--|---------------------|------------------|
| 1 | Our Vision is Clear | 6.2 | 5.2 |
| 2 | Command Staff Unity | 5.5 | 6.3 |
| 3 | This is a fun place to work | 4.9 | 7.1 |
| 4 | Our Chiefs have a long-term focus | 6.4 | 6.4 |
| 5 | The morale is high in the department | 4.0 | 4.3 |
| 6 | My opinions count to the Chief | 5.3 | 6.0 |
| 7 | The communication is positive and consistent | 5.2 | 4.9 |
| 8 | We are good at change here | 4.9 | 4.9 |
| 9 | The Officers are coachable | 4.7 | 6.0 |
| 10 | We have a strong team atmosphere | 5.5 | 7.6 |

Appendix D

Charles E. Sampson & Associates Survey

Participants were asked to rate each question on a scale of 1 (Strongly Disagree) to 5 (Strongly Agree). Participants were also given an additional choice of Not applicable/Don't Know.

Facilities

1. Department facilities and buildings support services and operations
2. Department facilities and buildings are well maintained

Equipment

1. Department apparatus support services and operations
2. Department apparatus and support vehicles are well maintained
3. Support vehicles/trailers and team equipment effectively support fire suppression needs.
4. Support vehicles/trailers and team equipment effectively support EMS needs.
5. Support vehicles/trailers and team equipment effectively support Hazardous Materials needs.
6. Support vehicles/trailers and team equipment effectively support Rope rescue/confined space needs.
7. Support vehicles/trailers and team equipment effectively support Dive rescue needs.
8. Support vehicles/trailers and team equipment effectively support Overland Search and Rescue needs.
9. Support vehicles/trailers and team equipment effectively support Swift-water rescue needs.
10. Support vehicles/trailers and team equipment effectively support Structural Collapse needs.
11. Support vehicles/trailers and team equipment effectively support Trench Rescue needs.

Training

1. I have been afforded opportunities to receive training
2. I have taken advantage of these training opportunities
3. I have received the training I need to effectively perform fire suppression operations
4. I have received the training I need to effectively perform EMS operations
5. I have received the training I need to effectively perform Hazardous Materials operations
6. I have received the training I need to effectively perform Rope rescue/confined space operations
7. I have received the training I need to effectively perform Dive rescue operations
8. I have received the training I need to effectively perform Overland Search and Rescue operations
9. I have received the training I need to effectively perform Swift-water operations
10. I have received the training I need to effectively perform Structural Collapse operations
11. I have received the training I need to effectively perform Trench Rescue operations
12. The current training format is effective at maintaining skill and proficiency levels
13. The department has effective approaches to developing engineers
14. The department has effective approaches to developing company officers
15. The department has effective approaches to developing command staff

Policies and Procedures

1. Policies and procedures to support administrative operations
2. Policies and procedures to support fire suppression operations
3. Policies and procedures to support EMS operations
4. Policies and procedures to support Hazardous Materials operations
5. Policies and procedures to support Rope rescue/confined space operations

6. Policies and procedures to support Dive operations
7. Policies and procedures to support Overland Search and Rescue operations
8. Policies and procedures to support Swift-water operations
9. Policies and procedures to support Structural Collapse operations
10. Policies and procedures to support Trench rescue operations

Professionalism and Courtesy

1. CFR personnel are professional
2. CFR personnel treat residents in the community with respect / courtesy
4. CFR personnel are service oriented
5. CFR personnel are courteous to each other
6. CFR personnel work effectively together as teams
7. CFR personnel are motivated to do a good job
8. CFR personnel have a positive outlook on their job
9. The fire department does an excellent job of engaging / involving the community
10. CFR has established high expectations for the performance of all employees
11. CFR personnel are held accountable for their decisions and performance.
12. CFR employees receive the support they need to improve their performance

Services and Programs

1. CFR provides effective fire suppression services?
2. CFR provides effective EMS services?
3. CFR provides effective Hazardous Materials services?
4. CFR provides effective Rope rescue/confined space services?
5. CFR provides effective Dive rescue services?
6. CFR provides effective Overland Search and Rescue services?
7. CFR provides effective Swift-water rescue services?
8. CFR provides effective Structural Collapse services?
9. CFR provides effective Trench rescue services?
10. The department's Public Education programs have been effective at identifying and preventing fire and life safety issues facing the community?
11. The department's code enforcement and business inspection programs have been effective at identifying and preventing fire and life safety issues in the community?

Open ended questions

1. What do you consider to be department strengths?
2. What do you consider to be department weaknesses?
3. What opportunities or conditions have the potential to positively impact department operations in the next 5 years?
4. What threats or conditions have the potential to negatively impact department operations in the next 5 years?
5. Where do you envision yourself at CFR in the next 5 years?
6. What suggestions do you have for improving the performance of the CFD?
7. How long have you worked for the department? < 2 years 2-5 years 6-10 years 11-15 years
> 15 years
8. Supervisory Level: Supervisor Non-supervisor

Appendix E

CFR S.W.O.T. Analysis Observations

(Analysis provided Charles E. Sampson & Associates)

Strengths

1. Service and Program delivery as a whole to the community with *Highly Favorable responses*¹(the percentage in parenthesis) reported in:
 - a. Fire Suppression services (92%),
 - b. EMS (91%),
 - c. Dive Rescue services (91%)And *Favorable responses*² reported in:
 - d. Overland Search and Rescue services (80%),
 - e. Public Education Programs (79%),
 - f. Rope Rescue/Confined Space services (78%),
 - g. Code Enforcement and Business Inspection programs (70%)
2. CFR employees' treatment of citizens with respect and courtesy (91%);
3. Recognition of CFR personnel as a significant departmental strength as reflected in responses to *both* open-ended questions *and* quantitative components of the survey. Specifically, a belief that CFR personnel are:
 - a. professional (85%),
 - b. service oriented (81%) and
 - c. work effectively together as teams (75%)
4. Training with regard to its availability and employees taking advantage of the training opportunities provided. *Highly Favorable* responses were reported in:
 - a. Taking advantage of training opportunities (86%)
 - b. Being afforded the opportunity to receive training (84%)
 - c. Having received training to effectively perform Fire Suppression operations (81%)
5. CFR Equipment that effectively supports *most* of the department's service delivery. Specifically, *Highly Favorable* responses were reported in support vehicles/trailers and team equipment that effectively support:
 - a. Dive Rescue needs (84%)
 - b. Rope Rescue needs (80%)

¹A response is considered to be *Highly Favorable* when the total of the "5 – Strongly Agree" and "4" responses \geq 80% and "1-Strongly Disagree" is \leq 5%

²A response is considered to be *Favorable* when the total of the "5 – Strongly Agree" and "4" responses \geq 70% and "1-Strongly Disagree" and "2" responses are \leq 10%

- c. Hazardous Materials needs (80%)

Favorable responses were reported with regard to the department's overall maintenance of apparatus and vehicles (71%)

And *Favorable responses* reported in support vehicles/trailers and team equipment that effectively support:

- a. Swift Water Rescue needs (70%)
 - b. Overland Search and Rescue needs (70%)
6. Vehicles and equipment supporting Fire Suppression needs received a favorable response of 73%, but were not identified as a clear strength because the combined "1-Strongly Disagree" and "2" responses barely exceeded the 10% criteria; the combined "Unfavorable" total for this element was 11%.
 7. Equipment was also identified as a strength by 10 of the 48 respondents offering comments in the open-ended section of the survey.
 8. Another 7 respondents referenced "collaboration and professionalism" as a strength.

Weaknesses

1. Weak regard for some of the specialty training areas and for the development of engineers, officers, and command staff. Specifically, *Highly Unfavorable*³ responses (the percentage in parenthesis) were reported with regard to the department having an effective approach to developing:
 - a. Engineers (45%)
 - b. Command Staff (43%)
 - c. Company Officers (38%)

The current training format is also perceived as *Highly Unfavorable* since responses indicate that it is not regarded as effective at maintaining skill and proficiency levels (43% unfavorable and 29% favorable). **Supervisors** perceive the current training format *less favorably* than **Non-Supervisor** respondents.

2. Morale is regarded as *Highly Unfavorable* as reflected in responses to *both* open-ended questions *and* quantitative components of the survey. In response to the question *CFR personnel have a positive outlook on their job*, 43% reported an unfavorable response compared to 25% favorable. Moreover, 16 of the 43 respondents offering a comment directly or indirectly referenced "morale" as a weakness in the open-ended section of the survey.

³A response is considered to be *Highly Unfavorable* when the total of the "1 – Strongly Disagree" and "2" responses **≥ 25%** and "5-Strongly Agree" and "4" is **≤ 35%**

The difference in responses to this same question between Supervisors and Non-Supervisors was especially pronounced. Of the 25 respondents who identified themselves as “**Non-Supervisory**”, 60% reported a *Highly Unfavorable* response compared to 8% who reported a Highly Favorable response. Their 26 “**Supervisor**” counterparts reported a *Highly Unfavorable* response of 27% and a Highly Favorable response of 43%. *This represented the single biggest difference between Supervisor and Non-Supervisor responses to all survey questions.*

Finally, low morale was also reported in the *Columbus Fire Department 360-Degree Report*. Though a different instrument, the results compare the department’s responses to 10 statements to a national average. The statements that most obviously relate to morale are as follows:

| Statement | CFR Avg. Score | National Avg. Score |
|---|----------------|---------------------|
| <i>This is a fun place to work</i> | 4.9 | 7.1 |
| <i>The morale in the department is high</i> | 4.0 | 4.3 |
| <i>My opinions count to the Chief</i> | 5.3 | 6.0 |
| <i>We have a strong team atmosphere</i> | 5.5 | 7.6 |

3. Employees’ overall regard for CFR policies and procedures is considered a weakness in part because many of the responses to particular policy/procedure areas were *Unfavorable*⁴ and because favorable responses were less than 50% in all areas *with one exception*. That exception was with regard to policies and procedures that effectively support Fire Suppression operations (15% unfavorable and 52% favorable). See responses in the *CFR Policies and Procedures* section of the survey.
4. Additional weaknesses reported in the open-ended section of the survey included:
 - a. Inexperience within the department
 - b. Disconnect in the relationship/communication between command staff and firefighters
 - c. Lack of succession management and a promotion process that is recognized as fair and relevant; this perception was more prominent among **Supervisors** than **Non-Supervisor** respondents
 - d. Too much time devoted to training, especially in “specialty areas” at the expense of training in traditional fire suppression and emergency services. There is some indication that this is more prominent among **Non-Supervisor** respondents who commented both in this section of the survey and in the final survey question (*What suggestions do you have for improving the performance of CFR*)

Opportunities

Opportunities identified by 40 respondents in the open-ended section of the survey include:

1. Development of personnel (11 respondents)

⁴A response is considered to be *Unfavorable* when the total of the “1 – Strongly Disagree” and “2” responses $\geq 15\%$ and “5-Strongly Agree” and “4” is $\leq 35\%$

2. Change in departmental leadership (6)
3. Better pay and benefits (4). This was also cited by 5 **Non-Supervisory** respondents in the last open-ended survey question (*What suggestions do you have for improving the performance of CFR*)
4. Focus on training for primary services (4)
5. Better morale (4). The wide variation in response between **Non-Supervisors** and **Supervisors** previously discussed is echoed here.
6. An improved ranking structure of the department and a more equitable promotion process (3). This was also cited by 4 **Supervisory** respondents in the last open-ended survey question (*What suggestions do you have for improving the performance of CFR*)
7. Acceptance/buy-in to the leadership's vision for the department (2)
8. New equipment (1)
9. Accreditation (1)

Threats

Threats identified by 45 respondents in the open-ended section of the survey include:

1. The loss of experienced staff without an effective mechanism (or succession plan) to develop staff (11 respondents)
2. Shrinking budgets and/or the loss of alternative funding sources (6)
3. Being understaffed (4)
4. Lack of vision and clarity of the department's primary mission (4)
5. Development of an adverse relationship with city officials (4)
6. Disconnect between supervisors/command staff and all others (4)
7. Insufficient pay and benefits (2)
8. Poor communication within the department (2)
9. Lack of interest in promotion (1)
10. Continuing to do things "the old way" (1)

Additional Observations

In addition to the analysis conducted of responses by **Supervisors** and **Non-Supervisors**, an analysis was also conducted according to years of service. The most apparent difference appeared in response to the open-ended question "*Where do you envision yourself at CFR in the next 5 years?*"

- None of the 23 respondents with **less than 15 years** of service with the department mentioned being "retired" or "gone".
- Those who answered this question and who had less than 15 years of service with CFR most frequently reported some mention of promotion, advancement, or improvement within an existing job.
- In contrast, 8 of the 25 respondents with **more than 15 years** of service did indicate being retired or gone.
- **Supervisors** were almost three times more likely to mention being "retired" or "gone" than **Non-Supervisors** when answering this question.

The internal survey, especially when combined with the 360-Degree Results, suggests an opportunity to improve the organizational climate at CFR. This is especially important when considering the implementation and execution of a strategic plan. Climate – the perceptions of a work environment at a given point in time – powerfully influences organizational performance.

The reason for the focus on climate is that “it is both *manageable* and *linked to performance*”⁵ Simply put, a positive climate (perceptions of the work environment – what it feels like to work in a place) enables creative, substantive performance. A positive climate is not a substitute for technical excellence or analytical rigor, both of which are identified by internal and external sources as CFR distinctive strengths. Climate alone will not magically compensate for the lack of scarce resources. But climate does give leaders a lever to execute plans and achieve organizational goals faster and more effectively.

What makes climate so powerful is that leaders can change it fairly easily, and the resulting changes have a strong impact on people’s level of motivation and performance.
(DF&B, p. 20)

The dimensions of organizational climate are as follows. They can be helpful to CFR both in developing and implementing strategic goals and objectives.

1. *Clarity*–the degree to which people understand the organization’s goals and policies AND the extent to which they understand the requirements of their job.
2. *Standards* – the emphasis people feel that management puts on high standards of performance AND the degree to which pressure is exerted to improve performance.
3. *Commitment* – the degree to which people are dedicated to achieving goals AND contributing to the organization’s success.
4. *Responsibility* – the extent to which people feel personally responsible for their work AND accountable for solving problems and making decisions.
5. *Teamwork* – the degree to which people feel they belong to an organization characterized by cohesion, mutual support, trust, and pride.
6. *Recognition* –the degree to which people feel that they are rewarded and recognized for doing good work, AND that rewards are clearly related to performance excellence.

⁵See “Leaders Manage Climate: Creating Strategic Speed in Everyday Operations Through an Engaged, Motivated Workforce”, *Harvard Business Press*, Jocelyn R. Davis, Henry M. Frechette, Jr., and Edwin H. Boswell