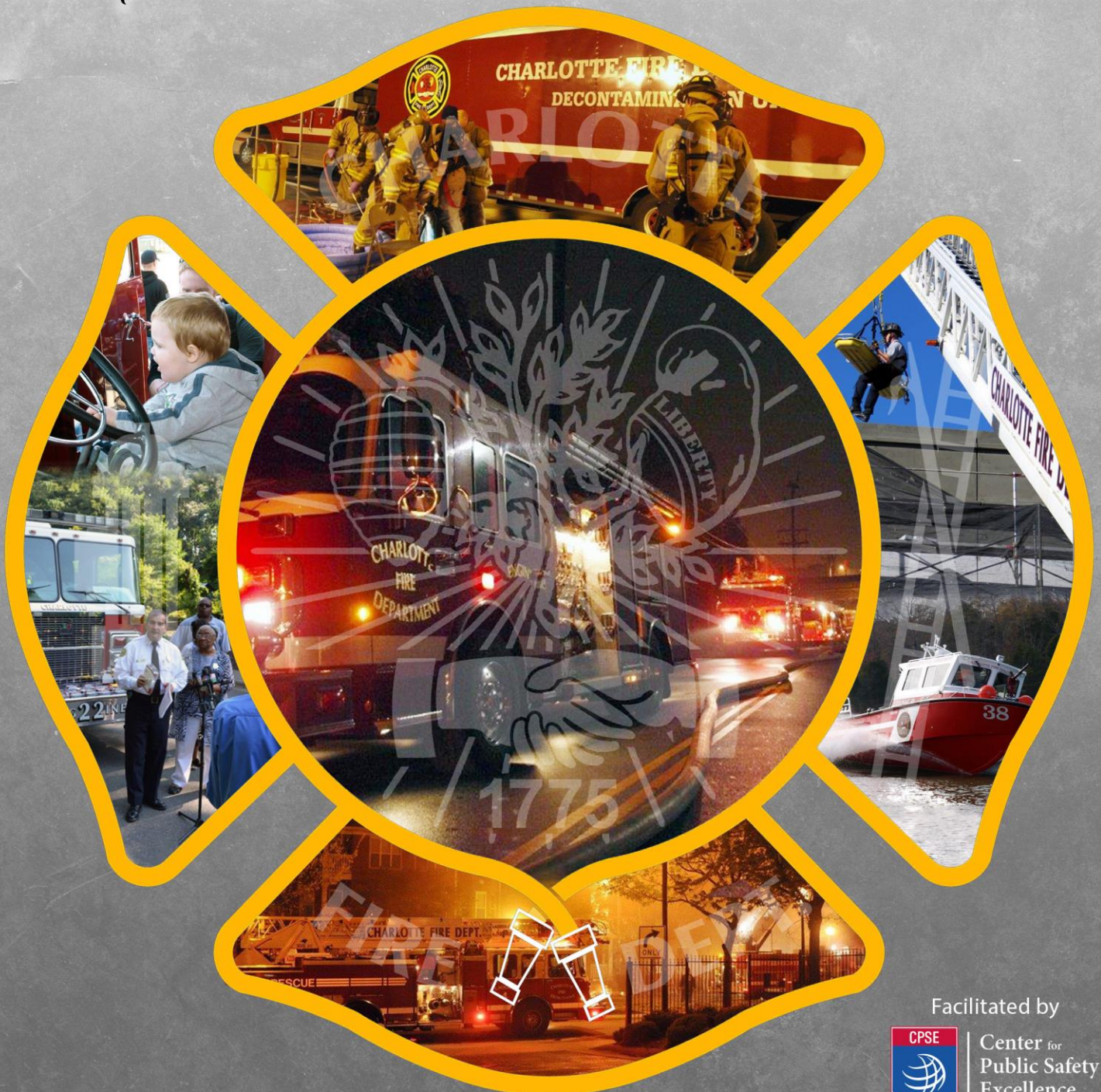




CHARLOTTE FIRE DEPARTMENT 2019 - 2024 STRATEGIC PLAN



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Message from the Fire Chief

The Charlotte Fire Department is continuously working to achieve the highest level of professionalism and efficiency in the delivery of our programs and services to the community. Our community-driven strategic plan includes community stakeholder feedback, their current expectations, concerns, and priorities, and required us to determine how to meet those expectations, overcome the concerns, and address the priorities so our department can continue to best serve. A diverse group of department stakeholders participated in a facilitated process that included a review of the department's mission and values, assessed where we are today, determined issues that exist, and finally created a roadmap for improvement over the duration of the plan. We should be proud of the work completed thus far, but will not rest until we embrace the values, meet the established goals and fulfill the mission.

Sincerely,

Reginald T. Johnson
Fire Chief

Introduction

The Charlotte Fire Department (CFD) provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors of Charlotte, North Carolina. CFD 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 department'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 Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual 9th 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 department's members to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further provided the department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and department stakeholders' groups demonstrated a commitment to this important project and remain committed to the document's completion and future plan execution.

CHARLOTTE FIRE DEPARTMENT
STRATEGIC PLAN
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Organizational Background

Originally incorporated in 1768, the City of Charlotte, North Carolina has continued to thrive and grow to its current status as the 16th most populous city in the United States. This city is a major financial center for the country and is also home to many Fortune 500 companies, mid to smaller commercial business, industry, professional athletic teams, and a thriving metropolitan center that draws those seeking entertainment, conventions, and shopping and dining experiences. The city boasts a diverse demographic of residents along with an international visitor draw.



The Charlotte Fire Department (CFD) has a long history of providing progressive services to its community. The genesis of the department dates back prior to 1845. It was during this year that the first formal city record mentions the payment for fire apparatus repair. Personnel at this time worked on an on-call basis and were paid accordingly. As the population continued to change and grow, multiple fire companies, some volunteer, were formed within the city, that would eventually be morphed into a paid department around 1887.



The department has continued to grow and change to meet the various risks and demands associated with a progressive, growing, metropolitan city. The department has always focused on providing quality services to its community and has remained centered on being the best of the best. The CFD provides its services from fire stations with resources strategically located throughout its coverage area. The department remains dedicated to

serving all people by minimizing the risk to life and property through professional response, mitigation, prevention, education, planning, and community partnerships.

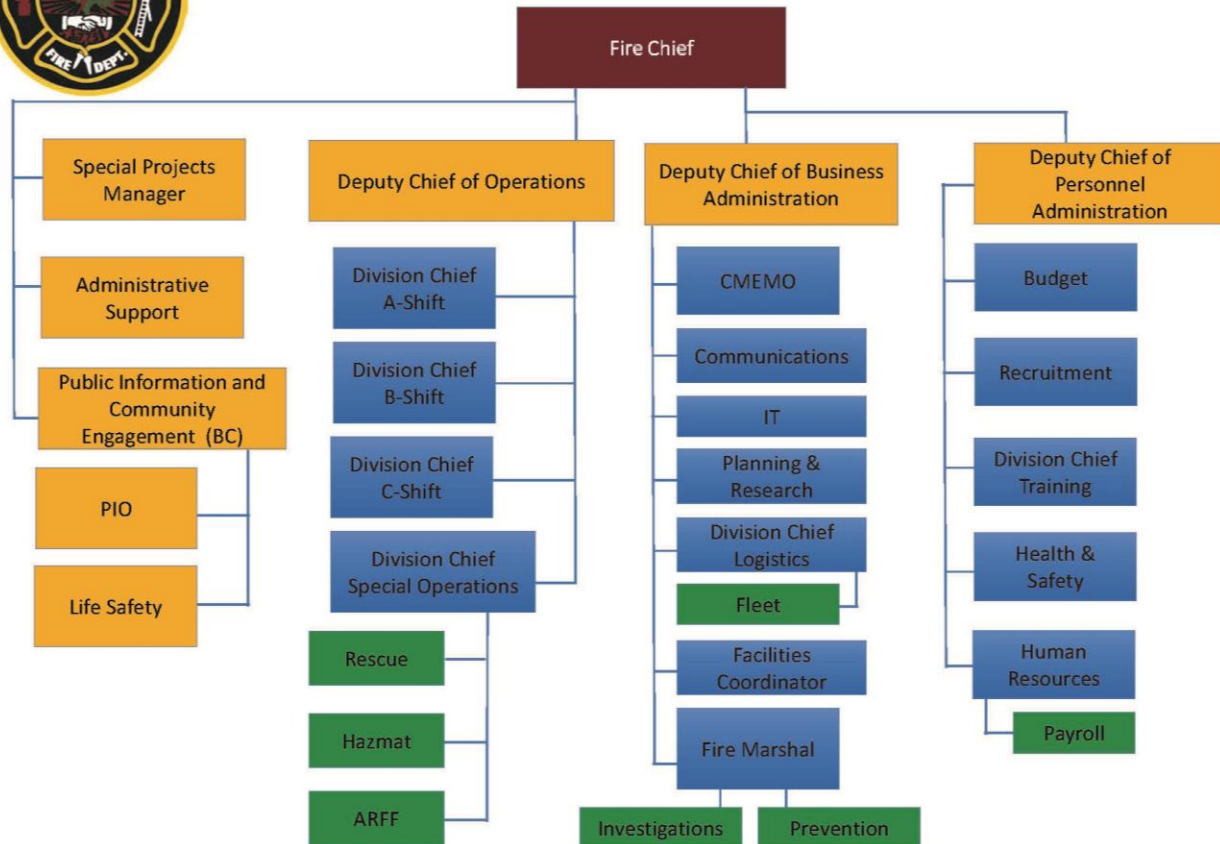
Through its commitment to the community, the CFD embraces excellence, which is evidenced by its continued internationally accredited status since 2000, and its Class 1 ISO protection class rating. The CFD remains mission-focused while demonstrating its core values by all members in the delivery to all who live, work, and visit Charlotte, North Carolina.





Organizational Structure

CHARLOTTE FIRE ORGANIZATIONAL CHART





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 emergency service organization is one that seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. 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 the use of resources. The process of strategic planning can be defined as “a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.”¹

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 defined 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 progression and success will be measured.



Community Stakeholders Work Session

¹ See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)





The Community-Driven Strategic Planning Process Outline

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 or potential threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal 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.

Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and department stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Reginald T. Johnson and the team of professionals that participated for their leadership and commitment to this process.

The development of this strategic plan took place in August 2019, beginning with meetings hosted by a representative from the CPSE for members of the community (as named in the following table). The department identified community stakeholders to ensure broad representation. The community stakeholders were comprised of some who reside or work within the department's coverage area, and some who were recipients of CFD's service(s).





Charlotte Fire Department's Community Stakeholders

Debarius Alford	Erin Barbee	Kory Bellar
April Benson	Sylvia Cannon	Vickie Craighead-Davis
Melanie Dunston	Kevin Earp	Annie Fongheiser
Ray Fuentes	Chris Gonyer	Marlon Henderson
Brian Hull	Mattie Marshall	Kevin Martin
Ray McKinnon	Annette Metcalf	Alfred Minter
David Moore	Steve Nason	Dawn Neal
Kamala Neal	Monique Neal	Jonathan Peebles
Christopher Plano	Jim Quick	Dolores Reid-Smith
Vivian Richardson	Dana Sidberry	Anderia Sowell
Yvette Townsend Ingram	John F. Wall	Deon Wimbush

Community Group Findings

A key element of the CFD's organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided by the department. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized), as well as positive and other comments about the organization. Specific findings of the community stakeholders are provided in the appendix of this document. The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholders' feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.



Community Stakeholders Work Session



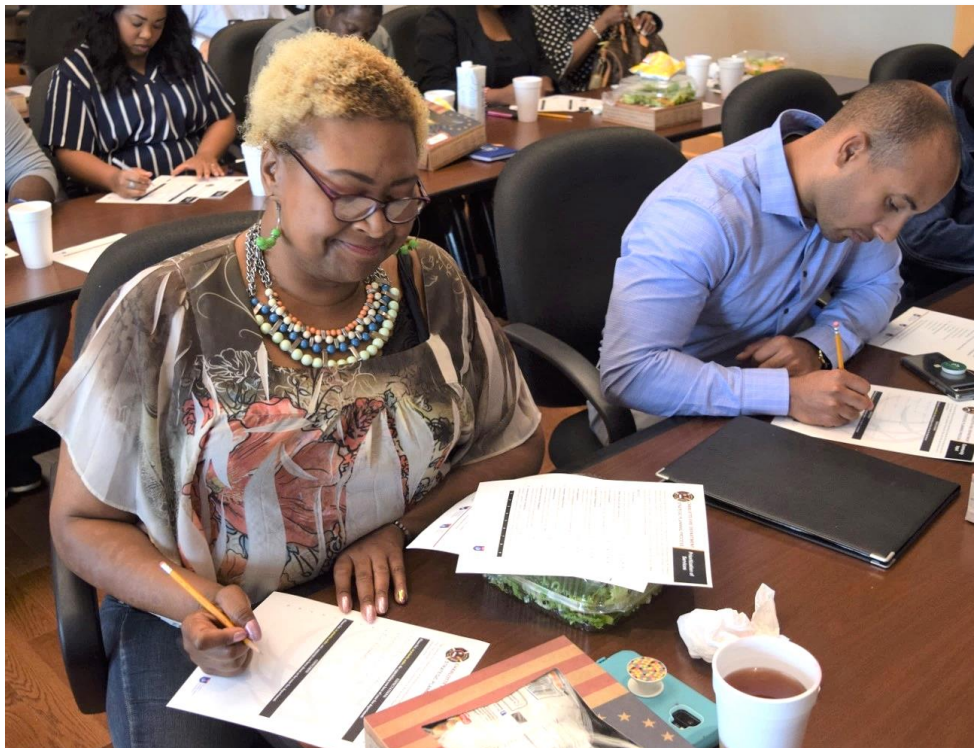


Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the CFD needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Emergency Medical Services	1	180
Technical Rescue	2	170
Fire Suppression	3	169
Hazardous Material Mitigation	4	141
Aviation Rescue and Firefighting	5	107
Emergency Management	6	100
Fire Prevention	7	93
Fire Investigation	8	89
Public Fire and Life Safety Education	9	67

See Appendix 1 for a complete list of the community findings including expectations, areas of concern, positive feedback, and other thoughts and comments.



Community Stakeholders Work Session





Department Stakeholder Group Findings

The department 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, focusing on the department’s mission, values, core programs, and support services. Additionally, focus was given to the organization’s perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group that represented a broad cross-section of the department, as named below and pictured on the facing page.

Charlotte Fire Department’s Internal Stakeholders			
Megan Akstin <i>Firefighter</i>	Tom Brewer <i>Captain</i>	Kelvin Brim <i>Battalion Chief</i>	Brandon Caputo <i>Battalion Chief</i>
Tommy Clymer <i>Captain</i>	Crystal Cody <i>Public Safety Technology Director</i>	Erika Hansen <i>Firefighter</i>	Sean Herte <i>Captain</i>
Charlie Horne <i>Battalion Chief</i>	Johnny Kiser <i>Captain</i>	Leigh Kish <i>Fire and Life Safety Educator</i>	Aaron Lovett <i>Captain</i>
Miriam Martin <i>Senior Management Analyst</i>	Jeff Matthews <i>Battalion Chief</i>	Luke McKenzie <i>Fire Inspector</i>	Eddie Medina <i>Firefighter</i>
Brent Mincey <i>Captain</i>	Damian Owens <i>Division Chief</i>	Lance Patterson <i>Captain</i>	Denise Petraske <i>Captain</i>
Blake Redden <i>Captain</i>	Richard Reddick <i>Firefighter</i>	John Renner <i>Captain</i>	Tim Rogers <i>Battalion Chief</i>
Laura Ross <i>Firefighter</i>	Greg Sharpe <i>Battalion Chief</i>	Edwin Shaver <i>Senior Fire Investigator</i>	DJ Shipp <i>Firefighter</i>
Ashley Smith <i>Captain</i>	Sylvia Smith-Phifer <i>Captain</i>	Travis Vander Kolk <i>Captain</i>	Eric Withers <i>Battalion Chief</i>





Department Stakeholders

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 existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

The Charlotte Fire Department is called to serve all people by minimizing the risk to life and property through professional response, mitigation, prevention, education, planning, and community partnerships.





Core Values

Core values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

Accountable	we are responsible to each other, our community, and ourselves to act at the highest level of professionalism.
Professional	we are dedicated to service excellence, respect to all, and inclusion in our community.
Perseverance	despite difficulty or delay in achieving success, we are steadfast in accomplishing our mission.

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



Department Stakeholders Work Session

Motto

The entire group considered a submission of a CFD motto to help the department further connect with its community. The agreed-upon motto is:

You Will Always Get My Best





Programs and Services

In order to ensure a deeper focus exists in determining issues and gaps within an organization, there must be a delineation between core programs and supporting services. Core programs are those core deliverables provided by the department. Supporting services are all of the internal and external programs and services that help the CFD deliver its core programs.



The importance of understanding the difference is that issues and gaps may exist in core programs or supporting services, and the department's strategic approach may bring forth different considerations for improvement. Additionally, supporting services may be internal or external to the organization and requires understanding how the difference impacts their location within the analysis of strengths, weaknesses, opportunities, and threats if identified. Finally, it is important that the department stakeholders understand that in order to deliver the identified core programs, many local, state, and national supporting services support its delivery.

Through a facilitated brainstorming session, the department stakeholders agreed upon the core programs provided to the community, as well as many of the supporting services that support the programs. This session provided the sought understanding of the differences and the important key elements of the delineation.



Department Stakeholders Work Session





SWOT Analysis

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize, as well as those that pose a danger. Department stakeholders participated in this activity to record CFD’s strengths and weaknesses, as well as the possible opportunities and potential threats. Information gathered through this analysis provides guidance toward the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

Appendix 2 consists of the SWOT data and analysis collected by the department stakeholders.



Critical Issues and Service Gaps

Following the identification and review of the department’s SWOT, three separate groups of department stakeholders met to identify themes as primary critical issues and service gaps (found in Appendix 3). The critical issues and service gaps identified by the stakeholders provide further guidance toward identification of the strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.



Strategic Initiatives

Based on all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

Charlotte Fire Department’s Strategic Initiatives		
Training	Health and Wellness	Recruitment/Retention
Internal Communication	Technology	Staffing
Community Engagement	Professional Development and Accountability	





Goals and Objectives

To achieve the mission of the Charlotte Fire Department, realistic goals and objectives with timelines for completion must be established. These will serve to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the department's efforts, as they will direct the organization toward its desired future while reducing obstacles and distractions along the way. Leadership-established workgroups 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 the CFD's leadership.

Goal 1	Through continuous and innovative improvement, further develop training and associated delivery models to continue meeting the Charlotte Fire Department's mission.	
Objective 1A	Evaluate the department's current training and delivery models and identify any opportunities for improvement.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify all training and delivery models provided by the department. • Analyze and evaluate current EMS delivery training, recruit training, in-service training, and academy-directed company training for efficiency and effectiveness. • Solicit input from all divisions for current and future training needs. • Evaluate current and future training needs of all divisions. • Develop a report of findings with recommendations to the leadership team for revision or direction. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 1B	Identify opportunities for improvement in the training facility/grounds and recommend updates, improvements, and repairs.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Evaluate the current training facility/grounds in conjunction with current CFD functions (fire, EMS, ARFF, technical rescue, HazMat) and identify any areas for needs and improvements. • Evaluate the current maintenance, CIP, and facilities master plan of the training facility/grounds. • Evaluate the need for secondary training sites in relation to stations/battalion locations. • Develop a report of findings with recommendations to the leadership team for revision or direction. • Develop and implement any update, improvement, or repair recommendations as approved by the department’s leadership team. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1C	Develop and implement an effective and fiscally responsible operations training model.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Evaluate the current training model for effectiveness and deficiencies. • Evaluate and classify instructor requirements and standards. • Evaluate current technological resources and identify future needs. • Compare and contrast other municipal training department models. • Create a committee of current and past training officers to review and evaluate current staffing levels with regards to: <ul style="list-style-type: none"> ○ Evaluating training demands in relation to recruit and operations training; ○ Evaluating training demands of NCOEMS and comparing workload to current staffing levels of the EMS Division. • Conduct a cost analysis based on findings with the understanding of revision to the current training model. • Develop a report of findings with recommendations to the leadership team for revision or direction. • Develop a revised model based on guidance from the leadership team. • Conduct any needed training with key stakeholders of the changes to the model. • Implement the model and establish a process of review and revision for the future. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 1D	Develop a method to continually evaluate the Charlotte Fire Department’s training model to ensure that it is fulfilling the organization’s mission.	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Evaluate any and all relevant new curricula. • Evaluate the need for and relevance of new facilities. • Evaluate all instructors per state and national standards and best practices. • Evaluate any and all new/revised training model opportunities. • Develop a report of findings with recommendations to the leadership team for revision or direction. • Implement any approved changes in areas identified as needing improvement, primarily to meet national standards/guidelines. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1E	Initiate an effort to become an accredited and certifying agency (IFSAC).	
Timeframe	18 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Evaluate CFD’s current training program compared to NFPA recommendations. • Research current NFPA recommendations for program qualifications for certifications. • Determine any other applicable parameters toward accreditation and certification of the training program. • Develop a report of findings with recommendations to the leadership team for revision or direction. • Implement any approved changes in areas identified as needing improvement to meet national recommendations. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Goal 2	Enhance and further develop the existing health and safety program.	
Objective 2A	Identify current applicable standards and laws to define the needs of the Charlotte Fire Department in relation to safety and wellness, along with creating practice and policy improvements.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Review current CFD health and wellness practices and policies. • Review current industry standards, best practices, and laws pertaining to firefighter health and wellness. • Review the incumbent physical fitness evaluation (JRPAT) for effectiveness and purpose for applicability to current industry standards, best practices, and laws. • Gather any information on gaps between current CFD practices and policies and the industry findings. • Develop a report of findings with recommendations to the leadership team for revision or direction. • Pursue any changes to current practices and policies as directed to ensure alignment. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2B	Create a continuous functional physical fitness program.	
Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify and analyze recruit school physical fitness programs from like size and scope departments. • Identify and analyze functional physical fitness programs from like size and scope departments, (possibly becoming a member of the Wellness/Fitness Initiative) • Develop a report of findings with recommendations to the leadership team for revision or direction. • Develop a physical fitness program for recruit school, as approved and directed, including the specific focuses of injury prevention, proper fitness techniques, and strength and conditioning. • Develop a physical fitness program for all members, as approved and directed, including the specific focuses of injury prevention, proper fitness techniques, and strength and conditioning. • Integrate a physical fitness program focused on injury prevention and proper fitness techniques into recruit physical fitness training. • Integrate a strength and conditioning coach into the training division to oversee recruit fitness training. • Implement a physical fitness program for all members, focused on injury prevention, proper fitness techniques, strength, and conditioning. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 2C Evaluate and expand the current behavioral health program.

Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify and analyze behavioral health programs from like size and scope departments. • Evaluate the need for a department clinician. • Evaluate the need for a behavioral health coordinator. • Evaluate the need to deliver behavioral health training department-wide, starting during recruit training. • Evaluate and initiate the need to administer psychological evaluations to all new employees. • Develop a report of findings with recommendations to the leadership team for revision or direction. 	

Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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Objective 2D Expand the wellness and injury program to meet the needs of the Charlotte Fire Department.

Timeframe	6 – 12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify and analyze wellness and injury programs from like size and scope departments. • Develop a report of findings with recommendations to the leadership team for revision or direction. • Implement department provided medical professional(s). • Design and implement a “return to work” program in conjunction with both on and off-duty injuries. • Standardize physical fitness equipment across all stations. • Provide in-house physical therapy for both on and off duty injuries; determine the need for a dedicated facility. • Evaluate and identify the needs of administering yearly psychological evaluations. 	

Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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Objective 2E	Expand the safety program to meet the needs of the Charlotte Fire Department.	
Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify and analyze safety programs from like size and scope departments. • Develop a report of findings with recommendations to the leadership team for revision or direction. • In coordination with the city, implement an OSHA compliance officer. • Assign operational safety officers to each shift. • In coordination with the city, evaluate and perform a safety needs assessment of all CFD facilities, apparatus, and equipment to ensure compliance. • In coordination with the city, establish safety initiatives across all divisions. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2F	Implement changes to wellness, behavioral, and safety programs to address any identified gaps.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Establish critical criteria to examine for data capture. • Develop a method for collection of data regarding medical needs and costs pertaining to return on investments. • Revise current Operations Manual policies to reflect changes made to the programs. • Coordinate with the training division to incorporate any new recommendations and requirements. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



Department Stakeholders Work Session





Goal 3	Attract and retain a qualified and diverse workforce through inclusive, proactive recruitment and retention processes to further enhance the quality of the Charlotte Fire Department and the services delivered to the community.	
Objective 3A	Solidify and execute goals to recruit quality candidates that reflect the people served by the Charlotte Fire Department.	
Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Evaluate recent (3 – 5 yr.) candidate data in relation to recruitment goals. • Modify goals based on the review of recent data to make them contemporary. • Communicate the goals across the organization. • Complete an evaluation of the current recruitment process/staffing to determine effectiveness relative to the goals. • Revise any applicable CFD recruit marketing material to reflect the current organizational goals. • Create a fire recruitment “playbook” with targeted marketing for the various demographics represented within the city. • Review all existing avenues/pipelines to attract candidates. • Create/refine any applicable avenues to ensure they are contemporary and focusing on the desired outcomes. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3B	Review and modify the current hiring processes to ensure a quality and equitable hiring experience.	
Timeframe	2 years	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • In coordination with city Human Resources (HR), review the existing process for consistency and ensure the policies related to hiring practices reflect this – focusing on equity and opportunity. • Compile and disseminate any acquired information and set goals for improvement. • Evaluate the current hiring processes for length, success rate, and diversity. • Create a pool of interviewers to balance the process and create checks and balances. • Create a feedback/improvement loop for candidates dropping out at late stages of the process. • Develop a report of findings with recommendations to the leadership team for revision or direction. • Implement any approved changes within the hiring procedures and process. • Evaluate the success of any approved and implemented changes to policy and procedures. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 3C Facilitate employee retention through improved incentives, morale, and work environment.

Timeframe 2 years, ongoing **Assigned to:**

- Critical Tasks**
- Foster a greater family atmosphere within the CFD.
 - Create a cost-effective, non-traditional employee recognition and appreciation system.
 - Determine space needs for support staff and integrate changes to existing workspaces.
 - Increase focus on employee support functions, such as health and wellness.
 - Create an outboarding process to include an exit interview and provide data for improvement.
 - Define and encourage a career path for individuals in specialized, civilian divisions to allow for growth and development.
 - Evaluate and implement programs to improve employee engagement and the work environment.

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

Objective 3D Promote an environment that is inclusive of all people, to provide equal opportunity to all personnel.

Timeframe 2 years, ongoing **Assigned to:**

- Critical Tasks**
- Develop and distribute a survey to identify the current state of inclusion in CFD, while ensuring anonymity to gather true data.
 - Define what “inclusion” means to the CFD, such as equal opportunity to all personnel at all levels.
 - Assign the city’s existing Implicit Bias training to all ranks.
 - Create and implement an immersion/exchange program across divisions to include sworn and civilian to gather more perspective of others’ responsibilities.
 - Develop a performance review process that facilitates inclusion.
 - Develop promotional processes that facilitate inclusion.

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



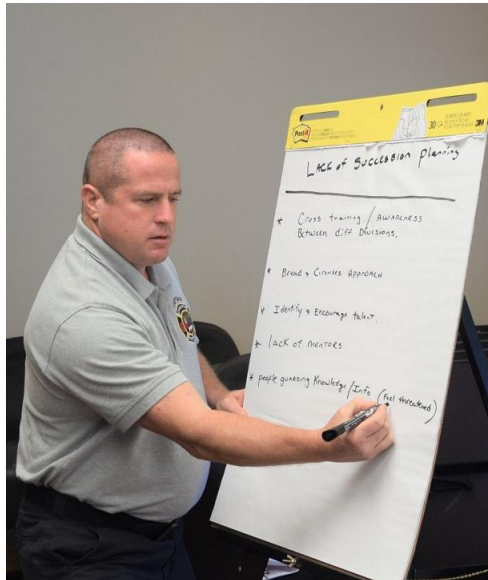


Goal 4	Develop and implement systems and processes to ensure effective internal communications.	
Objective 4A	Evaluate all current internal communications systems and processes to identify any opportunities for improvement.	
Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Establish a cross-divisional and cross-rank workgroup. • Identify the different internal communications methods currently used within the department. • Evaluate each medium being utilized. • Develop a report of findings with recommendations to the leadership team for revision or direction. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4B	Analyze opportunities for improvement and develop an internal communications plans.	
Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a workgroup to include members of the original workgroup from Objective 4A, as well as communications subject matter experts and representation of the entire department. • Analyze the findings and recommendations report, as well as other feedback from the leadership team. • Based on the analysis, develop communications initiatives and processes to improve internal communications. • Build an internal communications system and processes from the initiatives identified. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4C	Implement any changes to communications systems and processes and provide department-wide training.	
Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a workgroup consisting of the first two groups, as well as additional subject matter experts and instructors to train on the processes. • Develop any needed and applicable guidelines for department use. • Develop the training curriculum on any new communication systems and processes. • Determine a delivery model for training department members. • Deliver training on any new communication system and processes. • Implement the system and processes over the entire organization, following training. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 4D	Evaluate communications system and process changes for potential improvement.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Establish a cross-sectional workgroup, including members of all previous groups and internal stakeholders to review any collected data. • Develop an evaluation instrument to determine the effectiveness of the implemented communications system and processes to identify performance gaps. • Develop a report of findings with recommendations to the leadership team for revision or direction. • Conduct any and all evaluations as directed and report findings. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



Department Stakeholders Work Session





Goal 5	Create and execute a technology roadmap that aligns operational objectives with a renewed focus on customer service.	
Objective 5A	Evaluate current technology to identify limitations and opportunities for improvement, as well as to ensure that technology meets the department's needs.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Inventory all technology to evaluate its current state to include applications, hardware, data locations/format, and outputs (reporting databases). • Determine any gaps in technology compared to operational objectives. • Create a technology roadmap. • Develop a customer service philosophy and align standards. • Determine primary technology barriers impeding efficient work. • Track any trends in fire technology Research & Development (R&D). • Evaluate the current technology budget versus identified needs. • Develop a report of findings with recommendations to the leadership team for revision or direction. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5B	Design and develop technology solutions in alignment with the adopted technology roadmap.	
Timeframe	9 – 12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop enhanced methods for customer feedback and engagement in the design and build process. • Develop a technology focus group to vet technology requests and priorities. • Implement best practices for the development and design of solutions, keeping CFD standards and reporting implications in mind using: <ul style="list-style-type: none"> ○ Effective program management processes; ○ Business analysis and process flow. • Establish success criteria and measurements. • Develop a report of findings with recommendations to the leadership team for revision or direction. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 5C Implement any identified technology solutions, minimizing negative impacts on operations, and evaluating the effectiveness of solutions.

Timeframe	30 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Execute a communication strategy to inform customers of technology changes. • Schedule technology changes with operational needs in mind. • Measure/evaluate the success of initiatives against established criteria. • Consistently follow up with customers for evaluation. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 5D Maintain all technology systems in support of an enhanced state of readiness, to ensure the safety and security of fire department assets with a focus on quality customer service.

Timeframe	Ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Establish a pool of technical liaisons in the fire stations to test, train, assist, and provide feedback for technology. • Implement a customer service feedback survey with the goal of 95% satisfaction. • Determine processes to achieve system up-time of 99.9% for critical systems. • Develop service level agreements. • Create an equipment refresh schedule and execute it. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 5E Create an environment of open communication and collaboration for testing and training for technology solutions.

Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Implement a program for testing, evaluation, and piloting new/changed technology using the customer base. • Review/create technology training resources to include, but not limited to: <ul style="list-style-type: none"> ○ Quick reference guides, ○ Online/video training, ○ WebEx sessions, ○ Required training on training plans, with an exam. • Develop a report of findings with recommendations to the leadership team for revision or direction. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Goal 6	Implement a staffing plan that will increase departmental efficiency and effectiveness for current and future needs.	
Objective 6A	Analyze current staffing models for efficiency and effectiveness.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Determine the number of full-time equivalents (FTE) allotted to the CFD. • Determine the number of FTEs allotted to each CFD division. • Determine any potential gaps in service in each CFD division, due to staffing and based on a self-assessment. • Prepare and disseminate a written report to the department's leadership for further consideration and direction. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6B	Develop staffing models for all divisions that increase effectiveness and efficiency and provide the department the capacity to grow.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Establish workgroups consisting of sworn and non-sworn personnel for staffing model development reflecting all divisions of the organization. • Review and validate the existing staffing model developed in the human resources workgroup. • Define a ratio of sworn to non-sworn personnel to ensure adequate staff support. • Develop staffing models based on workgroup findings that support current and future needs. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6C	Develop a cost analysis and identify funding streams to support the implementation of staffing models.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Work with CFD subject matter experts to develop an implementation cost estimate. • Research alternative funding streams. • Prepare a written report of findings with recommendations. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 6D Develop community and leadership support for the department’s staffing model.

Timeframe 1 year **Assigned to:**

- Critical Tasks**
- Identify applicable community groups to engage in public awareness campaigns that include, but are not limited to:
 - Homeowners’ associations
 - Civic groups
 - Stakeholder meetings
 - Townhall meetings – internal and external
 - Identify applicable elected officials and leadership to support organizational staffing needs, such as:
 - City council.
 - City manager’s office.
 - Develop strategies to build support from identified groups.
 - Develop a report of findings with recommendations to the leadership team for revision or direction.
 - Implement recommendations to ensure community and leadership support for the department’s staffing needs.

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

Objective 6E Implement staffing models that increase effectiveness and efficiency and provide capacity to grow.

Timeframe 1 year **Assigned to:**

- Critical Tasks**
- Review the financial analysis and FTE needs.
 - Prepare a report of financial analysis and FTE needs.
 - Establish a staffing ratio between Operations and Administrative support staff.
 - Present the report to CFD administration for review and approval.
 - Implement the approved staffing models.

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

Objective 6F Evaluate the implemented staffing models to determine if increases achieve the desired effectiveness and efficiency allowed for the capacity to grow.

Timeframe 2 – 3 years **Assigned to:**

- Critical Tasks**
- Analyze the cost of staff additions to ensure the accuracy of cost analysis.
 - Analyze all data for any service gap improvements, including the staffing ratio
 - If needed, request a corrective action plan from the workgroup.
 - If no corrective action is needed the plan should be evaluated against current needs.
 - Develop a report of findings with recommendations to the leadership team for revision or direction.

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





Goal 7	Provide programs, partnerships, and services that provide community engagement opportunities and inform and empower citizens to initiate change.	
Objective 7A	Evaluate current community engagement programs for effectiveness.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop an internal stakeholder workgroup that has representation from all divisions. • With input from the workgroup, determine current community engagement programs and evaluate the effectiveness of each. • Build a survey for internal stakeholders that gauges thorough ideas for community engagement. • Distribute the survey department-wide and gather results. • Analyze the data from the survey. • Develop a report of findings with recommendations to the leadership team for revision or direction. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7B	Conduct a needs assessment to identify relevant community engagement needs of the department.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify community and civic groups to participate in a community engagement needs assessment for the department. • Build a survey for external stakeholders to assess the department's community engagement. • Distribute the survey and gather results. • Analyze the data from the survey. • Develop a report of findings with recommendations to the leadership team for revision or direction. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7C	Conduct a gap analysis of current programs and community desires for community engagement.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Complete a comparative gap analysis of all survey results in relation to current departmental programs. • Prioritize the findings of the gap analysis. • Develop a report of findings with recommendations to the leadership team for revision or direction. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 7D	Build a community engagement plan based on the gap analysis and desired outcomes.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Determine fire company unit utilization. • Identify existing opportunities that foster community engagement that can be encouraged and/or enhanced. • Identify any resource needs to fulfill the prioritized findings. • Determine the feasibility of desired engagement programs. • Identify and assign focus groups to consider the following aspects, but not limited to: <ul style="list-style-type: none"> ○ Station location and design ○ Operational activities ○ Special events ○ Company surveys • Design and develop the formal community engagement plan. • Analyze the data from the survey. • Submit the plan to the leadership team for approval. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7E	Implement the approved community engagement plan.	
Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop a training program so the department understands the community engagement plan. • Deliver community engagement training. • Acquire all necessary materials and resources for community engagement. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7F	Evaluate the implemented community engagement plan to determine if changes increased effectiveness.	
Timeframe	2 – 3 years	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Conduct surveys to gather data to evaluate whether there was an increase in community engagement and external stakeholder buy-in. • Analyze all data to identify any additional needed improvements. • Develop a report of findings with recommendations to the leadership team for revision or direction. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Goal 8	Develop and implement a workforce development curriculum that is meaningful, effective, purposeful, and provides opportunities to improve knowledge, skills, and abilities (KSA).	
Objective 8A	Review and update all position descriptions to identify KSA requirements.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop a KSA evaluation template to include, but not limited to the following parameters: <ul style="list-style-type: none"> ○ Education ○ Training ○ Experience, ○ Physical/medical fitness ○ Certifications ○ Licensing • Develop a request for proposal for position descriptions using KSA evaluation template as the scope of work. • Select the vendor to develop the position descriptions. • Facilitate the vendor plan. • Collect feedback and information from the vendor. • Review and analyze position descriptions delivered by the vendor, with input from the leadership team. • Vet the new position descriptions through city human resources. • Deliver and adopt the final position descriptions. • Distribute to all members within the department. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 8B	Review and identify gaps in the current workforce development model to identify workforce curriculum initiatives.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a cross-divisional workgroup. • Gather all components of the current development curriculum across all divisions. • Compare current curriculum components to position description KSAs to identify any gaps. • Develop a report of findings with recommendations to the leadership team for revision or direction. • Develop workforce development curriculum initiatives. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 8C		
Develop position specific KSA curricula to satisfy the adopted initiatives.		
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Establish division-specific workgroups. • Develop division-specific curricula in line with the KSA evaluation template. • Identify the existing curriculum that meets internal and external stakeholder expectations. • Create and deliver the division-specific, in-house curricula. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 8D		
Create division-specific workforce development curricula.		
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Catalog external delivery entities. • Identify internal delivery entities. • Develop the workforce development curriculum delivery policy. • Develop and produce a course catalog. • Distribute to all personnel. • Update the course catalog every five years. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 8E		
Develop a continuous evaluation tool to measure KSA curricula performance.		
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop a request for proposal for workforce development curricula continuous evaluation/development instrument and training. • Select the vendor to develop the instrument. • Provide resources to facilitate the vendor plan. • Review and analyze the report from the vendor. • Vet the instrument with city human resources. • Develop a report of findings with recommendations to the leadership team for revision or direction. • Deliver training on the instrument. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department's global vision but rather, to confirm the futurity of the work that was designed by the department stakeholders. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

“Vision is knowing who you are, where you’re going, and what will guide your journey”

Ken Blanchard

Charlotte Fire Department's 2024 Vision

is to continue to be known as a mission-focused organization that always strives to serve all people by minimizing the risk to life and property. We will always commit to response, mitigation, prevention, education, planning, and partnerships as we work for the advancement and safety of our Queen City. This vision, our true futurity, will only become reality by striving to accomplish our goals. **We will become this future by...**

Continuing to find ways to achieve greater efficacies in the delivery of our mission. Our enhanced focus on community engagement will ensure a more informed public and will bolster our relationships with them. As we improve the way we communicate internally, more effectiveness will be revealed, while consistency and accountability will be realized. The superior use of quality technology will provide efficiencies that make us better. Altogether, we will see a relationship that supports our dedication to service.

Focusing on our family and the provision of programs by a diverse and inclusive professional group for the people of Charlotte. As we invest in our members, our emphasis on improved training, health and wellness, and professional development will provide a long-term return to all who hold a stake in our department. In consideration of today and the future, our efforts toward proper staffing, recruiting, and retaining an unsurpassed workforce, while being prepared for succession will guarantee we are ready to produce quality outcomes and thus, exceed expectations.

Dedicating ourselves to perseverance while always pursuing excellence. As an internationally accredited agency, we will always embrace continuous improvement for what is best for all people. We will always personify our motto - “You Will Always Get My Best,” as we hold each other accountable for bringing this vision to fruition.





Performance Measurement

To assess and ensure that an organization is delivering on the promises made in its 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."² Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

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

Reinventing Government
David Osborn and Ted Gaebler

To establish that the department'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.

² Collins Good to Great and the Social Sectors. Boulder, 2009





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

- **Inputs** - Value of resources 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 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.

The Success of the Strategic Plan

The department 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. To assist in the development of this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon the implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members 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 department and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.³

³ Matthews (2005). *Strategic Planning and Management for Library Managers*





Glossary of Terms, Acronyms, and Initialisms

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. 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.
ALS	Advanced Life Support
BLS	Basic Life Support
CE	Continuing Education
CFAI	Commission on Fire Accreditation International
CFD	Charlotte Fire Department
CISD	Critical Incident Stress Debriefing
CIP	Capital Improvement Plan
CIT	Crisis Intervention Team
CMPD	Charlotte-Mecklenburg Police Department
CMS	Charlotte-Mecklenburg Schools
CPCC	Central Piedmont Community College
CPR	Cardio-Pulmonary Resuscitation
CPSE	Center for Public Safety Excellence
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).
EMS	Emergency Medical Services
EMT	Emergency Medical Technology
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.
FEMA	Federal Emergency Management Agency
FIT	Fire Investigation Taskforce
FTE	Full-Time Equivalent
HART	Helo-Aquatic Rescue Team





HR	Human Resources
HazMat	Hazardous Materials Mitigation
IFSAC	International Fire Service Accreditation Council
IMT	Incident Management Team
Input	A performance indication where the value of resources is used to produce an output.
ISO	Insurance Services Office
LEPC	Local Emergency Planning Commission
MCSO	Mecklenburg County Sheriff's Office
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.
MOC	Mobile Operations Center
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.
PTSD	Post-Traumatic Stress Debriefing
PSAP	Public Safety Answering Point
QA	Quality Assurance
QI	Quality Improvement
R&D	Research and Development
RNC	Republican National Convention
SME	Subject Matter Expert
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.
Strategic Goal	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.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
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 procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWOT	Strengths, Weaknesses, Opportunities and Threats
SWRT	Swift Water Rescue Team
UASI	Urban Areas Security Initiative
USAR	Urban Search and Rescue
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.
WFI	Wellness Fitness Initiative





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Appendix 1

Community Expectations

Understanding what the community expects of its fire service 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's needs.

Respondents were asked to list, in priority order, up to five subjects relative to the expectations they have for the Charlotte Fire Department. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectation responses of the community stakeholders:

Community Expectations of the Charlotte Fire Department (in priority order)

1. Timely arrival to calls/alarms for fire and medical situations. Respond in a timely manner. To respond in a timely and professional manner to fire and medical emergencies. Response time. (90)
2. Community informed of what it has to offer. Community involvement. To cultivate and sustain healthy relationships and partnerships among community members and leaders through consistent community engagement initiatives and opportunities. Riots and civil unrest often result in loss of property, life, and fire. CFD should be proactively working to bring the diverse community together. Communication. (57)
3. Continuous training for industry changes and future technology. Ensure everyone is properly trained and also receive diversity/inclusion training/implicit bias training to ensure full help is given to all equally. Trained and educated department. CEs for firefighters. Trained to address wide-spectrum events. Mental health first aid training. Sensitivity training for different populations and how to best interact. (45)
4. Community outreach - prevention, safety, education programs. Assist the community with awareness items - faulty fire alarms, smoke inhalation, chemicals, etc. Leader in safety education for community members. (35)
5. Protect public safety. (23)





6. Working and current equipment. Implement latest life-saving technology and equipment to maintain effectiveness. State-of-the-art equipment. (17)
7. Protect property. (16)
8. Diversity - more women firefighters. I expect the Charlotte Fire Department staff and firefighters hired to reflect the make-up of the residents in its service area. Hire more females. (16)
9. Professionalism. I expect the Charlotte Fire Department to provide excellent, professional services to all residents in its coverage area. High level of professionalism. (14)
10. Continue the excellent service they provide for the community now. Service excellence. (11)
11. Inspect public facilities. Fire code enforcement and enhancement. (7)
12. To cultivate healthy relationships with other first responders and other organizations within the same industry. Advocate safety in business environments by partnering with local businesses. (7)
13. Start with 911 operator - collect information needed in a timely manner. (5)
14. CFD will rise above politics in the city and county government to be a change agent for the community with equal services, staffing, and response in all sectors. Non-political arm of local government. (5)
15. Effective emergency management participation. Ability to manage a significant event impacting a large geography via technology and a next generation emergency operations center. (5)
16. Convenient facilities. Community friendly. (5)
17. Healthy individuals in the field and in the office - in case they have to go to a site due to the level of alarms pulled. (4)
18. Be prepared. (4)
19. Dedication to help the community. (4)
20. Excellent customer service. (4)
21. To be helpful when they come out. (4)
22. Increase number of staff to align with population growth and recovery time. (3)
23. Be a part of making emergencies better. (3)
24. Be a strategic partner in urban and metropolitan planning to ensure public policy and planning do not impede mission and goals of CFD. (3)
25. I expect CFD preventative and engagement efforts to be reflective in cost savings to residents in its service area. (3)
26. Transparency. (3)





27. Positive role model for the community. (3)
28. Be more knowledgeable in the communities where they are stationed. (3)
29. Culturally competent and sensitive staff. (3)
30. Pay to entice more staff and benefits to ensure insurance aligns with occupational hazards. (2)
31. Seamless connection to the LEPC. (2)
32. HazMat/confined space certified. (2)
33. Qualified EMS/EMTs. Emergency medical training and procedures to mitigate life-threatening issues. (2)
34. Compassion, dedication. (2)
35. Bilingual staff. (2)
36. Mentorship for succession. (1)
37. Strong internal structure without turnover and the ability to attract the best talent. High school recruitment/cadets. (1)



Community Stakeholders Work Session





Areas of Community Concern

The planning process would be incomplete without expression from the community stakeholders 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, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

Areas of Community Concern about the Charlotte Fire Department (verbatim, in priority order)

1. Visibility in the community. Community engagement. Lack of presence in the community during non-emergency. Lack of communication to the public addressing our expectations. We only hear from you in a crisis. We need more community involvement other than appearances at festivals or community events. (39)
2. Cultivating and maintaining a culture of diversity and inclusion within the CFD. Diversity of the department. Not enough diversity. Diversity training. (28)
3. Providing competitive wages and benefits to firefighters, administrators, and staff. Compensation for firefighters/salaries. Budget at city council will prevent a living wage for first responders. I am concerned about the benefits provided by the city for firefighters. (24)
4. Safety signals change timely to allow emergency staff through traffic. Ability to safely navigate traffic. Ability to react to emergencies in traffic that in many instances ignore sirens. (18)
5. Recruitment/replenishment of the workforce. Recruiting, training, and retaining a diverse and inclusive workforce of firefighters. Lack of intentional targeting of scholars in the pipeline to be trained rescuers. (16)
6. Concern for the safety of the department - are they well-trained for the situation at hand? Safety as first responders. Quality of life and self-care. I'm concerned about the mental health of staff. (15)





7. I am concerned about the level of care provided to untrained and uncommitted (professional) so-called, fire department professionals. Lack of widespread knowledge on how to work with older adults with dementia during an emergency. Lack of training on dealing with someone who is mentally challenged. (15)
8. I am not aware of education/fire safety programs at the college level. There are many apartments added to Charlotte housing - what education programs are in place? More education programs at the community level about fire alarms, CPR, carbon monoxide. (12)
9. Lack of planning for a city that increases by 90 residents/per day on average. Proper allocation of resources for emergency response planning. All-hazards mitigation planning - have enough resources been allocated? (11)
10. Amount of time it takes the department to get to an actual emergency. (9)
11. Aging infrastructure/equipment. Upkeep of equipment. (9)
12. I am concerned about the continued racial-relation tensions that exist in CFD and reported in the media. Understanding race relations and being aware of bias. (9)
13. Limited staffing. Not enough staffing for a city this size. (9)
14. Expectations placed on those performing other duties seems excessive. Too many responsibilities. (8)
15. Inspections to ensure vehicles/trucks are safe for them to ride in. (5)
16. Knowing correct utility company to contact when needed. (5)
17. Overzealous inspectors (potentially) - different interpretations of codes. (5)
18. How do we contact our local fire station outside of 911? (5)
19. Seems like a lack of cooperation/coordination with the police. (5)
20. Not enough resources. (5)
21. Center city rapid growth/high density of the city will make for a more challenging environment. (5)
22. Being aware of the surroundings that they may face - the logistics of a site, chemicals that may be on that site. (5)
23. Technology. (5)
24. Do they know where they are going to serve 911 calls? (5)
25. Lack of bilingual staff. (5)
26. The professional image that the CFD once had has decreased, i.e., the look - dress, tattoos, hair, etc. (5)





27. Community to know if there is a problem in their area. (4)
28. Building codes have moved away from concrete/steel to stick-built apartment complexes, placing more demand on CFD. (4)
29. Politics. (4)
30. The CFD does not seem to be educating their public leaders with their needs, with concrete reasons for their needs. CFD seems to have to compete with other City of Charlotte departments. (4)
31. Costs to maintain stations, trucks, and equipment seems to be rising. (3)
32. Power outage and lines down; and when on private property, make safe until property person makes repairs. (3)
33. Would like to see more volunteer opportunities. (3)
34. Public/elected officials understanding of responsibilities. (3)
35. The department's kindness and compassion for the people they are helping. (3)
36. Media messaging. (3)
37. The physical is too hard for a lot of recruits. (3)
38. Could this fire department handle the size of a California forest fire if it every happened one day? (3)
39. The CFD puts too much weight on diversity - are they truly picking the best for employment and promotions? (3)
40. Collect medical information data correct. (2)
41. Medic coverage - good and bad. (2)
42. Intervention in local matters from state authorities. (2)
43. Firefighters' organizations - black versus white. (1)
44. City's response to terror attack or civil unrest. (1)
45. Lack of stations that serve over 800,000 residents over 300 square miles. (1)





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 Charlotte Fire Department (verbatim, in no particular order)

- Totaled my car about a year ago, I wasn't hurt. However, the first department on the scene was very kind and caring to me.
- Had to call 911 for possible emergency at my house and the gentlemen who responded took the time to listen to me and my concerns – they gave great advice. Thankfully all was well.
- All persons I have met have been very polite and know their job.
- Response to call is timely despite a growing urban city,
- Investment in infrastructure, equipment, and well-trained workforce.
- Commitment to be one of the leading first responder organizations in the US.
- Great to see new leadership.
- Sensitivity to bring community in to share in strategic planning.
- There is NO negative publicity.
- Foster partnerships.
- Accessibility.
- Expertise (variety of areas).
- Professionalism.
- Reputation across the state.
- Fire response is excellent.
- Technical capabilities such as HazMat, rescue, etc.
- Everyone seems willing to help.
- A positive strength is that the fire department is open to hearing from the community about their concerns.
- Chief Brim regularly engages with students in schools and at community events/programs. He teaches those assigned to him to do the same and we are grateful for his efforts and he is to be commended for his work.





- Overall, good people and reasonable to work with.
- Community-focused.
- Emergency management during non-fire emergencies.
- Dedicated to their profession.
- Organizational structure – roles.
- Stations are close to all the communities.
- Make emergency safe in a timely manner.
- Assist other departments and utilities.
- Contact media when needed.
- Respond to different types of emergencies.
- Willingness to respond to all age groups.
- Offers assistance to help community from fire alarm installations to rescues.
- A variety of educational programs for schools K-12.
- Offers education at many community events – National Night Out, etc.
- Great programs connecting high schools and college students to the academy early! Everyone isn't meant for college.
- They're responsive to residents in service area.
- Good response time. fire captains know process at my facility.
- Fire department willingness to meet regularly with our site.
- The thoroughness displayed during event.
- Response times at three minutes or under.
- Equipped for all types of scenarios.
- Quickness in assessing the situation and responding.
- Kindness and approachability.
- I respect the level of selflessness it takes for this job.
- EMS/CPR certified.
- Skilled trained staff.
- EMT trained.
- Customer service.
- Response times.
- Always willing to help.





- Approachable.
- Diverse.
- Properly equipped.
- Response to calls.
- Equipment.
- Community involvement.
- Accessibility.
- Staff.
- Shift in culture and improved promotional opportunity.
- Response time to emergencies.
- Communication within the community/inter-action.
- Collaboration with other municipal entities.
- Curriculum/presence in schools.
- Apparent distribution of services to meet community needs.,
- Open community involvement planning.
- Generally, responds to invites for public events.
- Courteous first responders.
- Strong civic engagement opportunities, i.e., engaged in Charlotte civic leadership and fire academy.
- Good reputation overall in the community.
- Employees outside of work are proud to work for the department and talk about great benefits.
- Good use of social media.
- Community engagement – great job!
- Fire citizen academy.
- Community relationships/great!
- Their timing is good even in bad weather.
- They have great patience.
- FFs don't know much far as community, but they know what it takes to be safe.
- They will come out to community events.
- I never met an angry firefighter.
- They are always the first to arrive on any emergency scene.
- They are always prepared to take on any issue be it medical or fire.





- The sirens always give off a sigh of relief because we know the “cavalry is on the way”.
- This is a great organization whose purpose and need will never go away.
- Fire prevention.
- Response times.
- Clean fire trucks.
- Long Creek Fire Department was very responsive and helpful when my family needed an inspection to certify as foster family.
- Every experience with Long Creek has left us feeling safer and more secure.
- CFD availability.
- Too many to list - very professional and always willing to help the community.
- Great response times – averages, positive.
- CPR save rate.
- Fire prevention programs – very effective.
- Property loss during a fire event is very low.,
- Excellent community relations and service education.
- Professional and caring.
- Trusted.
- Well trained.
- Staff and leadership.
- Equipment.
- Facilities (especially the training buildings).
- Recent community engagement.
- Incredibly quick response to emergency situations.
- Always displays genuine concern for the safety of the public.
- Extremely cautious when maneuvering through traffic congestion in route to emergencies.
- Notably, always ready to risk their lives for the safety of the public.





Other Thoughts and Comments

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

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

- Go into the schools and work with children education them on fire safety.
- Do the same with adults (elderly).
- Does the department offer fire inspections to individual homes? That would be great, if so, how does the public know.
- Quit putting in-house problems out to the public. Firing employees is not an open problem unless there is a lawsuit.
- Need to be sure more stations are built and staffed as the city grows.
- Overall, it seems that this is a very well-functioning department. Would like to see more community involvement.
- Community stakeholders' meetings – try holding the meetings in the evening so that more community citizens can attend.
- I would love to continue partnering with CFD to help expand their community engagement efforts.
- My interactions with CFD have been positive over the years.
- Meet and greet.
- Polite and friendly.
- Thanks for your excellent support and services.
- Need to do a better job of marketing the vast programs available through CFD, many are not aware.
- Not enough time in completing the exercise.
- I know the police department has had the Police Athletic League. Does the fire department have something similar? How often do you all hire? Do you provide cultural diversity training? It is my understanding the fire department is responsible for elevator evaluation, there needs to be better job in checking into them being up to par.
- Overall, CFD is doing a great and wonderful thing. They administer emergency health services upon arrival and are true first responders. I worry about the wonderful men and women every day as they are the band-aid to the community.





- I believe all of our city departments are unprepared and lack vision to address our rapid growth. There is tunnel vision and creation of silos. All city departments should meet collectively at some interval to address most egregious issues because they are all related.
- Is there an ongoing stakeholder committee that can be formed to ensure the strategic plan is held to account? This would be positive for the community and the department.
- Utilizing alumni/graduates of fire academy for events /training /galas/outreach.
- Keep growing and saving lives.
- I'm not certain how the areas which are not inside Charlotte-proper are handled (if it is similar to CMPD); but I often wonder about why Long Creek trucks are white, and the others are red. Are these volunteers; are they paid? I hope we are paying these folks.
- Black folks and white folks were represented today; however, I don't know if I saw folks who weren't white or black. We should include those groups too in the future.
- I have never had a fire emergency situation, but I sincerely appreciate the service to our community.



Community Stakeholders Work Session





Appendix 2

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. 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 department stakeholders identified the department's strengths as follows:

Strengths of the Charlotte Fire Department	
Service to community	Response time
Training academy – lots of programs, size, dedicated staff	Range of services – special ops, ARFF, HazMat, dive, USAR, HART, MOC
Customer service	R&D – we are doing it
Quality equipment	Four-person companies
Some facilities – fire stations	Technology – reporting system, accountability system
Recruit training – academy, curriculum	Participation opportunities
Recruitment – quantity and quality of applicants	Retention
Communications center – CFD	Stable retirements
Education incentive	Community support – they love us!!
Prevention accountability – specialty teams	Equal pay plan – non-biased (operations)
Size of operations division	Custom apparatus
Schedule	Arson clearance rate
Leadership open to change	100% inspection rate
Light-duty opportunities	In-house emergency management
100% of CMS 3rd grade	Statewide impact – USAR, SWRT, IMT, HART, Dive
Internal IT	Program service delivery
Taking steps to improve diversity	Younger workforce
Annexation ability to grow services	Focused CPR – high save rate
Firefighter health and safety – peer support	





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 department stakeholders as weaknesses:

Weaknesses of the Charlotte Fire Department	
Training – model, facilities, accountability, staffing, limited resources	Diversity/inclusion – lack of recruitment, rank, throughout
Current QA/QI	Inconsistent enforcement of policies
Lack of succession plan	R&D – are we improving quality of service?
Healthcare benefits	Retirement system – unfunded liability
Never say “no” – operations	Not enough ladder companies
Department size – hinders communication and personal relationships	Communication – rumor mill vs. facts, between divisions
Disconnect with retirees	EMS response model and relationship
No recruitment division – two people	No EMS division – one person
We only offer BLS services	Lack of transparency
Failure to address and reconcile past personnel issues	Inconsistent reporting
Reliance on technology – maps, pre-plans, communications	Divisions have adopted silo approach to organizational challenges
Lack of awareness of the contributions of other divisions	Diminishing empowerment/authority of mid-officer ranks
Data collection doesn’t provide valuable data for outputs – especially accountability and staffing	Failure to mine and utilize existing employee talent pool
Lack of institutional knowledge	Pay
Retirement and retention – including support divisions	Mental health – sleep deprivation, PTSD, addiction, etc.
Little opportunities for civilian advancement	FIT response plan – do they need to respond?
Inability for broadband to negotiate pay	Health and safety buy-in – top down
Non-sworn civilians feel as less than	Lack of servant heart to CFD
Issue-focused management approach	Length of recruit training – too long
Overdependence on formal education, under dependence on experience – not honoring both equally	Lack of support staff – administration, life safety, operations, aides, etc.





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 department stakeholders identified the following potential opportunities:

Opportunities for the Charlotte Fire Department	
Corporate partnerships to create organizational and business efficiencies	Improve mutual aid assistance with neighboring departments
Work with developers for new facilities and training	Make stations a part of the communities
More community engagement – civic groups, community groups	Ongoing community assessment with current citizen group
Market ourselves to build better relationships with county and to educate county residents about our services	Recruit a broader demographic in and outside of North Carolina
Partnerships/information sharing with other metro fire departments	Market ourselves within the city about our programs
Capitalization of city growth via special taxes i.e., hospitality, hotels	Health and safety division with universities, hospitals, etc.
Becoming our own certifying agency	External training
Grant funding – state, federal	City and department are growing – new stations
Generational opportunities and change of culture	Technological advances
Social media as opportunity to reach the community	Lateralization – operations transfer to support
Internal/external governmental resources	Expand ARRF opportunities and build facilities
Absorb county departments	Adding EMS transport
Raise level of paramedic – ALS	Utilization of drones
Add CIT to assist with mental health issues on calls	Greater public education opportunities
FEMA/UASI funding – obtaining it	In-house medical services
Department-provided physician	Expanded behavioral health program





Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the department stakeholders were as follows:

Potential Threats to the Charlotte Fire Department	
Weather events impacting call volume and response	Growing population – planning
Media bias	Economic downturn/recession
Lack of city council buy-in	Unfunded mandates
Significant events	Outside agencies impact on operations
Recruitment and retention	Acts of violence
Building codes – lack of local updates	Changes in construction
Traffic	Expectations vs. reality
EPA/government agencies – live burn restrictions, operational restrictions	Social media – public image, videos, live feeds, send guessing
Changes in / keeping up with suppression methods	Changes in the retirement system
Generational gaps – challenges that occur with understanding differences and life experiences	No control over other public safety – medic, CMPD, MCSO, county fire, response times, no response, etc.
Litigious society	Technology – robots, AI, drones
Political climate	Terrorism
City tax rate not consistent with city our size	Department/city budget
Loss of grant funding – UASI	Cyber-terrorism
Neighborhood designs	Civil unrest
911 funding – secondary PSAP	Disgruntled former employees
Government corruption and funding impacts – local, state, federal	Allowing state and federal entities to dictate staffing choices





Appendix 3

The following information is the raw data comprised of the deliberation of the three workgroups. The information in each table is linked to a strategic initiative that the overall group, by consensus, determined was something that the department should pursue for change and continuous improvement.

Critical and Service Gap Issues Identified by the Department Stakeholders

Initiative Link	Group 1	Group 2	Group 3
Training	Organizational Span of Control <ul style="list-style-type: none"> ○ (De)centralization of IT, HR ○ Delivery agency – CFD, CPCC ○ Saving vs. return ○ Political influence 	Training <ul style="list-style-type: none"> ○ Model – hours for delivery, hours required, logistics ○ Facilities ○ Resource allocations ○ Staffing ○ Relationships – developers, neighborhood development, demo companies ○ Utilization of innovation ○ R&D Quantity over quality - craftsmanship	Training <ul style="list-style-type: none"> ○ Outside organizations dictate training – CPCC, ISO, state ○ Facility upkeep and upgrades – more locations ○ Training model ○ Lack of staff – no EMS division ○ Succession ○ Over-saturation and maintenance of certifications ○ Tapping internal resources with special skills who want to teach – don’t know how or can’t gain access ○ Impact on training company and move-up company

Initiative Link	Group 1	Group 2	Group 3
Health and Wellness	Health <ul style="list-style-type: none"> ○ Mental/Emotional <ul style="list-style-type: none"> ▪ Staffing ▪ Workload ▪ Peer support – CISD ▪ Administrative support ▪ Confidence in the system ▪ Access to services ○ Physical <ul style="list-style-type: none"> ▪ Staffing ▪ Workload ▪ Peer support – CISD ▪ Administrative support ▪ Confidence in the system ▪ Access to services 	N/A	Health and Wellness <ul style="list-style-type: none"> ○ City doctor not specialized ○ Extended time off truck ○ Risk management ○ Emergency room cost ○ Lack of internal facility and medical staff ○ Training at the academy – sports medicine (prevention) for sustainability ○ Reporting ○ Tracking





Initiative Link	Group 1	Group 2	Group 3
Recruitment/ Retention	N/A	Recruitment/Retention <ul style="list-style-type: none"> ○ Properly staff the Recruitment Division ○ Better demographic targeting ○ Data mining ○ Lack of budget 	Diversity <ul style="list-style-type: none"> ○ Perception ○ Recruiting ○ Lack of knowledge/training ○ History/culture ○ Testing process ○ Representation versus quality

Initiative Link	Group 1	Group 2	Group 3
Internal Communication	Internal Communication <ul style="list-style-type: none"> ○ Lack of succession planning ○ Diversity/inclusion ○ Rumor mill ○ Issue-focused management approach ○ Lack of awareness ○ Lack of institutional knowledge ○ Top-down, side-to-side – different divisions ○ Public ○ Consistency ○ Communicating effectively different channels ○ Overload 	N/A	N/A

Initiative Link	Group 1	Group 2	Group 3
Technology	Technology <ul style="list-style-type: none"> ○ Access ○ Training ○ Funding ○ Research – selection/needs ○ Maintenance – support ○ Equipment – computers, trucks, stations, gear 	QA/QI <ul style="list-style-type: none"> ○ Staffing ○ Lack of budget ○ R&D ○ Inadequate reporting technology 	N/A

Initiative Link	Group 1	Group 2	Group 3
Staffing	N/A	Staffing <ul style="list-style-type: none"> ○ Overtime ○ Maintain operations minimum staffing ○ Unit over-utilization ○ Lack of support staff ○ Lack of upward movement in support divisions 	N/A





Initiative Link	Group 1	Group 2	Group 3
Community Engagement	N/A	N/A	Community <ul style="list-style-type: none"> ○ Scheduling/time ○ Seclusion ○ Loss of community service projects ○ Loss of connection to the community partnerships ○ Still-alarm partnerships ○ Ride along program ○ PR education – social media ○ Communication within CFD

Initiative Link	Group 1	Group 2	Group 3
Professional Development and Accountability	Leadership <ul style="list-style-type: none"> ○ Principle-based ○ Ethics ○ Behaviors ○ Experiences – formal, informal ○ Communication ○ Lack of opportunity ○ Respect – all directions ○ Competency ○ Ownership/accountability Lack of Succession Planning <ul style="list-style-type: none"> ○ Cross-training/awareness between different divisions ○ Issue-focused management approach ○ Identify and encourage talent ○ Lack of mentors ○ Lack of a formal succession plan ○ People guarding knowledge/information – feel threatened 	Management <ul style="list-style-type: none"> ○ Inconsistent policy enforcement ○ Lack of transparency ○ Rumors vs. facts ○ Issue-focused management ○ Silos 	N/A





The following information is the raw data comprised from the deliberation of the three workgroups. The information in each table is not linked directly to a strategic initiative but remains important. The department is best served to understand and embrace this other information as it moves forward for deliberative purposes and consideration of support of the strategic initiatives.

Critical and Service Gap Issues Identified by the Department Stakeholders

Topic	Group 1	Group 2	Group 3
Budget	N/A	Budget Process <ul style="list-style-type: none"> ○ No input ○ Lack of understanding ○ Lack of external buy-in ○ Lack of accountability ○ Difficult to sustain sound strategic financial planning 	Budget <ul style="list-style-type: none"> ○ Demands of training – facility, number of trainees ○ Apparatus ○ Stations ○ Building new, upkeep ○ Creating unapproved positions, taking away from staff model ○ Tax cut ○ Inventory management – supplies ○ Health and wellness – not following WFI ○ Cost of RNC and special even cost not reflected in CFD budget ○ Personnel costs ○ Retention in alarm ○ Support vehicles

Topic	Group 1	Group 2	Group 3
Facilities / Equipment	Facilities / Equipment <ul style="list-style-type: none"> ○ Not enough ladder companies ○ Equipment deficiency and inefficiencies ○ Station maintenance plan ○ Over-utilization ○ In service / out-of-service 	N/A	N/A

