

# ALABASTER FIRE DEPARTMENT



## 2016-2021 STRATEGIC PLAN



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# Introduction

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Alabaster Fire Department (AFD) provides the community with emergency medical services, fire suppression, basic and technical rescue, domestic preparedness planning and response, hazardous materials mitigation, community risk reduction, and community outreach to residents, businesses, and visitors within Alabaster, Alabama. AFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the organization's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the CFAI *Fire & Emergency Service Self-Assessment Manual* 9<sup>th</sup> Ed., and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

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

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



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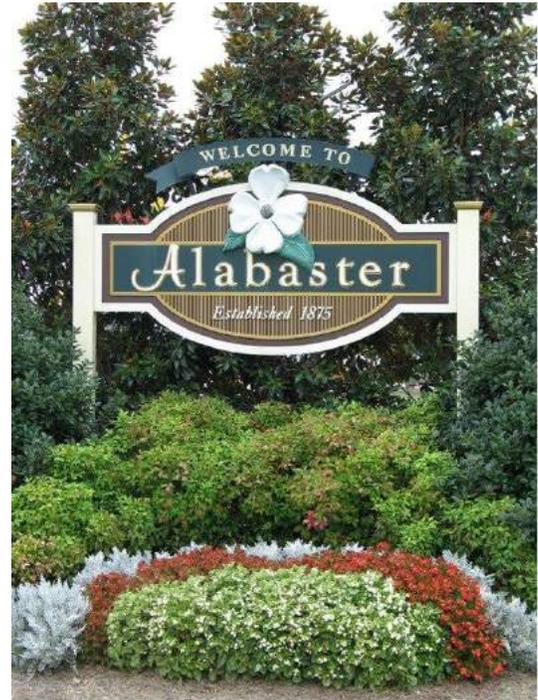
### Organizational Background



The City of Alabaster was established in 1875 and first incorporated in January 1953. One of the first pioneers and settlers, George L. Scott, Sr. established the area and set up the Alabaster Lime Company. The community grew around the mine production as Scott established the first bank and became the first mayor. The city is named after the mineral, alabaster, that was mined in this area. Located in Shelby County, Alabaster sits between Birmingham and Montgomery on Highway 31.

The Alabaster Fire Department (AFD) was established in 1952 as the needs of the community grew. Today, the department operates from three firehouses to serve the nearly 27 square miles of the city that holds an estimated population of 33,000 people. The AFD provides emergency services dealing with fire suppression, advanced life support emergency medical services, technical rescue, and hazardous materials mitigation. Additionally, the department provides extensive community risk reduction, public education, and community outreach programs.

The community is a diverse mix of residential, commercial, and industrial properties, fed by major highways and other transit systems that provide unique challenges in the provision of emergency services. The AFD operates within a mayor/council form of government, where the mayor is elected at-large and the council members represent each of the seven wards in the City. The Alabaster City Manager oversees the day-to-day operations of the City.





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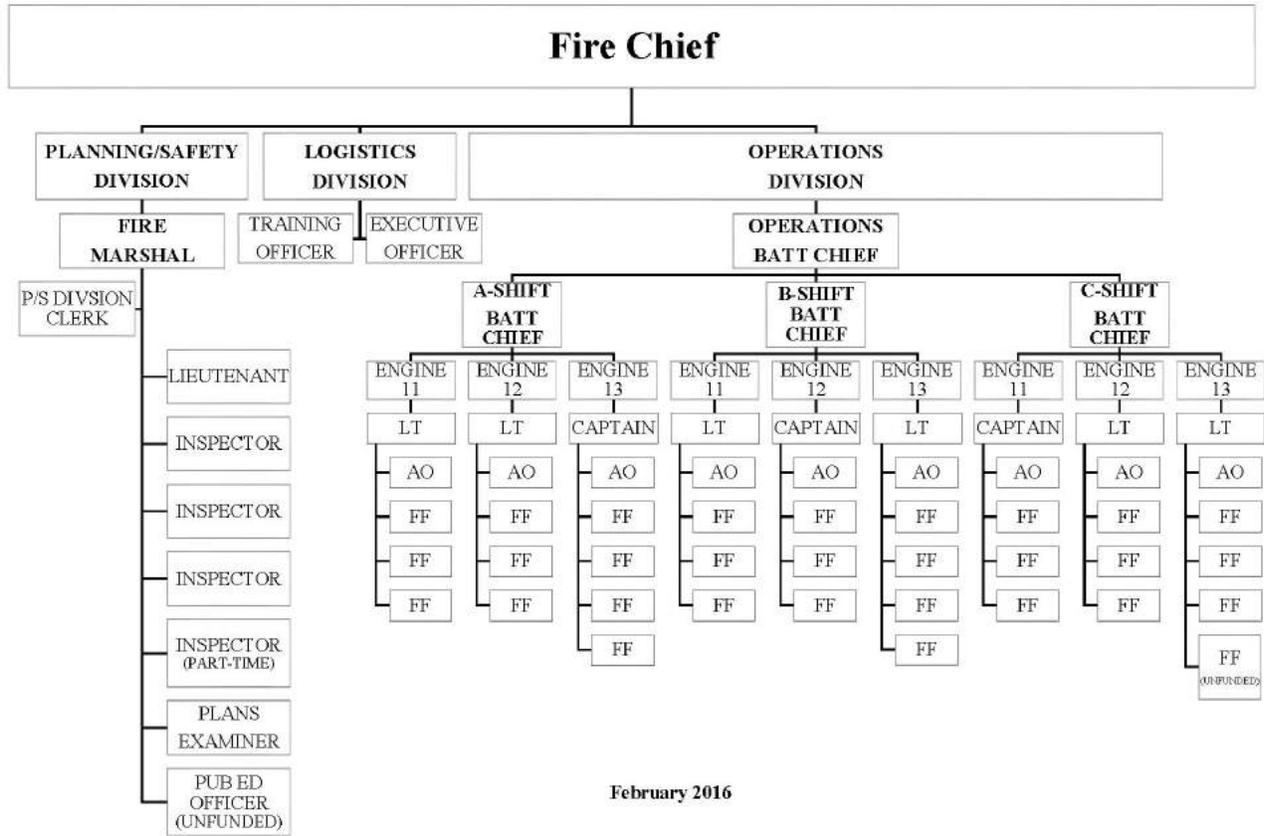
## 2016-2021 Strategic Plan



### Organizational Structure



### Alabaster Fire Department Organizational Chart





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### Community-Driven Strategic Planning

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

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

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

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

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

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

<sup>2</sup> Ibid





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

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

Peter F. Drucker,  
Professor of Social Science  
and Management

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

The specific steps of the process are as follows:

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





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### Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the external and internal stakeholders of Alabaster Fire Department (AFD) for their participation and input into the Community-Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Jim Golden and his team for their leadership and commitment to this process.

Development of the AFD strategic plan took place in January 2016, beginning with a meeting hosted by representatives from the CPSE and AFD for members of the community (external stakeholders). Input received from the meeting revolved around community expectations, concerns, and other comments about the organization. Those present at this meeting were as follows:

Participating External Stakeholders				
<i>Marcia Allen</i>	<i>Steve Andrews</i>	<i>Jeff Atkins</i>	<i>Kathy Barnes</i>	<i>Leah Bond</i>
<i>Michael Brooks</i>	<i>Yoko Brown</i>	<i>Brent Bryan</i>	<i>Brent Byars</i>	<i>Greg Clark</i>
<i>Brian Cleveland</i>	<i>John Cochran</i>	<i>Charissa Cole</i>	<i>Candace Connell</i>	<i>Jeff Dynes</i>
<i>Greg Farrell</i>	<i>Mark Freeman</i>	<i>Sheri Garrett</i>	<i>Phil Harris</i>	<i>Sherry Harris</i>
<i>Bob Hicks</i>	<i>Mike Jezdimer</i>	<i>Lou Ann Jezdimer</i>	<i>Marie Jordan</i>	<i>JD King</i>
<i>Anthony Kintsley</i>	<i>Joseph Lewis</i>	<i>Sophie Martin</i>	<i>Frank Matherson</i>	<i>Mike McClanahan</i>
<i>Robert Melton</i>	<i>Kathy Miller</i>	<i>Bobby Mollan</i>	<i>Donna Morris</i>	<i>Adam Moseley</i>
<i>Jamie Olliff</i>	<i>Towana Pardue</i>	<i>Kerri Pate</i>	<i>Larry Pharo</i>	<i>Dan Poset</i>
<i>Sharon Poset</i>	<i>Scott Price</i>	<i>Stephen Reed</i>	<i>Barry Rich</i>	<i>Curtis Rigney</i>
<i>Tony Roberts</i>	<i>Bob Sapp</i>	<i>John Samaniego</i>	<i>Angenetta Scott</i>	<i>Trevor Shaw</i>
<i>Rachea Simms</i>	<i>Vic Smith</i>	<i>Daniel Steele</i>	<i>Marion Lynn Stewart</i>	<i>Ken Stroup</i>
<i>David Thornburg</i>	<i>Dr. Wayne Vickers</i>	<i>Neal Wagner</i>	<i>Joseph Walden</i>	<i>Alicia Walters</i>
<i>Lori Weidenbach</i>	<i>Donna Wilkins</i>	<i>Ward Williams</i>	<i>Carol Williamson</i>	



External Stakeholders Work Session





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### Community Group Findings

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

### Community Priorities

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

Community Program Priorities of Alabaster Fire Department		
PROGRAMS	RANKING	SCORE
Emergency Medical Services	1	282
Fire Suppression	2	266
Rescue – Basic and Technical	3	195
Domestic Preparedness Planning and Response	4	151
Hazardous Materials Mitigation	5	137
Community Risk Reduction	6	132
Community Outreach	7	34



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### Community Expectations

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

#### Community Expectations of Alabaster Fire Department (verbatim, in priority order)

1. Response time. Quick response time.
2. Continued training for all staff. Constant training, to be updated on best practices and technological innovations.
3. Right tools and equipment. Work with the latest and most innovative equipment to keep Alabaster residents safe. Maintain equipment.
4. Knowledgeable. Knowledge about their job.
5. Professional, compassionate, and courteous employees. They should always be professional on the job.
6. Expand public education and awareness. Teach fire safety.
7. Development of plans to better prepare the department and the community for any safety-related eventuality.
8. Community partnerships - teaching/educating our school kids, senior center, etc. Build relationships with community. Relationships with local schools.
9. Put out fires.
10. Transport. Transporting.
11. Community involvement (already great). Be visible and involved. Be involved in the community.
12. 100% strength people. More manpower.
13. Preparedness for emergencies resulting from weather and other sources.
14. Respond to emergency calls.
15. To be prepared for anything.
16. More paramedics.
17. Provide safety services.
18. Thorough, rapid fire suppression in all venues.





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19. EMS - to include transport of patients in order to provide a completed or implied contract when you accept responsibility for the sick/injured's wellbeing.
20. Protect people from medical emergencies and fire emergencies.
21. Hazmat trained.
22. First responders to emergency situations.
23. Supporting of drills.
24. Provide the highest quality coverage available for the coverage area and community (while maintaining high safety for their staff members as well).
25. Lives saved.
26. To be made up of individuals who are dedicated and invested in doing every aspect of their jobs to the best of their ability.
27. Conduct fire inspections, buildings, recreation buildings, businesses to ensure compliance.
28. Maintain their personal health and fitness.
29. As a member of the schools, our main expectation is for all fire department personnel to be familiar with the layouts of the schools. Feel free to walk around all of the buildings.
30. Stay abreast of current first aid, fire, rescue procedures.
31. Supporting of safety teams.
32. Responding to various types of emergencies.
33. Providing exceptional rescue of individuals to enhance community trust in the department.
34. Utilize personnel when on duty who aren't on a call - what other things can they be doing? - community, obtaining grants, etc.
35. Continued support in our school system and engaging students and encouraging careers in fire and rescue.
36. Collaborative relationships for big issues.
37. Work with other departments to help prepare for potential disaster or situations.
38. Provide insight on how to prevent fires/accidents.
39. Protect the community and environment from materials resulting in negative outcomes for the community.
40. Act with integrity and set a positive example in the community.
41. Be nice!!





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42. Calm the situation and people involved.
43. I would like to see a Junior AFD program.
44. Community risk reduction.
45. Great communication.
46. Inspect community property.
47. Always have an open-door policy at the firehouse.
48. Location of areas to go in a disaster.
49. Staying abreast of technology.
50. High level of honest/confidentiality/integrity.
51. Newer trucks.
52. Attitude.
53. Always be helpful.
54. Abatement of areas that cause problems for fire safety.
55. Continue the excellent reputation in our great city.
56. Modify budget structure to include best equipment.
57. Strategic - ahead of the game.
58. Existing buildings - make sure they have proper life safety.
59. Keeping experienced employees.
60. Up-to-date with latest procedures of keeping citizens safe.
61. Sometimes, just being there is enough.
62. New fire station.
63. Promoting the best person(s).
64. Planning for future growth.





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### Areas of Community Concern

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

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

- Relate better to community (relationships).
- Informing centers (daycare of emergency).
- I am sure there are some programs in place for our students, and if not I think this could be a very positive educational program in our schools.
- Need for growth as the city grows.
- Plans for coverage as it relates to rail road crossings.
- Staff development.
- Not enough stations.
- Is there still interest in the younger generation to be employed in this profession?
- Concern over access to Fogle Lake residents when train is blocking tracks at the lime plant.
- City look at providing medic transport.
- Equipment (needs – update).
- Numbers.
- I am not sure there are programs to provide weather alert radios, but I would like one.
- I am elderly and live alone. I would feel more secure if I knew the fire department knows where I have a hidden key to my house if I fell and the door was locked.
- Some aging equipment.
- Not providing their own transport services.
- Be able to maintain paramedic-level personnel.
- Not have their own training facility in the city limits.
- Not having a true ladder truck and manning the truck separately.
- Adequate equipment to meet the needs of the community.
- Diversity of “outside” experience of their employees.





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- Population growth/coverage issues.
- Working with railroad companies to limit exposure; blockage which potentially limit response time.
- Are the stations in the correct location or do they need to be relocated due to growth?
- With increased annexation that involves neighborhoods further outside original city limits, are the facilities, equipment and staff adequate to respond as needed?
- Coverage area – to extend needed services.
- Building and growing new members.
- Capital equipment needs to maintain high quality equipment.
- My experience with this department is very limited, so this is just a general statement. I think most people have very limited interaction with the fire department, police, etc., so they may not know what to do or how to react once emergency services are needed. What may be an “everyday” experience for a responder may be the exact opposite for those affected, so provide clear information and as much information as possible during those responses.
- Traffic difficulties, including railroad crossings.
- Ambulance response times can be slow – the city should consider transport services if cost permits.
- Growth can but a strain on budgets, personnel, etc. without proper planning.
- The Alabaster Fire Department is excellent; only suggestion, please return all calls.
- Why are there no dedicated rescue trucks?
- Why do we not transport, thus gaining revenue?
- Rescue trucks would reduce engine use, this prolonging engine life.
- Response time.
- Equipment.
- Training.
- Locations.
- Continuous Quality Leadership.
- Terror attack ready.
- Railroad tracks blocking trucks in an emergency.
- Does the department comprehend what hazardous substances are used by local businesses?





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- Does the department have all needed equipment to contend with hazardous substances?
- Is the department appropriately funded, or have enough revenue?
- Staffing for phones calls to the department other than 911.
- Poaching of employees by outside, higher paying agencies. Constant state of starting over.
- Don't know about department's readiness for major catastrophic local event.
- According to reports, making medical responses is the majority of the work day. Use of fire truck to make medical calls instead of a van (smaller vehicle). Not sure (using fire trucks) that's cost effective. My neighbor calls often due to anxiety, etc. Rarely requires transport to hospital.
- Need to start transporting.
- More paramedics.
- More hazmat training.
- Pre-fire planning.
- School drills seem less thorough as they were in the past – seems that building were inspected at drill time in the past which offers good support to maintenance requests.
- When the crews come to visit schools they are introduced as our city's "heroes" and all of them need to be confident and friendly in uniform. Sometimes some of the younger guys hold back, instead of engaging with full confidence.
- The biggest concern I have at the present time is how our city school system will affect fiscal issues in the future. I can see the possibility of it having a negative impact on resources for the fire department.
- Staffing – I am somewhat concerned as to whether the department has the number of people they truly need.
- Provide information regarding the department to business community.
- Provide emergency evacuation plan to community.
- Providing information to business community on anything pertaining to services.





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### Positive Community Feedback

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

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

- They have always responded quickly in the few times I have needed to call. They responded in a positive/knowledgeable manner.
- Thank you to chief and department for partnering with other city department to provide BP checks/education to senior adults.
- Allowing a medic to travel on senior trips – to be preventative.
- Continue to provide the high quality of care when they run calls.
- Department is very visible and professional.
- Department serves the community when asked, and when needed.
- Mr. Golden is very professional and approachable.
- Respond well and quickly.
- Work well with our community.
- Positive outreach.
- Listening to others.
- Responsive to questions.
- Excellent response times.
- Professional and courteous.
- Stealthy neighborhood entrances.
- Great guys! I feel very safe with our fire department.
- Always arrive quick.
- Always very courteous and cautious.
- The programs with the churches, daycares and schools are excellent!
- The department regularly inspects buildings to be sure everything is safe.
- In my experience, emergency response has always been great.





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- Response time very good.
- Forward leaning.
- Highly professional.
- Invested in city's needs.
- Personnel are community interactive, and genuinely concerned.
- Constantly seeking improvement.
- Public outreach (smoke alarms, car seats) builds bridges.
- Appearance of personnel, facilities and equipment always A-1.
- Involvement in this process shows a desire for excellence.
- I am fully confident in our fire department.
- Extremely helpful staff.
- Fire chief is very accessible and friendly; willing to go the extra mile.
- Community outreach.
- Professionals.
- Walk-throughs of buildings.
- Building relationships is important.
- Love the visibility in our schools!
- Monthly fire drills.
- Collaboration with our school safety team.
- Smoke House programs have been excellent in the schools!
- Appreciate the quick response anytime we call from school.
- Love the school walk-throughs – the students build relationships with the firemen.
- Response time is very good.
- Job performed with excellence regarding fire suppression and emergency medical services.
- Performed emergency medical services with compassion.
- Willingness to reassure and answer questions after a fire was extinguished.
- Consistently innovative.
- Communicate well with mayor, council, and other city/community leaders.





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- Social media is used appropriately.
- This event is a great outreach, thanks for the invitation today.
- Very team oriented – close group/partners with the community.
- Great relationships and community groups and areas.
- Strong engagement and interest in growth and high quality.
- Professional.
- Competent.
- Friendly.
- Strong leadership.
- This was essentially my first experience, but the fact this event took place is a huge positive.
- Am very pleased with service and helpful nature of our fire department.
- Have good response time to accidents in city limits/especially near schools.
- Appreciate the visits they do to schools to help teach fire prevention and what to do in case of fire.
- Incredible staff and personnel that are always willing to help.
- ISO Rating – great job on going from a 4 to 2.
- Our department is very involved in the community. As a parent and homeowner, this goes a long way in making Alabaster a community of choice for families.
- Good response times.
- Good fire suppression.
- The department is full of great individuals, which makes a great department.
- No concerns, I know the department is in good hands.
- Excellent response to fire, medical and rescue emergency situations.
- Strong community outreach program.
- Very responsive to community questions and concerns.
- Proactive, committed to constantly improving services and operations.
- Quick response.
- Professional/kind on calls.
- Polite.





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- The department members that I know are top notch individuals.
- The fact that the department is going through this accreditation process speaks to their desire to be as good as possible.
- Great attitude and concern when situations arise.
- Education and experience of personnel.
- The department always looks professional in their attire and demeanor when dealing with the public.
- They are diligent in maintaining good physical health.
- They have always been responsive to blood pressure checks when I feel I need one.
- Always trying to do the best.
- Community involvement.
- Professionalism.
- Technical rescue trained personnel.
- Impressed with professionalism.
- My experiences have been positive with the employees of the AFD.
- They are friendly and approachable.
- Very responsive and professional.
- I recently had an emergency at a business which was responded to quickly and handled extremely well.
- The firemen seem to be very respectful and nice.
- My only interaction with the FD in the two years of residence has been to install a car seat for my grandson in my car, and use the park behind the station on Butler Road. Very nice service, thank you!
- Community involvement great.
- Santa stops – I love this.
- Child car seat installation is very helpful.
- Knowing they are present – the last place I lived, it was a volunteer-based system that was very political.
- I have been very pleased with the fire department. They have been diligent in risk reduction.





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- Inspections at our facility, and the department has responded promptly to emergency calls.
- Great FD, showing improvement by ISO #2.
- Positive attitude towards community involvement.
- Keep doing what you do.
- Very professional department.
- Personnel appear to be well trained.
- Totally appreciate Alabaster's Fire Department, especially appreciate them being able to properly install baby car seats.
- Good community relations.
- Have always had a positive experience with all personnel.
- Respond quickly.
- Always in uniform and professional in appearance.
- Visible to the community.
- Positive reputation in our great city.
- Community involvement.
- They personally have been life savers.
- I feel they have gone over and above my expectations.
- Good community presence.
- Professional attitude.
- Good equipment.



External Stakeholders Work Session





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### Other Thoughts and Comments

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

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

- Close to perfection.
- We like to see more education in the community on smoke alarms and carbon monoxide.
- More push to install fire alarms in homes – can we get more/some donated so our firemen can install for those who don't have the capability – since lots of firemen have/or do construction work as a second job?
- Great job guys!!
- Thanks for making our community a better place to live.
- Any volunteer needs from the public?
- Would like to see the department have their own transport units without taking personnel off of engine companies.
- Have their own training facility in the city limits.
- After attending a meeting offered by FEMA on school-based crisis management, I would love to see our local leadership orchestrate a community-wide team to put together and oversee a plan for all of the private and government schools to work together in security/prevention and planning and response.
- The Alabaster Fire Department is doing a good job.
- I think the department does a great job walking a tight line. Training on what can hurt or kill its members (fire suppression) and training on what the public now expects to be done with perfection (EMS). Great job but very difficult.
- Would prefer that someone from the department contact churches or businesses if a fire happens near or on its premises.
- Community events to me are so important and so crucial. Schools, neighborhoods, homeowners associations, etc. really help in getting information to the people and perhaps in a fun, memorable way.
- Excited to learn about their investment in the accreditation process.
- Our church is considering safety concerns. I'm sure we'll be in touch.
- It is an honor to work with our fire department. They consistently exceed expectations and I am proud of the safety they provide – it gives all of us peace of mind.





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- My interaction with our fire department has always been positive.
- Love our fire department!
- Thanks you for all you for Creek View Elementary School!
- Appreciate all that you do!!
- Thank you all for do, and wanting to make Alabaster an even better place to live!
- AFD constantly seeks to improve itself, and, as a resident, I cannot ask for more.
- A fire department that is so very forward leaning will be more efficient, professional and will assist our community in becoming the gold standard for all of Alabama. It will also give us a more competitive edge in landing jobs, as time passes.
- How do local businesses get more involved in our fire department?
- Thanks for all you do! Appreciate you all more than you may ever know!
- The Alabaster Fire Department is outstanding!
- Thank you so much for having me here today and providing lunch. I have always been very happy and pleased with the firemen that I have encountered over the years. Keep up the good work!!
- Thank you for lunch and for reaching out to the community to make our city better!
- I am very proud of our fire department and appreciate all you do! I wish you the best of luck on becoming an accredited fire department.





# ALABASTER FIRE DEPARTMENT

## 2016-2021 Strategic Plan



### Internal Stakeholder Group Findings

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

Internal Stakeholder Representatives of Alabaster Fire Department			
<i>William Barr</i> Apparatus Operator	<i>Chip Brantley</i> Fire Marshal	<i>Pat Conn</i> Battalion Chief	<i>Brent Conway</i> Firefighter/ Paramedic
<i>James L. Golden, III</i> Fire Chief	<i>Jason Humphries</i> Firefighter/ Paramedic	<i>Thomas Lamb</i> Lieutenant	<i>Chase Laney</i> Firefighter/ Paramedic
<i>Tim Love</i> Training Officer	<i>Jeremy Polk</i> Firefighter/ Paramedic	<i>Andy Reid</i> Captain	<i>Philip Reid</i> Battalion Chief
<i>Eric Sanford</i> Lieutenant	<i>Robert Smelcer</i> Firefighter/ Paramedic	<i>Nathan Smitherman</i> Captain	<i>Rowdy Tidwell</i> Executive Officer
<i>Chad Trautwein</i> Apparatus Operator			



AFD Internal Stakeholders





# ALABASTER FIRE DEPARTMENT

## 2016-2021 Strategic Plan



### Purpose and Mission

The purpose of the mission is to answer the questions:

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

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

#### Mission

***The Alabaster Fire Department is dedicated to serving with pride and professionalism through the delivery of quality emergency and public services, acting with respect, and bringing honor to our community, department and family at all times.***

### Values

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

#### Values

**Accountability:** I am responsible for holding myself and my department to the highest standard.

**Commitment:** I am dedicated to serving our community through all aspects of my profession.

**Excellence:** I will continuously strive to be outstanding.

**Integrity:** I will demonstrate an unwavering commitment to strong moral principles.

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





# ALABASTER FIRE DEPARTMENT

## 2016-2021 Strategic Plan



### Programs and Services

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

Core Programs		
• Emergency Medical Services	• Fire Suppression	• Technical Rescue
• Hazardous Materials Mitigation	• Domestic Preparedness Planning and Response	
• Community Risk Reduction	• Community Outreach	

Supporting Services	
• Airport	• Alabama Association of Arson Investigators
• Alabama Fire Chiefs Association	• Alabama Fire College
• American Heart Association	• Birmingham Registry of Emergency Medical Services System
• Center for Public Safety Excellence	• Central Alabama Fire Chiefs Association
• Central Alabama Fire Chiefs Association Training Consortium	• Chamber of Commerce
• City Administration	• City School System
• County Government	• Department Physician
• Emergency Management Agency	• Finance Department
• Fire Marshals Association of Alabama	• Hospitals
• Human Resources	• IAFF Local 4142
• Information Technology Department	• International Code Council
• Law Enforcement	• Lifesaver
• Mechanics Shop	• Media
• Mutual Aid / Automatic Aid	• National Fire Academy
• National Fire Protection Association	• National Registry of Emergency Medical Technicians
• National Weather Service	• Railroad
• Regional Paramedic Services	• Safe Kids
• Senior Center	• Shelby 9-1-1
• Shelby County Fire Training Center	• Southeast Shelby Rescue
• State Fire Marshal	• State Highway Department (DOT)
• Street Department	• Training
• Trauma Communications Center	• Trio Safety
• Utilities	• Vendors
• Water Board	• YMCA





# ALABASTER FIRE DEPARTMENT

## 2016-2021 Strategic Plan



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

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

#### Strengths

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

Strengths of Alabaster Fire Department	
Accreditation process	Automatic Aid agreements
City Administration support / funding	Community outreach
Community support	Diverse Skill Sets
Equipment	External training (NFA/ AFC)
Forward thinking - progressive	Leadership
Media (social/news)	Minimum staffing (4 on engines)
Open door policy	Outside training speakers
Pay/benefits	Personnel Quality
Physical Fitness Program / Wellness Program	Preplanned resource allocation for dispatched incidents
Promotional opportunity	Quality service
Structure – Defined Job Responsibility	Support of the Fire Chief
Yellow fire trucks	Young department





# ALABASTER FIRE DEPARTMENT

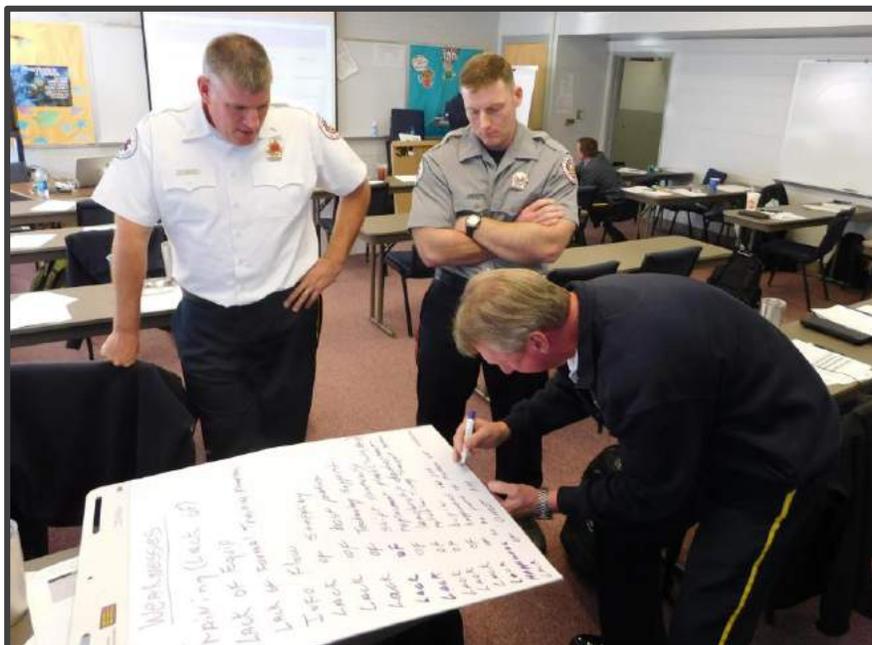
## 2016-2021 Strategic Plan



### Weaknesses

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

Weaknesses of Alabaster Fire Department	
Concern over maintaining competitive wages due to the last pay scale adjustment being 2006.	Interdepartmental information flow.
Lack of Active Shooter Plan.	Lack of best practices manual.
Lack of buy-in. Lack of happiness in job. Poor attitudes.	Lack of crew development.
Lack of crew-level training.	Lack of current promotional list.
Lack of equipment.	Lack of firehouses.
Lack of formal training program.	Lack of formal leadership development.
Lack of reliable timely patient transport system.	Lack of apparatus replacement plans.
Lack of shift continuity.	Lack of ladder truck company.
Loss of department knowledge and experience due to retirements.	Public education gaps.
Use of constructive criticism.	Working relationship with APD.



Internal Stakeholders Work Session





# ALABASTER FIRE DEPARTMENT

## 2016-2021 Strategic Plan



### Opportunities

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

Opportunities for Alabaster Fire Department	
9-1-1 Services	Accreditation
Advertising/community education/social media	AFD branding
Alabaster Smoke Alarm Program (ASAP)	Articles in newsletter, newspaper
City Administration	Community paramedicine
County government	Explorer Program
Grants	Growth of the City
Interdepartmental operations with APD	Life Key Program
Media (social)	Neighboring and county departments
Partnership with ACS to provide Pub Ed person in schools.	Partnerships with businesses, churches, and hospital.
Patient transport (including staffing, income, patient continuity).	Public Safety Analyst
Public safety announcement videos.	Training opportunities (AFC, CAFCA, Columbia Southern, Shelby County Training Center, NFA)
Vendors	



Internal Stakeholders Work Session





# ALABASTER FIRE DEPARTMENT

## 2016-2021 Strategic Plan



### Threats

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

Threats to Alabaster Fire Department	
Alabama Department of Public Health	Budget cuts
Changing standards (NFPA, NREMT, ICC, etc.)	Civil unrest
Disasters – man made, natural, terrorist	Economic downturn
Firefighter injuries or fatalities	Fuel cost
Growth of city outpacing FD growth and resources	Health insurance changes
Human resource challenges	Lack of applicable grants
Lack or loss of paramedics	Large scale transportation disasters (rail/interstate)
Legislative changes	Loss of community support
Loss of City Administration support	Not having ambulance transport capability
Negative public perception	Political change
Patient liability	Proximity of the airport
Proper use and accuracy of media (all)	Retirement System of Alabama
Retirements	Social media
School system funding	Sudden loss of administrator
Staffing cuts	



Internal Stakeholders Work Session





# ALABASTER FIRE DEPARTMENT

## 2016-2021 Strategic Plan



### Strategic Initiatives

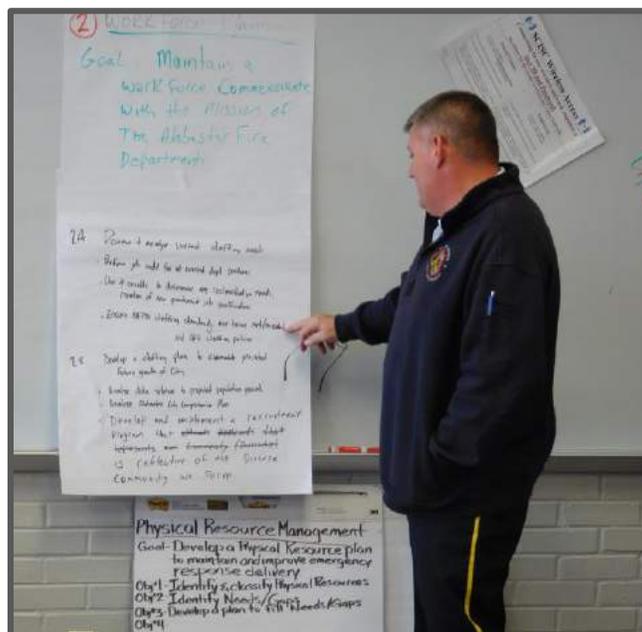
Having reviewed AFD’s critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

Strategic Initiatives of Alabaster Fire Department	
Physical Resources Management	Workforce Planning
Community Relations/Outreach	Emergency Medical Services Program Profile
Training/Education	Customer Service – Planning and Safety Division
	Accreditation

### Goals and Objectives

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

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



Internal Stakeholders Work Session





# ALABASTER FIRE DEPARTMENT

## 2016-2021 Strategic Plan



**Goal 1**      **Develop a physical resources plan to maintain and improve emergency response delivery.**

**Objective 1A**      **Identity and classify Physical Resources.**

<b>Timeframe</b>	30 Days	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a classification system for apparatus based on type, age, and response area/call volume.</li> <li>• Develop a classification system for firehouses based on location, number of apparatus bays, and crew quarters size.</li> <li>• Develop a classification system for administrative vehicles according to type, use/mileage and age.</li> <li>• Develop a classification system for equipment based on firefighting, emergency medical services, technical rescue, personal protective equipment, and communications equipment.</li> <li>• Implement the classification process.</li> <li>• Report the findings.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Objective 1B**      **Identity needs/gaps.**

<b>Timeframe</b>	30 Days	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify needs for fire apparatus.</li> <li>• Identify needs for firehouses based on location, number of apparatus bays, and crew quarters size.</li> <li>• Identify system to recognize needs/gaps of vehicles based on type, use/mileage, and age.</li> <li>• Identify system to recognize needs/gaps in firefighting, emergency medical services, technical rescue, personal protective equipment, or communications equipment based on type, age, and service life per national standards.</li> <li>• Report the findings.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Objective 1C**      **Develop a plan to fill needs/gaps.**

<b>Timeframe</b>	60 Days	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Based on identified needs develop a plan for filling needs/gaps for apparatus.</li> <li>• Based on identified needs develop a plan for filling needs/gaps for firehouses.</li> <li>• Based on identified needs develop a plan for filling needs/gaps for administrative vehicles.</li> <li>• Based on identified needs develop a plan for filling needs/gaps for equipment.</li> <li>• Implement the plan and develop a timetable.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





# ALABASTER FIRE DEPARTMENT

## 2016-2021 Strategic Plan



### Objective 1D Develop plan for current physical resources maintenance.

**Timeframe** 30 Days

**Assigned to:**

**Critical Tasks**

- Develop a maintenance schedule for apparatus.
- Develop a maintenance schedule for firehouses.
- Develop a maintenance schedule for administrative vehicles.
- Develop a maintenance schedule for equipment.
- Implement the plan.

**Funding Estimate**

Capital Costs:  
Personnel Costs:

Consumable Costs:  
Contract Services Costs:

### Objective 1E Develop replacement schedule for apparatus and equipment.

**Timeframe** 90 Days

**Assigned to:**

**Critical Tasks**

- Develop a replacement schedule for apparatus.
- Develop a replacement schedule for administrative vehicles.
- Develop a replacement schedule for equipment.
- Implement the plan.

**Funding Estimate**

Capital Costs:  
Personnel Costs:

Consumable Costs:  
Contract Services Costs:

### Objective 1F Develop monitoring system.

**Timeframe** 90 Days

**Assigned to:**

**Critical Tasks**

- Develop a monitoring system to ensure the effectiveness of current replacement plans.
- Develop a monitoring system to ensure the effectiveness of current maintenance schedules.
- Develop a monitoring system to ensure the effectiveness of current apparatus.
- Develop a monitoring system to ensure the effectiveness of current firehouses.
- Develop a monitoring system to ensure the effectiveness of current administrative vehicles.
- Develop a monitoring system to ensure the effectiveness of current equipment.
- Implement the system.

**Funding Estimate**

Capital Costs:  
Personnel Costs:

Consumable Costs:  
Contract Services Costs:





# ALABASTER FIRE DEPARTMENT

## 2016-2021 Strategic Plan



<b>Goal 2</b>	<b>Maintain a workforce commensurate with the mission of the Alabaster Fire Department.</b>	
<b>Objective 2A</b>	<b>Review and analyze current staffing needs.</b>	
<b>Timeframe</b>	1 – 3 Months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Perform a job audit of all current department positions.</li> <li>• Determine any reclassification needs/creation of new positions and/or job qualifications.</li> <li>• Ensure NFPA and AFD staffing standards are being met or exceeded.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2B</b>	<b>Develop a staffing plan to accommodate projected growth of the city.</b>	
<b>Timeframe</b>	1 – 3 Months and ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Analyze data relative to projected population growth.</li> <li>• Analyze the Alabaster City Comprehensive Plan.</li> <li>• Develop and implement a recruitment program that is reflective of the diverse community we serve.</li> <li>• Maintain a current eligibility list of qualified candidates for all positions in the fire department.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2C</b>	<b>Maintain a competitive wage and benefits program to facilitate employee retention and recruitment.</b>	
<b>Timeframe</b>	6-12 Months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Provide tuition reimbursement for education.</li> <li>• Maintain competitive step plan to retain employees.</li> <li>• Stay in touch with financial advisors, i.e., 401/457K management and RSA.</li> <li>• Offer different insurance options.</li> <li>• Assist retirees with an exit program.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2D</b>	<b>Develop an employee growth program.</b>	
<b>Timeframe</b>	3 – 6 Months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop and implement a mentor program.</li> <li>• Provide formal professional development for all employees.</li> <li>• Develop a succession plan.</li> <li>• Implement a career development plan that addresses all positions/ranks of AFD.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





# ALABASTER FIRE DEPARTMENT

## 2016-2021 Strategic Plan



<b>Goal 3</b>	<b>Enhance and implement community outreach and increase public awareness.</b>	
<b>Objective 3A</b>	<b>Identify the effectiveness of current programs.</b>	
<b>Timeframe</b>	3 – 6 Months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify programs.</li> <li>Identify current publicity strategy.</li> <li>Evaluate effectiveness.</li> <li>Prioritize programs and conduct a cost analysis.</li> <li>Develop a feedback instrument.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 3B</b>	<b>Conduct a needs assessment.</b>	
<b>Timeframe</b>	6 – 12 Months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify target audiences.</li> <li>Identify current resources.</li> <li>Identify new resources.</li> <li>Identify data collection method.</li> <li>Identify and organize collected data.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 3C</b>	<b>Enhance or create new programs.</b>	
<b>Timeframe</b>	6 – 12 Months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Research proven effective programs.</li> <li>Conduct a cost analysis.</li> <li>Identify physical resources needed.</li> <li>Train department members.</li> <li>Implement programs.</li> <li>Identify partnerships with stakeholders.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 3D</b>	<b>Review, evaluate and update programs.</b>	
<b>Timeframe</b>	3 Months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Review existing programs.</li> <li>Evaluate effectiveness of existing programs.</li> <li>Adjust and modify programs as needed.</li> <li>Provide for internal and external evaluation of programs.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





# ALABASTER FIRE DEPARTMENT

## 2016-2021 Strategic Plan



<b>Goal 4</b>	<b>Provide the highest level quality Emergency Medical Services to the community.</b>	
<b>Objective 4A</b>	<b>Identify current practices as they relate to current standards and community expectations.</b>	
<b>Timeframe</b>	1 – 3 Months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify current standards.</li> <li>Identify best practices and current research.</li> <li>Evaluate current department practices versus research findings.</li> <li>Report the findings of the study.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4B</b>	<b>Identify needs / gaps in current service delivery.</b>	
<b>Timeframe</b>	1 – 3 Months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Establish a patient care quality assurance program.</li> <li>Determine if current records management system, policies and training are adequate.</li> <li>Establish evaluation standards.</li> <li>Evaluate past performance.</li> <li>Report the findings of the study.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4C</b>	<b>Conduct a feasibility study to determine the best way to deliver effective patient transport for the benefit of the community.</b>	
<b>Timeframe</b>	1 – 3 Months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Evaluate current transport services.</li> <li>Conduct comparison analysis with like-size and scope communities.</li> <li>Conduct a cost analysis of the fiscal impact of providing transport services.</li> <li>Identify external stakeholders and seek collaboration opportunities.</li> <li>Impact of the in-sourcing of patient transport on the delivery of other emergency services.</li> <li>Present options to city leadership on the results of the feasibility study.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4D</b>	<b>Conduct a feasibility study to determine the need for a community paramedicine program.</b>	
<b>Timeframe</b>	6 – 12 Months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Evaluate the number of non-emergency calls currently handled by AFD.</li> <li>Identify other community paramedicine programs.</li> <li>Evaluate current research related to community paramedicine.</li> <li>Confer with Birmingham Regional EMS System and Alabama Department of Health to identify current training, policies and protocols.</li> <li>Identify external stakeholders and seek collaboration opportunities.</li> <li>Present report of findings.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





# ALABASTER FIRE DEPARTMENT

## 2016-2021 Strategic Plan



### Goal 5 Provide a quality training and education program

#### Objective 5A Identify, analyze, and evaluate current internal training.

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

- Critical Tasks**
- Identify and inventory current employee certifications.
  - Review training records for the past two years.
  - Research training standards for each rank and discipline.
  - Identify capabilities of current training staff.
  - Compare standards to past training and identify gaps.

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

#### Objective 5B Research and develop training options to meet the needs of the present and future.

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

- Critical Tasks**
- Ensure current facilities and equipment meet training needs.
  - Ensure instructor certifications are current and applicable.
  - Develop required training programs and specialized training for department needs.
  - Conduct annual analysis for training programs and revise as needed.

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

#### Objective 5C Implement the new identified training program.

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

- Critical Tasks**
- Prioritize training programs to ensure all required training is conducted during proposed timeframe.
  - Review, revise and develop curriculum.
  - Develop training calendar to implement new curriculum.
  - Conduct all training programs as scheduled.

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

#### Objective 5D Annually review and revise training program based on requirements and future needs.

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

- Critical Tasks**
- Review training program at quarterly officer's meeting.
  - Identify and examine future training needs.
  - Make necessary revisions as needed.

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





# ALABASTER FIRE DEPARTMENT

## 2016-2021 Strategic Plan



### Goal 6 Enhance customer service and procedures of the Planning and Safety Division

#### Objective 6A Identify the effectiveness of current procedures and customer relations.

<b>Timeframe</b>	1 – 3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify processes from customer submittal to project completion.</li> <li>Identify procedures relevant to customer relations for this division.</li> <li>Evaluate the effectiveness.</li> <li>Identify any gaps and plans to overcome challenges.</li> <li>Develop a customer feedback instrument.</li> <li>Training on the developed instrument.</li> <li>Deploy the instrument and report findings.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs: In-house	Consumable Costs: Contract Services Costs:

#### Objective 6B Conduct a needs assessment for the new division.

<b>Timeframe</b>	1 – 3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify duplicated efforts.</li> <li>Identify customer service breakdowns.</li> <li>Identify tool / technology weaknesses.</li> <li>Determine needs versus current resources to ensure division success.</li> <li>Report findings for further decisions.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

#### Objective 6C Enhance or create new procedures.

<b>Timeframe</b>	3 – 6 Months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Consolidate efforts where appropriate.</li> <li>Develop customer friendly policies and procedures.</li> <li>Train division members.</li> <li>Implement team-building exercises.</li> <li>Identify customer contact opportunities.</li> <li>Establish systems for review and revision.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

#### Objective 6D Review, evaluate, and update procedures.

<b>Timeframe</b>	3 – 6 Months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Review existing procedures.</li> <li>Evaluate the effectiveness of existing programs.</li> <li>Adjust or modify procedures as needed.</li> <li>Provide for internal and external evaluation of programs.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





# ALABASTER FIRE DEPARTMENT

## 2016-2021 Strategic Plan



### Goal 7 Prepare for, pursue, achieve and maintain international accreditation.

#### Objective 7A Form committees as needed to pursue and maintain accreditation.

**Timeframe** 30 Days **Assigned to:**

- Critical Tasks**
- Establish committee member criteria.
  - Determine the composition of the committee.
  - Develop and complete the selection process.

**Funding Estimate** Capital Costs: Consumable Costs:  
Personnel Costs: In-house Contract Services Costs:

#### Objective 7B Implement the community-driven strategic plan.

**Timeframe** 3 Months and on-going **Assigned to:**

- Critical Tasks**
- Assign responsible parties to lead the execution of established objectives.
  - Monitor progress of each objective and annually evaluate objectives accomplished.
  - Report annual plan progress to internal and external stakeholders.

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

#### Objective 7C Conduct a community hazards and risk assessment, and publish a Community Risk Assessment and Standards of Cover document.

**Timeframe** 6 – 12 Months **Assigned to:**

- Critical Tasks**
- Receive customized instruction on hazard and risk assessment, and standards of cover document preparation.
  - Perform community hazards and risk assessment.
  - Evaluate historical community emergency response performance and coverage.
  - Establish benchmark and baseline emergency response performance objectives.
  - Establish and publish Standards of Cover.
  - Maintain, and annually update the Standards of Cover document.

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





# ALABASTER FIRE DEPARTMENT

## 2016-2021 Strategic Plan



### Vision

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

#### Vision of the Alabaster Fire Department

##### *Alabaster Fire Department's 2021 Vision*

is to be widely known for our dedicated, professional service, while demonstrating respect and honor to those we serve.

**A**ccountability to the highest standards will be reflected as we invest in our most valuable asset: our members. Through progressive workforce planning and training and development initiatives, our staff will be well prepared for the community demands of the future. We will demonstrate our commitment to addressing our community's expectations by enhancing our emergency medical program profile to further improve the quality and timeliness of patient care.

**F**or our pursuit of excellent community outreach and relations to be successful, we will strengthen understanding and autonomy with those who provide us with our purpose. The management of physical resources will focus on sustainability and growth so that we can meet the mission for our citizens with fiscal responsibility. We will prove our commitment to continuous improvement and excellence through pursuit and attainment of accreditation through the Commission on Fire Accreditation International.

**D**edicated to our community, we will always serve with integrity in accomplishing our goals, fulfilling our mission, living our values, and bringing our vision to fruition.





# ALABASTER FIRE DEPARTMENT

## 2016-2021 Strategic Plan



### Performance Measurement

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

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

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

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

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

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

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

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





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### The Success of the Strategic Plan

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

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

Good to Great and the Social Sectors  
Jim Collins

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

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





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### Glossary of Terms, Acronyms, and Initialisms

<b>Accreditation</b>	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
<b>ACS</b>	Alabaster City Schools
<b>AFC</b>	Alabama Fire College
<b>AFD</b>	Alabaster Fire Department
<b>APD</b>	Alabaster Police Department
<b>CAFCA</b>	Central Alabama Fire Chiefs Association
<b>CFAI</b>	Commission on Fire Accreditation International
<b>CPSE</b>	Center for Public Safety Excellence
<b>Customer(s)</b>	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
<b>Efficiency</b>	A performance indication where inputs are measured per unit of output (or vice versa).
<b>EMS</b>	Emergency Medical Services
<b>Environment</b>	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
<b>FEMA</b>	Federal Emergency Management Agency
<b>HazMat</b>	Hazardous materials
<b>IAFF</b>	International Association of Fire Fighters
<b>ICC</b>	International Code Council
<b>Input</b>	A performance indication where the value of resources is used to produce an output.
<b>ISO</b>	Insurance Services Office
<b>Mission</b>	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
<b>NFA</b>	National Fire Academy
<b>NFPA</b>	National Fire Protection Association
<b>NREMT</b>	National Registry of Emergency Medical Technicians
<b>Outcome</b>	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.





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





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