



# MADISON FIRE & RESCUE



## 2014 - 2019 STRATEGIC PLAN



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# Introduction

Madison Fire & Rescue (herein also referred to as “MF&R” or “agency”) provides fire suppression, emergency ALS medical services, rescue – basic and technical, hazardous materials response, fire prevention, public fire/EMS safety education and domestic preparedness planning and response to those within the approximately 29 square miles of Madison, Alabama. The MF&R 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 agency's path into the future via a “Community-Driven Strategic Plan.” The following strategic plan was written in accordance with the guidelines set forth in the CFAI *Fire & Emergency Service Self-Assessment Manual* 8<sup>th</sup> Ed., and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the Community–Driven Strategic Planning process to go beyond just the development of a document. It challenged the membership of the MF&R to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the “team.” Furthermore, it provided the membership with an opportunity to participate in the development of their organization’s long-term direction and focus. Members of the agency’s external and internal stakeholders’ groups performed an outstanding job in committing to this important project and remain committed to the document’s completion.

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



**MADISON FIRE & RESCUE STRATEGIC PLAN**  
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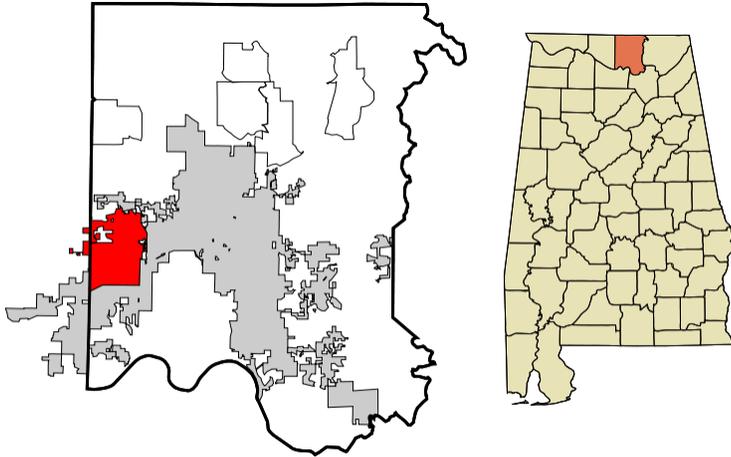
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## Organizational Background



The City of Madison was incorporated in 1869 and is located in Madison and Limestone Counties, in northern Alabama. Firefighting services were provided by volunteers utilizing bucket brigades and surplus military trucks, from 1869 through the 1940's. In 1948, Mayor Walton Hughes purchased the first official fire truck and the Madison Fire Department evolved through city planning, water

systems, and volunteer firefighters from 1948 through 1968. Madison Fire Department was incorporated in 1962. The first fire station was constructed on Sullivan Street just north of Palmer Road. In 1969 the City of Madison hired its first full-time career firefighter, Fire Chief Charles Wallace, who joined the department as a volunteer in 1964. Under Chief Wallace's direction, the department merged into a combination career/volunteer agency in 1975. The Madison Fire Department became the first responder to all medical calls in 1976 and continues to be the leading authority on all calls for service within the City of Madison. In 1987, station 2 was designed and built on Hughes Road just south of Highway 72. Station 1 was moved into a new building located at the corner of Mill Road and Hughes Road in 1996 which provided more space for the growing fire department. Chief Wallace retired in 1999 after 30 years of full-time service plus 5 years of service as a volunteer. The City of Madison hired Ralph Cobb as the new fire chief in 2000. Chief Cobb continues to lead the Madison Fire & Rescue and, under his leadership, fire station 3 was designed and built on County Line Road just south of Highway 72 in 2003. In 2012, fire station 2 was relocated approximately one quarter of a mile to the south. Today, the Madison Fire & Rescue consists of seven administrative personnel and 63 shift personnel whom respond to over 3,000 calls for service annually.



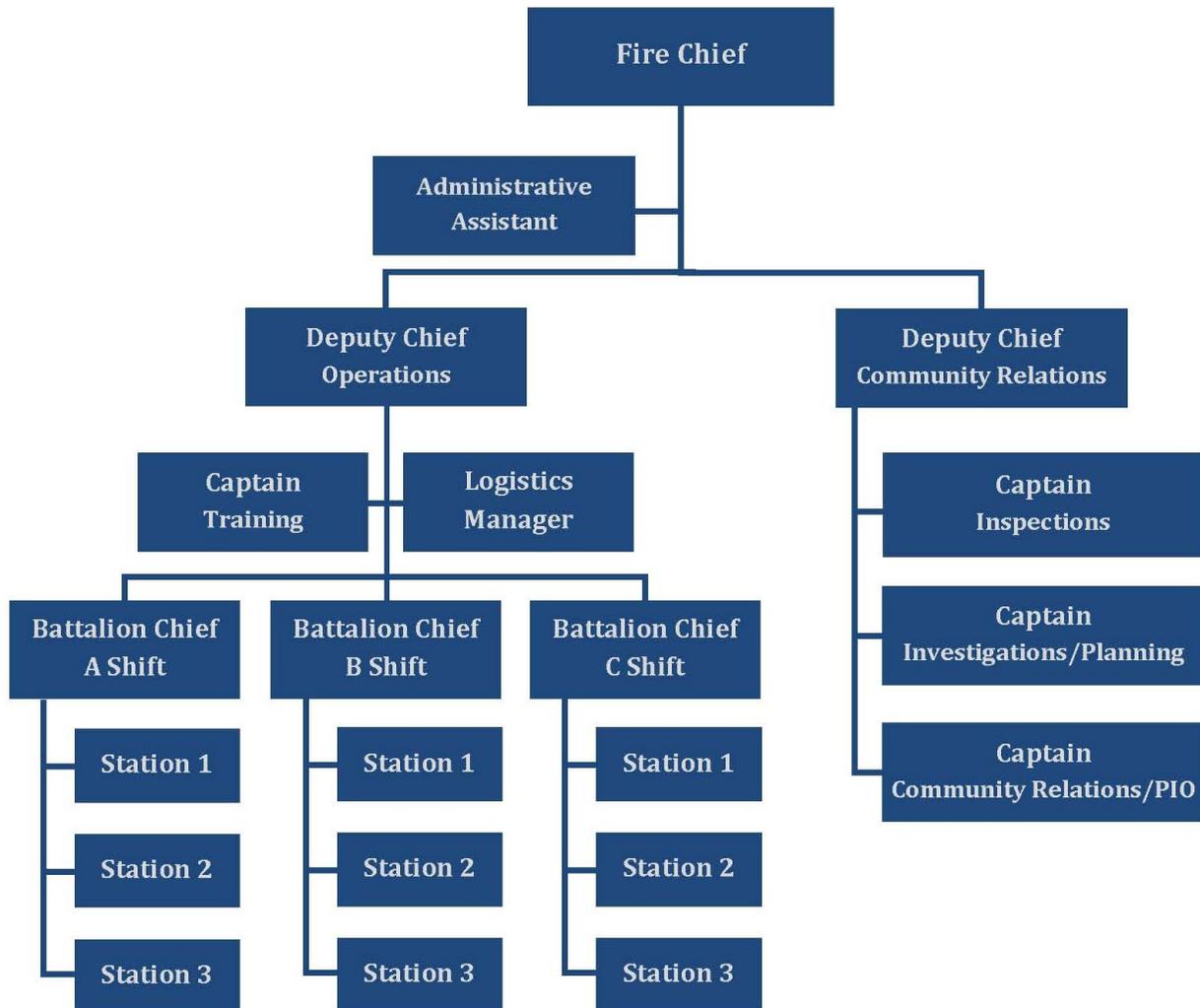
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## Organizational Structure



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## Definition of a Community-Driven Strategic Plan

The fire service has entered into a very competitive and challenging evolutionary cycle. Public demands continue to increase, while funding for additional resources continue to shrink. These trends place increased pressure on the modern fire service administration, policymakers, and staff to develop ways to be more effective and more efficient. Often times, the public expects the fire service to enhance services with fewer resources. MF&R is committed to work more efficiently with available resources, while constantly reviewing programs that will best serve the community.

A Community-Driven Strategic Planning process was used to develop this strategic plan to ensure that community needs were incorporated. Businesses employ this type of process to identify market trends, allowing the service provider to focus resources while reducing risk and wasted effort.

### What is a Strategic Plan?

It is a living management tool that:

- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes use of resources

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

Peter F. Drucker,  
Professor of Social Science  
and Management

*Effective* strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. The planning process should be flexible and dynamic, with new information from community members, like-providers, and life changes which are constantly factored in the plan.

Community-Driven Strategic Planning creates a platform for a wide range of beginnings. The approach comes to life by being shared, debated, and implemented in the context of organizational realities.

Successful organizations, from government agencies to Fortune 500 companies, have recognized that attaining community focus is essential. Aware of this necessity, public safety agencies must strategically plan on how they will deliver high-quality products and services to the public through better, more efficient, and less expensive programs.



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Once their strategic goals are established, agency leaders must establish performance measures, for which they are fully accountable, to assess and ensure that their departments and agencies are, indeed, delivering on the promises made in their strategic plans. Goodstein, Nolan, & Pfeiffer define strategic planning as

*a continuous and systematic process*

*where the guiding members of an organization make decisions about its future,*

*develop the necessary procedures and operations to achieve that future, and*

*determine how success is to be measured.*<sup>1</sup>

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

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

Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

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



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## Where Does the Community Fit into the Strategic Planning Process?

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A "community-driven organization" is defined as one that

*maintains a focus on the needs and expectations, both spoken and unspoken,  
of customers, both present and future,  
in the creation and/or improvement of the product or service provided.<sup>2</sup>*

Again, it will be useful to use the U.S. Federal Consortium Benchmarking Study Team's definitions of the specific terms used in the above definition:

- **focus** means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;
- **needs and expectations** means that customers' preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization;
- **spoken and unspoken** means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently "about" customers and their preferences, standards, and industry will be used as input to the organizational planning; and
- **present and future** recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.

## Performance Assessment

Implied within every stage of the planning process is the ability to determine progress made toward the goals or targets set. This assessment ability is a monitoring function that simply tracks activities. It may be as simple as a "To Do List," or as complicated as a plan of action with milestones and performance measures. Also implied within the planning process is the ability to measure effectiveness of the actions taken in the conduct of the organization's business.

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<sup>2</sup> Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*



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## The Community-Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

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



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## Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges Madison Fire & Rescue’s external and internal stakeholders for their participation and input into the Community-Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Ralph Cobb for his leadership and commitment to this process. Development of the MF&R’s strategic plan took place in September 2014, during which time representatives from the CPSE and the MF&R held an open meeting where members of the public, or external stakeholders, were invited. Input received from the meeting revolved around community expectations, concerns, and other comments about the department. The department and the CPSE express a special ‘thank you’ to community members who contributed to the creation of this strategic plan, as it was truly a team effort. Those present at this meeting were as follows:

**Table 1: Madison Fire & Rescue’s External Stakeholders**

<i>Steve Abbott</i>	<i>Kory Alfred</i>	<i>John Allen</i>	<i>Glenn Bowers</i>
<i>Len Bullington</i>	<i>Curt Butler</i>	<i>Howard Camp</i>	<i>Jan Camp</i>
<i>Amy Caple</i>	<i>David Cherry</i>	<i>Ken Clark</i>	<i>Nansi Clark</i>
<i>Ed Collins</i>	<i>Bonnie Davis</i>	<i>Matt Davis</i>	<i>Emory DeBord</i>
<i>Ann Delaney</i>	<i>John Evers</i>	<i>Joe Forrest</i>	<i>R. E. Gaines</i>
<i>Mike Gentle</i>	<i>Mark Gessner</i>	<i>Sharon Gilbreath-Heard</i>	<i>Christopher Goins</i>
<i>Steve Haraway</i>	<i>Adam Harmon</i>	<i>Charles Hayden</i>	<i>Marla Hayden</i>
<i>Nick Hiros</i>	<i>Jeff Hoff</i>	<i>Bill Holtzclaw</i>	<i>Paul Hurst</i>
<i>Lisa Jackson</i>	<i>Jerry Jennings</i>	<i>Amanda Kay</i>	<i>Carl Klouck</i>
<i>Tom Lemieux</i>	<i>Neisha Magonigal</i>	<i>David McCarley</i>	<i>David McComb</i>
<i>Shelia McFadden</i>	<i>Michael Melton</i>	<i>Kyle Mumaw</i>	<i>Larry Muncey</i>
<i>Debbie Overcash</i>	<i>Clark Owen</i>	<i>Rodney Pennywell</i>	<i>Cary Pool</i>
<i>Mike Potter</i>	<i>Kim Rudd</i>	<i>Myrta Ruiz</i>	<i>Rhodes Russler</i>
<i>Renee Ryan</i>	<i>Don Sadler</i>	<i>Phil Schmidt</i>	<i>Marsau Scott</i>
<i>Nick Sellers</i>	<i>Jerry Slaughter</i>	<i>Sarah Sledge</i>	<i>Kim Slifka</i>
<i>Sparky Smith</i>	<i>Marie Socha</i>	<i>Steven Speegle</i>	<i>Amy Bell Sturdivant</i>
<i>Mike Switzer</i>	<i>James Taylor</i>	<i>Taron Thorpe</i>	<i>Arthur Werkheiser</i>
<i>Devinti Williams</i>		<i>Mary Lynne Wright</i>	



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## Community Group Findings

A key element of the MF&R’s organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Therefore, the department asked representatives from their community to participate in a meeting, which would focus on their needs and expectations of the department. Discussion centered on the present service programs provided, and on priorities for the future.

## Community Priorities

In order to dedicate time, energy, and resources on services most desired by its community, the MF&R needs to understand what the customers consider to be their priorities. The external stakeholders were asked to prioritize the programs offered by the agency through a process of direct comparison.

**Table 2: Community Service Program Priorities of Madison Fire & Rescue**

PROGRAMS	RANKING	SCORE
Emergency Medical Services	1	340
Rescue – Basic and Technical	2	334
Fire Suppression	3	328
Fire Prevention	4	181
Domestic Preparedness Planning and Response	5	174
Hazardous Materials Mitigation	6	170
Public Fire/EMS Safety Education	7	121
Fire Investigation	8	116



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## Community Expectations

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

**Table 3: Community Expectations of Madison Fire & Rescue  
(Verbatim, in priority order)**

1. Speed of service - getting to and stopping fires. To respond to fires, rescue, or other situations in a timely manner.
2. Want MFD to be trained, flexible and responsible. As more industry/ manufacturing comes to the Madison area, be able/trained to handle more complex fire/rescue.
3. Continue educating the community - especially schools. Educate the public on common occupational/household hazards.
4. Want MFD to be visible within the community. Expect interaction with the community to look for ways to provide better service. Support community events.
5. Expect the department to have adequate equipment and supplies. Having/maintaining modern/up-to-date equipment to meet the diversified community's need with rapid response.
6. Inspections of existing structures and new to ensure safety standards are met or exceeded. Expect the department to conduct inspections of all group assembly areas, schools, etc. for fire safety violations.
7. Protection of life about all else. Saving life (FEMA priority also).
8. Communicate with the public.
9. Efficient in managing resources. Be good stewards of the funding provided to the department to provide the appropriate services that the community needs.
10. Maintain staffing levels to best serve the needs of the community. Increase minimum manning due to small size of the department.
11. Improve domestic preparedness! Fire stations should be resourced to assist the community.
12. Set standards for use in private and public facilities for all safety. Work closely with the community and government body to establish and enforce solid fire codes.
13. ISO fire protection rating (reduce). Meet standards to keep a good ISO rating for the community.
14. The protection of life and property.
15. Accountability - to the city and to their stakeholders. Be answerable to the stakeholders - public.



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- 16. Professionalism - as it relates to personnel management.
- 17. Qualified personnel.
- 18. Efficient fire suppression delivery.
- 19. Education of youth of not only danger areas, but what to do if in a dangerous situation.
- 20. We, the citizens, want to live in a safe city. This means low incidents of fire, accidents, chemical spills, etc.
- 21. Provide ample fire suppression services in such a manner that minimizes damage to property.
- 22. Respond to any fire/disaster in our community.
- 23. I expect that the FD, Police and ambulance crews can communicate with each other by radio.
- 24. Be prepared, willing, and resourced to assist other communities, nationwide in times of crisis.
- 25. To keep Madison as safe as it can be.
- 26. Technical rescue - in Madison only.
- 27. Disaster containment. After threat is assessed, cordon area and mitigate the problem(s).
- 28. Good coverage geographically and personnel (varied skills) distribution at each station.
- 29. Relevant codes, SOPs.
- 30. Maintain a consistent force with livable wages.
- 31. Willingness to grow with the community in ideas, size and services.
- 32. Financial support should be top priority for Madison.
- 33. Constantly prepare for all aspects of fire, rescue, prevention and safety.
- 34. Concerned and thoughtful customer service to individuals during the drastic circumstances requiring the use of MFR services.
- 35. To not become a victim of the incident to which you are responding.
- 36. Helping to keep our home insurance rates as low as possible.
- 37. Hazardous materials mitigation - very important to our area.
- 38. Outreach to school-ages.
- 39. Flexibility and autonomy for situational responses.
- 40. Properly disburse equipment around the city.



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- 41. I see a smaller rescue vehicle in use. Traffic congestion causes issues in helping the injured.
- 42. I expect any FD employee to be able to perform basic lifesaving skills when not on the clock.
- 43. The fire team should perform annual flow testing and fire hydrant maintenance with the older and/or historic neighborhoods with the city. Some of these neighborhoods' hydrants have not been inspected or tested for years.
- 44. Enhancement to public safety.
- 45. Organized response - everyone knowing where to be and what to be doing. Working as a team.
- 46. To utilize any and all new technology that aids in response time and fire management.
- 47. Great with kids - whether in an emergency situation or in a training environment, make them feel safe.
- 48. Be proactive in terms of planning and preparation.
- 49. Public perception of the department.
- 50. Emergency medical services - may want to go all in or all out?
- 51. Collaborate with surrounding resources to eliminate duplication.
- 52. To continue helping the community be prepared to handle different types of disasters.
- 53. Growth with the city.
- 54. Confidence that they will respond when needed.
- 55. Coordination with surrounding communities (Madison County, Limestone County, Huntsville) for mutual aid - including volunteer effort (volunteer fire department).
- 56. Water supply throughout the community so tankers are not needed.
- 57. Community leaders.
- 58. Provide assistance to other city departments when available (i.e. use of ladder truck to replace ball field lights).
- 59. Be respectful to those in need.
- 60. With the arsenal within 10 miles, anything can happen catastrophically. Consider all possibilities with emergency response.
- 61. When I call, someone answers - responsiveness. Community response metric, measure it, communicate it to stakeholders.
- 62. Future planning.
- 63. Expect the department to constantly receive new personnel and train them.



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64. Provide equal coverage to all residents of Madison.

65. Enthusiastic.

66. Knowledgeable.

67. Provide plans for storm safety to parks in the community.

68. To work in unity together as a department regardless of gender, race and other social factors.



**Picture 1 External Stakeholder Work Session**



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## Areas of Community Concern

The Community-Driven Strategic Planning Process would be incomplete without an expression from the community regarding concerns about the department. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information or incorrect information.

**Table 4: Areas of Community Concern about Madison Fire & Rescue  
(Verbatim, in no particular order)**

• Are there disaster mitigation plans?
• Does the fire department have the funding required to get the job done?
• Does Madison Fire get situation awareness from the surrounding areas and Redstone?
• Needs to be more efficient with time, money, and people.
• Need funding for equipment/stations to keep up pace of growth, both residential and commercial.
• Consider Station 3 on County Line Road, moving location south, long term, to be more centrally located to service area.
• Plan for multi-story growth along Madison Blvd/I-565 corridor and south.
• Supporting western growth.
• Supporting Town Madison growth.
• Cost of fire department and living within our budget.
• Does the fire department have the funding it needs to fulfill its missions?
• Safe travel – traffic concerns to neighborhoods.
• Recruitment – keeping and training a solid team.
• Relevant strategies – updating best practices to reflect changing society.
• Growth – as Madison expands, continue to grow and develop plan.
• Community knowledge (key area you serve).
• Concerning the “First Alert” devices, would like to see a way for responders to access a “victim,” other than having to “break in” a locked home/apartment. Some form of external “lock box” with the code available by subscription.
• There seems to be some friction between Madison Fire & Rescue and the ambulance company, HEMSI. Not sure what it all entails.
• From what I can see, we have the right amount of equipment and staff...I’m not sure what the department thinks about that.



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- Wages below standards of a healthy lifestyle.
- Preventative posture for education of residents – fire safety.
- Equipment density for fire safety/public safety training.
- Basic language training to help bridge the gap and provide better, more accurate responses to the multinational community they serve.
- Does MFD have funding for growth and expansion of our growing population?
- Do they have better than adequate manpower?
- Do they have the facilities needed for growth, training?
- Do they have the support of city government – monetary as well as mental?
- Replacement of aging equipment.
- Limited coverage for eastern side of protection area.
- Based on my experience, I really have no direct concerns.
- Important = morale, pay.
- In the age of cell phones, I am concerned that all 911 calls can be “located.”
- Correct amount of stations.
- Proper equipment to serve the public.
- Proper staffing.
- The local fire team seems to provide an acceptable service. However, the response time can always be improved.
- The local fire team should also work on the diversity aspects within the department. Everyone in the community should have their representation in the fire department.
- Do we have adequate manpower/technical resources to respond to the needs of this growing community?
- Succession planning for leadership.
- Capital budget planning.
- Do they have enough equipment/manpower to handle the growing Madison area?
- Keeping focus on life saving.
- Using funds on the important functions, best medical and fire equipment, and training.
- Currently, I do not have any concerns with the Madison City Fire Department.
- Keeping personnel after they have been trained.



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• Community understanding their importance.
• Not enough PR.
• Compensation for firefighters.
• Can the Madison Fire Department/Rescue keep up with this growth spurt?
• Communication – Does the community know what is offered by the fire department?
• Follow-up: When there is a home fire, what is done to assist with their needs?
• Will quick response time remain the same as Madison continues to grow?
• Competitive pay to keep well qualified firefighters working in Madison.
• Physical fitness for fire people.
• Competitive wages.
• Number of stations and location in city relevant to response time.
• Mutual aid/working relationships with area departments (full time and volunteer fire department).
• Overlap of area (Huntsville, Madison, Limestone) with 911 response – who should respond?
• Fire department needs to have the financial support to carry out their priorities for saving and protecting lives.
• Though it’s nice to see them involved in community “fun” activities...the financial costs of those may take time and money from the priorities.
• Fire department staff should receive increased compensation based on value of excellence of individual work, not simply “all” receive raises or none do.
• Growth of the department to match growth of the city.
• Hope there is awareness of community support and appreciation.
• Need for current equipment.
• If firefighters are paid a “living wage.” Is it comparable to surrounding departments and industry?
• Is the department embracing new technology?
• Look at programs like “Pulse Point” to speed up possible medical response in an emergency.
• Why the gas department logo??
• Do we need to be involved in Heavy Rescue for region??



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• Does the department have a clear vision of what their role is and is going to be?
• Are they aligning their resources appropriately? Putting people, money and equipment in the right place.
• Cross communication capabilities.
• Proper suppression and EMT training.
• Community communication tools like we now have with the police.
• School age awareness training for our very young adults.
• Community involvement programs.
• How well is the equipment maintained?
• I am not aware of any at this time.
• My only concern would be for funding to allow the fire department to function and perform the tasks that are expected of them.
• EMS being “out-sourced” to HEMSI.
• Allocation of time, personnel, and resources to activities/events not directly related to training, preparation, or education.
• Is department able to keep pace with community growth?
• What are average response times to customer? Are they keeping up with national averages?
• With the lack of parity between Huntsville/Madison city limits along Highway 72 and Madison Boulevard, is enough being done to educate the public?
• Although this pertains mainly to the police department, the increasingly militarized first response units are troubling. More transparency for the vehicles being used is a great first step on this front.
• Understaffed.
• Undertrained.
• Public roadways causing poor response times (Madison growing quickly).
• Proper station location -> so centrally located.
• Equipment.
• From my observations, they appear to be operating well.
• Do they have the communication tools in place to coordinate medical care?
• Do they have a relationship with the community?



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• Do they have state and local funding to be progressive with programs?
• Number of stations/personnel for population (rooftops).
• Response to west side of city when ALL on duty personnel are at Station 1.
• Over advertising on fire trucks.
• Not having equipment in a timely manner, due to budget.
• Internal order/cohesive.
• Same goals.
• Equipment replacement.
• Staffing.
• Response time.
• No basis for this...maybe a question: Training of recruits/attrition, etc.
• Response and growth of western expansion.
• I am concerned that there are free options for training that the department must not be taking advantage of...for example: training at the Center for Domestic Preparedness in Anniston, AL (free training at FEMA CDP), free online training at the FEMA Emergency Management Institute.
• Emergency medical response to include service to mentally ill in crisis (agitation, violent, suicidal).
• Madison city growth will force Madison Fire & Rescue to do <u>more with less</u> , e.g.: costs for fire and rescue will not be covered by taxes from population growth and Madison will <u>not</u> be able to afford more assets.
• As city expands, response time access to resources decrease.
• As department grows, bureaucracy grows – stay horizontal – small city does not need multiple level of command/hierarchy.
• Sometimes I think we, as a city, do not have enough manpower to handle more than one emergency situation.
• Covering expanded geographical area of city.
• Providing sufficient salary, training, etc. to retain personnel.
• Are the new greenways accessible to FD?
• Is there an event alert system to warn others to avoid an event area?
• Hazmat preparation – are you prepared for the unusual hazmat incident? We have railroad tracks, interstate highway, nuclear facility, and military weapons storage in our



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area. How are you keeping abreast of the potential hazmat threats to Madison citizens?
• Retention of trained personnel.
• Improved leadership.
• With a growing city, how will the department maintain a level of “readiness?”
• Budget, both within the city and department.
• Staff to population ratio; stations to population density.
• Age of equipment and additional equipment needs replacement schedule.
• Communication between other departments and outside agencies for improved response times.
• Increased revenue options.
• Wasteful spending of city funds. –Ensure safeguards for limiting purchases that contribute to mission of the city and safety of its residents.
• Bloated staff. –Seems we have staff that sole responsibility is to watch Weather Channel.
• My needs have <u>always</u> been met. The only concern I have is funding to hire and train as needed, and to promote.
• With the community growing at such a rapid pace, are there enough trucks, employees, equipment, etc. to provide adequate coverage to our area?
• Is there any thought put in to water quality when the department accesses hydrants?
• If there is a national or weather disaster, is there any agreement with other departments to provide assistance to Madison FD?
• What are the life cycles for fire equipment that appears to be on the road on a daily basis?
• Understaffed.
• Working with other departments.
• Have roving unit during peak driving times.



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## Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community’s view on the agency’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.

**Table 5: Positive Community Comments about Madison Fire & Rescue  
(Verbatim, in no particular order)**

• Information about what’s happening.
• Working with the public.
• Response time.
• I don’t know exactly what the ISO rating is but I think it is real good.
• I think they do a good job with code enforcement but I think the requirements could be expanded to include more structures.
• Helpful with community events.
• Friendly!
• Community awareness and presence.
• Provide level of safety and soundness with reduced staff.
• New “brand.”
• Well-trained.
• Fast response.
• Professional.
• We had a fire last year and they responded quickly. They took great care in extinguishing our fire with as little additional water damage as possible. They communicated well with us during the extinguishing process so that we knew what was going on, which helped us be less anxious. Afterwards, they communicated with us via email and in person to help us understand possible causes. I found all the responders to be professional and sensitive to us during the response.
• Response.
• Professional.
• Maintenance of equipment.
• Training.



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- Good communication to homeowner involved in fire.
- Quick response to emergency call.
- More than adequate manpower response to home fire alarm.
- Great City! Thank you for taking the time to plan ahead and consider community input. You serve us and we support you back.
- County-line station has had positive support/presence and interactions with my HOA community!
- Department has a generally high community fundability perception.
- Response seems good – no metrics, but feeling is positive.
- I’ve seen the vehicles driving to an emergency call and I admire the precautions they take on the streets and roads. Shows they know what they are doing and care about the safety of others.
- Generally pleased with fire department performance.
- I have the utmost confidence in our fire personnel.
- The MFD has great people!
- Great response time.
- Visibly connecting with the community through printed material, visible presence, logo, events.
- Take plan review and new development very seriously.
- Take existing structure review and compliance very seriously.
- Invest in modern/best practice of mapping GIS – very important.
- MFD is always supportive of the city and community.
- MFD works with rest of departments as a team.
- Dependable.
- I’ve worked with the fire department on new construction projects and I’ve found them to be very helpful and constructive on their requirements for new buildings.
- I’ve also been helped in a medical situation by the fire department. I appreciate their very quick response, and their ability to help medically in an urgent situation.
- Community involvement.
- Visibility.
- Professionalism.



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- Desire for success.
- Response times have been excellent as long as I have lived in Madison (30 years).
- Personnel have always been professional and courteous.
- Being a past recipient of our fire department’s services, I can say that both the job that was done and the compassion with which it was done were excellent.
- Presence of our fire department at community events and trainings for schools and churches has always left me confident that we are in good hands.
- MFD personnel are friendly and willing to assist.
- Freely answer questions and concerns.
- Very efficient.
- Every time I’ve encountered the Madison Fire and Rescue personnel, over fifteen years, they have been amazingly positive and helpful. This goes from Chief Cobb to EMT’s and firefighters. A+
- Their equipment is shiny and seems to perform properly at all times.
- The stations are visible, but not obnoxious or troublesome.
- My family and neighbors have very good vibes from the fire department.
- Great use of sustainable practices/solar/”GREEN.”
- Great use of facilities/fire/police/EMS.
- Consistency in department leadership.
- Great emergency operations center/capabilities.
- Routinely “first on scene!”
- Firefighters – all are involved, positive and ready to help.
- Great role models in our family oriented community!
- Great community involvement.
- Very professional appearance.
- The use of responder vehicles opposed to trucks to eliminate wear and tear.
- General observations: very responsive, very knowledgeable, and courteous.
- Continue community awareness.
- Fabulous leadership. The team is easy to communicate with – they respond.



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• Presence.
• Pride.
• The fire department is always willing to come to the schools/community events for kids.
• The EMT's do a great job with CPR certification.
• The department does a good job on code enforcement.
• I am pleased with the number of stations that are strategically located throughout the city.
• I am pleased with the rapid response.
• I am pleased with the provision of services.
• I am pleased with the opportunity for community involvement.
• Reputation.
• Well trained.
• Community oriented.
• Obvious desire to do a good job.
• Thank you for helping with defibrillation, first aid, and blood pressure training.
• Thank you for your visibility and community support.
• Excellent response times.
• Well trained paramedics/EMT's.
• Offering CPR and safe house-education to public.
• Great with public.
• Good visibility in community.
• Attractive/well-kept facilities.
• MFD is very community based – easily seen working in and throughout the city/community.
• MFD appears to be representative of the community (race, age, etc.) and leads the area with skills and equipment.
• I am truly grateful for our fire department and the excellence in which they serve.
• There is great value in the experience of fire department staff.
• I think they do a good job while working in the budget constraints that they face.



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- Responsive to requests for educational opportunities for business and private groups. i.e. AED/CPR training
- Personnel are very affable and amicable during interaction.
- Personnel are clearly committed to the Madison community.
- All of my interactions with the department have always been very positive – great people!
- Equipment always appears clean and in good working condition.
- Stations are well placed and look nice.
- Close to my house.
- Fast response times.
- Excellent emergency medical services.
- Work well with the public.
- Seem to be well trained and knowledgeable.
- In my limited interactions, they have responded quickly and seem properly trained.
- I like the community involvement by Madison Fire and Rescue with local schools to teach fire safety. (Mobile fire house.)
- The Madison Fire Department does a great job educating children when they visit the elementary schools.
- They also make it exciting for Cub Scout troops to visit the fire house and educate them on their equipment and to help them with fire safety.
- They are great role models and are viewed as people you can count on and go to for help.
- The fire departments “open door” policy clearly communicates service and priority on people.
- Education programs such as “summer program” for 5<sup>th</sup> graders is a huge tool.
- It appears promotion to various positions is well thought out. Gift-to-office alignment is good.
- The veteran officers have done a fantastic job maintaining the “hometown” connection.
- Great to see advanced medical services being provided to the community!
- This forum is one way to solicit feedback from community and use as improvement tool.
- Madison Fire hires very competent and friendly individuals.
- The hard working individuals get the proper recognition they deserve.



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• The “No texting while driving” public service announcements on the sides of the vehicles are very effective, I feel.
• Friendly service.
• Highly trained.
• Caring.
• Involved in community.
• They come off as being sincerely concerned about the community.
• They are nice when I interact with them.
• Having the community go through this exercise shows concern for our thoughts.
• Great community involvement.
• Positive role models.
• Very qualified and highly trained.
• Professional attitude and appearance.
• Always friendly to general public.
• Willing to answer any questions.
• Outstanding fire/EMS service.
• As a small business owner in Madison, the fire department has been very good about coming around and making sure our exit signs/lights are working properly.
• They are always friendly, courteous, and professional.
• Thankfully, we have not had to use them for an actual emergency, but I don’t have any doubt they would act in a quick and timely manner.
• Quick response times.
• Good leadership.
• They do the best they can with what they have.
• Proactive.
• Engaged in community/visible.
• Professional look/logo/branding/t-shirts.
• All look great – professional.
• Generally the Madison Fire Department appears to consist of members of the community that care to make a difference.



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- I appreciate that the fire department buildings appear to be cared for well.
- You all do a lot of great community service. For example, training on fire safety and natural disaster preparedness.
- Great first responders – willing to assist with all other departments as needed.
- Very active in community – highly visible.
- Great response and presence in the community.
- Stations are spread out well and in good order.
- I see the fire personnel and equipment around Madison, they are always professionally dressed and friendly. They exude professionalism and confidence.



**Picture 2 a&b External Stakeholders Work Session**



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## Other Thoughts and Comments

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

**Table 6: Other Community Comments about Madison Fire & Rescue  
(Verbatim, in no particular order)**

• This department is the backbone of this city. Cut in pay equals loss of good personnel. Let the guys protect the city, don't cut them out.
• I have never had any other experience with the fire department but, they exceeded my expectations of what I would have hoped for in this situation. [related to residential structure fire]
• Fantastic.
• We had a fire at our home in Madison – excellent response from well-trained fire department.
• Interesting feedback by two participants – will it be taken to heart?
• Looking forward to seeing the plan <u>and</u> being involved in future sessions.
• Like flying of American flag on back of fire trucks.
• Emphasize to fire department personnel that fundraising efforts that give misleading claims for support of non-existent occurrences – i.e. deaths in line of duty.
• Thank you for having this session!
• Nice program – good to do strategic planning 😊!
• Stay relevant through technology and principle.
• Compared to other departments I have observed, MFD is the best.
• Would like to see a self-ranking system that identifies best practices for a city of our size, people/training budget/equipment – suppression/rescue.
• We are proud beyond measure of <u>all</u> of our emergency departments and personnel!
• Thanks for reaching out for my feedback.
• Thanks for the opportunity to participate.
• Morale among employees sometimes seems a little challenged.
• Overall, I have been pleased with the services for the 8 years I've lived in Madison. I would like to see some type of communication from the department with the homes that have shelters. As an example, maybe an email or phone call to verify that they have received your registration information. Thanks!
• Thank you for this opportunity.



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- Wonderful job! Thanks guys!
- Get the community involved with first response, look at sharing service needs with Huntsville.
- My hope is that the department takes a realistic look at their mission and role in the over-all public safety community.
- I can only say great things about Madison Fire and Rescue, a great group of people.
- I wish the fire department could work with high school administration on the importance of keeping external entrances closed. They automatically lock, so students and teachers prop them open for convenience, however that leaves our hallways vulnerable to potential gunmen.
- Very good tool! Thank you for your investment.
- Would like to see a quarterly newsletter with tips/information on various subjects such as medical, lightning, home fire suppression, etc.
- Biggest scare: with the growth of Madison and the construction of all the streets and roadways, the concern is response time to emergency calls.
- Thanks for allowing me to participate.
- Keep up the great work!
- I would like to see the retirement for firefighters to be calculated from base pay and not base pay plus overtime.
- I believe that meetings like these could really help the fire department in becoming better for the community.
- Thanks for letting me participate 😊!



Picture 3 External Stakeholders Work Session



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## Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over three days. These sessions served to discuss the agency’s approach to Community-Driven Strategic Planning, with focus on the MF&R’s Mission, Guiding Principles, Core Programs and Support Services, as well as the agency's perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions generated a high level of interest and participation by the broad agency representation in attendance, as named and pictured below.

**Table 7: Madison Fire & Rescue’s Internal Stakeholders**

Scott Adams <i>Captain</i>	Jeff Bass <i>Firefighter</i>	Kevin Bailey <i>Firefighter</i>	Jeff Birdwell <i>Deputy Chief</i>
Loyd Brasher <i>Battalion Chief</i>	Brandon Burgess <i>Firefighter</i>	Matt Cochran <i>Driver</i>	Richard Ennis <i>Driver</i>
Ryan Gentry <i>Firefighter</i>	Colton Hill <i>Firefighter</i>	Russ Kennington <i>Captain</i>	Melvin Malone <i>Driver</i>
Jay McGough <i>Driver</i>	Darryl McMeans <i>Captain</i>	Chad Menard <i>Driver</i>	Steve Perry <i>Battalion Chief</i>
Jeff Ramsey <i>Captain</i>	Herbert Reid <i>Firefighter</i>	Matt Rodgers <i>Firefighter</i>	Cary Sadler <i>Deputy Chief</i>
Michael Sedlacek <i>Firefighter</i>	Dustin Spires <i>Captain</i>	Jacob Stewart <i>Firefighter</i>	Brandy Williams <i>Captain</i>



Picture 4 Internal Stakeholders



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## 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 work group of the MF&R's internal stakeholders met to review the existing mission and collectively agreed to the following.

**Table 8: Mission of Madison Fire & Rescue**

*The mission of Madison Fire & Rescue is to minimize the loss of life and property to the community through our commitment to prevention, preparedness, and effective emergency response.*



**Picture 5 Internal Stakeholders Work Session**



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## Guiding Principles

Establishing values, or guiding principles in this case, and associated statements embraced by all members of an organization is extremely important. They recognize those features and considerations that make up the personality of the organization. The MF&R internal stakeholders agreed to the following revised guiding principles and supporting statements.

The mission and guiding principles are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the MF&R are well guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

**Table 9: Guiding Principles of Madison Fire & Rescue**

<b>Professionalism</b> – Our services will be of the highest quality and delivered with professionalism.
<b>Integrity</b> – We will uphold moral and ethical standards; our actions will be visible and transparent.
<b>Honesty</b> – We will tell the truth.
<b>Accountability</b> – We accept responsibility for our actions and resources.
<b>Safety</b> – We will operate safely and follow our risk management principles.
<b>Customer Service</b> – We will exceed the expectations of our community. Forward looking goals will guide our services.
<b>Teamwork</b> – We believe that a well-functioning team is more effective than individuals working separately.
<b>Communication</b> – We will be forthright and seek to be understood. We recognize that communication is vital to the effectiveness of our department.
<b>Empathy</b> – Our actions will show concern for the needs of our co-workers and our community.



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## Programs and Services

The MF&R internal stakeholders identified the following core programs provided to the community, as well as the services that enable the agency to deliver those programs:

**Table 10: Core Programs of Madison Fire & Rescue**

• Fire Suppression	• Emergency ALS Medical Services
• Rescue - Basic and Technical	• Hazardous Materials Response
• Fire Prevention	• Public Fire/EMS Safety Education
• Fire Investigation	• Domestic Preparedness Planning and Response

**Table 11: Support Services of Madison Fire & Rescue**

• Training (fire and EMS)	• CPR	• Public relations	• Public events
• Law enforcement	• Auto/Mutual aid	• Schools	• EMA
• Calhoun Community College	• FEMA	• Hospitals	• Public Works
• Medical director	• HEMSI	• 911 center	• MedFlight
• Alabama Forestry	• Vendors	• Social media	
• Local governments	• City shop	• Utilities (water, electric, gas)	
• Local/regional/national training	• Red Cross	• National Weather Service	
• USPS	• DOT	• CPSE	• IT



**Picture 6 Internal Stakeholders Work Session**



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## S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an agency candidly identify its positive and less-than-desirable attributes. The MF&R participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats.

### Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that strengths are consistent with the issues facing the organization. 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. Through a consensus process, the internal stakeholders identified the strengths of the MF&R as follows:

**Table 12: Strengths of Madison Fire & Rescue**

Training	Our people
Equipment	Facilities
Dynamic	Educational opportunities
EMS	Job security
Community involvement and relations	Dedication
Pride	Fire prevention
Fire suppression	CPR and public education
Technical rescue	Personnel with diverse trade skills
Response times	Technology
Medical director	Friendly
Ability to participate in physical fitness	Experience
Reputation	Aggressive
Opportunity to promote – short term	Ability to obtain funding
Respected	Local, Regional and National presence
Versatility	ALS
Passionate	Professionalism
Progressive	Flexibility to act
Public image	



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## Weaknesses

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

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

**Table 13: Weaknesses of Madison Fire & Rescue**

Communication (lack of)	Lack of personal accountability
Bad attitudes at times	Lack of manpower
Low morale at times	Lack of clear direction
Continuity between shifts	Inconsistency
Lack of chain of command at times	Teamwork on special projects
Relationships – other departments and each other	
Info/follow-through –don’t know status or end product	
Documentation	Live fire training
Promotional process – not fair	Age of apparatus
Outdated and lack of SOPs / SOGs	Uniforms
Rank differential – working out of class/position	
Dispatcher training	Praise / rewards
Lack of fire training facilities	Being organized and planning ahead
Procrastination	Leadership
Lack of respect (position)	Underutilization of personnel’s talents
Continuity between shift & day personnel	Overextend at times
Lack of raises causing multiple internal issues including high turnover	
Public awareness of fire department capabilities	
Challenging specified authorities ( SOP directive)	



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## Opportunities

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

**Table 14: Opportunities for Madison Fire & Rescue**

Training Center <ul style="list-style-type: none"> <li>- Regional or Madison</li> <li>- Funding source</li> <li>- Lower ISO Rating</li> <li>- More prepared firefighters</li> <li>- C.E.R.T.</li> <li>- Explorer Program</li> </ul>	Public Education <ul style="list-style-type: none"> <li>- CPR</li> <li>- Safe house</li> <li>- Domestic preparedness</li> <li>- Storm Shelter</li> <li>- Citizens with disabilities</li> <li>- Pulse Point</li> <li>- High Schools</li> </ul>
Domestic preparedness classes (AFC, EMA, NFA) for more prepared firefighters	Ambulance transport / lead EMS in city <ul style="list-style-type: none"> <li>- Increased revenue opportunities</li> </ul>
College/continuing education <ul style="list-style-type: none"> <li>- Individual</li> <li>- EMS Related</li> <li>- Foreign Languages</li> </ul>	Maximize insurance opportunities to charge <ul style="list-style-type: none"> <li>- Increase revenue opportunities</li> </ul>
Marketing to local/regional agencies/public	Increased capabilities in suppression, EMS, rescue
Charge for excessive fire alarms	Open house / public outreach opportunities
Fire department owned dispatchers	EMS stand-by at sporting events
Community paramedicine	Continue supporting public events
Heavy Rescue <ul style="list-style-type: none"> <li>- Training</li> <li>- PR</li> <li>- Deployment opportunities</li> </ul>	Citizen Fire Academy
Citywide domestic preparedness	Show appreciation for community support
Recruitment of personnel	Tactical medic (SWAT medic)
State and Federal POC's	Provide mutual aid
Grants	Media
	Retention of personnel
	Improved technology



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## Threats

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

**Table 15: Threats to Madison Fire & Rescue**

Revenue	Economy
Politics	Media
Lack of raises	Increased insurance
Our image	Privatization
Social media	Increased risks
Natural, man-made, and terrorist disasters	ICMA
Lack of raises	City growth/expansion
Jurisdictions – services provided (takeover)	8 hour day
Generational experience gap	City infrastructure can't keep up
Any federal changes to Redstone	Keeping employees
Pay	Dispatch info
Job justification	Fire department not seen as priority
Impact of health care changes (ACA)	Increased cost of living
Community perception of decreased emergencies	



**Picture 7 Internal Stakeholders Work Session**



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## Critical Issues and Service Gaps

After reviewing the MF&R’s core programs and support services, and identifying internal strengths and weaknesses along with external opportunities and threats, the internal stakeholders identified their primary critical issues and service gaps as the foundation for the development of goals and objectives in order to meet their future vision.

**Table 16: Critical Issues and Service Gap Issues Identified**

<b>Internal Communications</b> <ul style="list-style-type: none"> <li>- Continuity among shift and day people, and among A, B, and C</li> <li>- Clear direction?</li> <li>- SOGs and SOPs</li> <li>- Praise, rewards</li> <li>- Attitudes</li> </ul>	<b>Relationships</b> <ul style="list-style-type: none"> <li>- Teamwork</li> <li>- Lack of respect</li> <li>- Accountability to peers</li> <li>- Attitudes</li> <li>- Media</li> </ul>	<b>Planning and Organization</b> <ul style="list-style-type: none"> <li>- Lack of priority</li> <li>- Underutilization of personnel talents</li> <li>- Procrastination</li> <li>- Lack of documentation</li> <li>- Accountability to job</li> <li>- Rank differential</li> <li>- Occasional lack of chain-of-command</li> <li>- Attitude</li> <li>- Inconsistency</li> <li>- Growth</li> </ul>
<b>External Communications</b> <ul style="list-style-type: none"> <li>- Image</li> <li>- Community involvement</li> <li>- Media</li> <li>- Generating community support</li> <li>- Social media</li> </ul>	<b>Resources</b> <ul style="list-style-type: none"> <li>- Training</li> <li>- Staffing</li> <li>- Facilities</li> </ul>	
<b>Risk to resource development gap</b> <ul style="list-style-type: none"> <li>- Growth – stations</li> <li>- Response times</li> <li>- Staffing</li> <li>- Apparatus replacement</li> <li>- Pay (find ways to help employees)</li> </ul>		<b>Risk to resource gap</b> <ul style="list-style-type: none"> <li>- Resources stretched               <ul style="list-style-type: none"> <li>- Machine</li> <li>- Man/woman</li> </ul> </li> <li>- Expanding               <ul style="list-style-type: none"> <li>- Territory</li> <li>- Developments</li> <li>- Build out of existing</li> </ul> </li> <li>- Increases to response times</li> </ul>
<b>Internal Communication</b> <ul style="list-style-type: none"> <li>- SOPs</li> <li>- Accountability – personal and professional</li> <li>- Inconsistency – administrative, operational, shifts, groups of people</li> <li>- Underutilization of chain-of-command</li> <li>- Leadership – stay in your lane               <ul style="list-style-type: none"> <li>- Respect position, not necessarily person</li> <li>- Change unacceptable culture</li> <li>- Set boundaries for acceptable or unacceptable behaviors</li> <li>- Building relationships</li> </ul> </li> <li>- Define jobs/functions</li> </ul>		<b>Career development</b> <ul style="list-style-type: none"> <li>- Building relationships               <ul style="list-style-type: none"> <li>- Know your folks – wants, needs, aspirations</li> </ul> </li> <li>- Career development training program</li> <li>- Define promotional process</li> </ul>



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## Strategic Initiatives

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

Table 17: Strategic Initiatives of Madison Fire & Rescue

Internal Communications	External Communications
Risk to Resource Development	Physical Resource Management
Workforce Planning and Development	

## Goals and Objectives

The Community-Driven Strategic Planning Process, to this point, has dealt with establishing the mission, guiding principles, S.W.O.T., critical issues and service gaps, and strategic initiatives of Madison Fire & Rescue. In order to achieve the mission of the agency, realistic goals and objectives must be established to enhance strengths, address identified weaknesses, provide individual members with clear direction, and address the concerns of the community. The internal stakeholders met for several hours to complete this critical phase of the planning process.

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

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

Vince Lombardi,  
American Football Coach and Motivator

As goals and objectives are management tools, they should be updated on an on-going basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The goals and objectives should now become the focus of the efforts of the agency. By following these goals and objectives carefully, the agency can be directed into its desired future while having reduced the obstacles and distractions along the way.



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<b>Goal 1</b>		<b>Develop processes that balance resources to community risks in accordance with our mission.</b>	
<b>Objective 1A</b>		<b>Identify risk in community.</b>	
<b>Timeframe</b>	2 months	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Determine demographics related to community risks according to current US Census.</li> <li>2. Determine environmental factors associated with community risks.</li> <li>3. Determine special hazards associated with community risks.</li> <li>4. Determine future risks associated with growth.</li> <li>5. Report findings.</li> </ol>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> \$	<b>Consumable Costs:</b> \$	<b>Contract Services Costs:</b> \$
<b>Objective 1B</b>		<b>Identify deployment resources.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Inventory.</li> <li>2. Current equipment (related to emergency response).</li> <li>3. Current apparatus.</li> <li>4. Current staffing.</li> <li>5. Current facilities.</li> </ol>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> \$	<b>Consumable Costs:</b> \$	<b>Contract Services Costs:</b> \$
<b>Objective 1C</b>		<b>Analyze resource to risk gap.</b>	
<b>Timeframe</b>	4 months	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Identify response variables to evaluate.</li> <li>2. Gather historical response data.</li> <li>3. Compare response data to current/future risk.</li> <li>4. Determine deficiencies to balance resource to risk.</li> <li>5. Report findings.</li> </ol>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> \$	<b>Consumable Costs:</b> \$	<b>Contract Services Costs:</b> \$
<b>Objective 1D</b>		<b>Develop processes to close risk/resource gap.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Establish minimum staffing response.</li> <li>2. Establish minimum equipment for response (example: apparatus).</li> <li>3. Establish minimum facilities for coverage.</li> <li>4. Identify costs and timelines.</li> <li>5. Report findings.</li> </ol>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> \$	<b>Consumable Costs:</b> \$	<b>Contract Services Costs:</b> \$
	<b>Personnel Costs:</b> \$		



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<b>Objective 1E</b>		<b>Develop planning for future growth relative to risk/resource deployment.</b>	
<b>Timeframe</b>	4 months	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Identify potential and ongoing developments within the community.</li> <li>2. Re-evaluate risk/resource balance.</li> <li>3. Determine additional resources.</li> <li>4. Report findings.</li> </ol>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> \$ <b>Personnel Costs:</b> \$	<b>Consumable Costs:</b> \$ <b>Contract Services Costs:</b> \$	
<b>Objective 1F</b>		<b>Implement processes.</b>	
<b>Timeframe</b>	24 months	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Hire.</li> <li>2. Buy.</li> <li>3. Build.</li> <li>4. Report findings.</li> </ol>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> \$ <b>Personnel Costs:</b> \$	<b>Consumable Costs:</b> \$ <b>Contract Services Costs:</b> \$	
<b>Objective 4E</b>		<b>Evaluate reported findings.</b>	
<b>Timeframe</b>	Re-evaluate annually	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Re-evaluate “snapshot” growth to predicted growth demographics.</li> <li>2. Meeting expectations?</li> <li>3. Identify areas of improvement.</li> <li>4. Report findings.</li> </ol>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> \$ <b>Personnel Costs:</b> \$	<b>Consumable Costs:</b> \$ <b>Contract Services Costs:</b> \$	

## **Goal 2**    **Develop and implement a plan that enhances the written and verbal communications within the department.**

<b>Objective 2A</b>		<b>Evaluate existing methods of internal communications.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Evaluate inter-shift communications.</li> <li>2. Evaluate shift/staff communications.</li> <li>3. Evaluate shift/day communications.</li> <li>4. Evaluate current reward program.</li> </ol>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> \$ <b>Personnel Costs:</b> \$	<b>Consumable Costs:</b> \$ <b>Contract Services Costs:</b> \$	
<b>Objective 2B</b>		<b>Research alternate communications.</b>	
<b>Timeframe</b>	12-24 months	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Identify other agencies best practices.</li> <li>2. Conduct cost benefit analysis of improved technology.</li> <li>3. Identify communication methods that are effective to empower members.</li> <li>4. Identify info that needs to be communicated formally/informally.</li> </ol>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> \$ <b>Personnel Costs:</b> \$	<b>Consumable Costs:</b> \$ <b>Contract Services Costs:</b> \$	





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<b>Objective 2C</b>		<b>Implement identified methods to improve information flow.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Develop an implementation plan and obtain approval of plan.</li> <li>2. Research and develop options for education, training, skill development.</li> <li>3. Obtain TO input.</li> </ol>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> \$	<b>Consumable Costs:</b> \$	<b>Contract Services Costs:</b> \$
<b>Objective 2D</b>		<b>Restore SOGs to a useful state.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Review current SOGs and processes for relevance.</li> <li>2. Establish oversight committee.</li> <li>3. Conduct cost/benefit analysis of applicable technology.</li> <li>4. Identify best practices for submitting, implementation and review.</li> </ol>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> \$	<b>Consumable Costs:</b> \$	<b>Contract Services Costs:</b> \$
<b>Goal 3</b>		<b>Develop and/or maintain quality external communications to ensure the public is informed and solicit community feedback.</b>	
<b>Objective 3A</b>		<b>Identify current image and implement a plan to ensure it is positive.</b>	
<b>Timeframe</b>	2 months	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Identify critical aspects of our image.</li> <li>2. Solicit feedback from community on image gaps.</li> <li>3. Create a plan to improve critical aspects of our image perceived as unfavorable.</li> <li>4. Create a plan to maintain critical positive/favorable aspects of our image.</li> <li>5. Train on plans to ensure all understand.</li> </ol>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> \$	<b>Consumable Costs:</b> \$	<b>Contract Services Costs:</b> \$
<b>Objective 3B</b>		<b>Identify extent of community involvement and community support to ensure mission is performed first.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Identify community expectations in relation to community involvement.</li> <li>2. Prioritize community expectations / programs.</li> <li>3. Develop realistic schedule for providing those expectations / programs.</li> <li>4. Develop SOP for scheduling said programs.</li> <li>5. Develop review process for those items falling outside SOP's.</li> <li>6. Train on scheduling / SOP's.</li> </ol>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> \$	<b>Consumable Costs:</b> \$	<b>Contract Services Costs:</b> \$



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<b>Objective 3C Foster and enhance relationship with the media.</b>	
<b>Timeframe</b>	3 months <b>Assigned to:</b>
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Identify media outlets with which we want to develop relationships with.</li> <li>2. Plan an event for media sources to highlight our services.</li> <li>3. Develop a schedule for periodic media outlets.</li> <li>4. Develop SOP's for internal release for media relations and provide training for internal media relations.</li> </ol>
<b>Funding Estimate</b>	<b>Capital Costs: \$</b> <b>Consumable Costs: \$</b> <b>Personnel Costs: \$</b> <b>Contract Services Costs: \$</b>
<b>Objective 3D Ensure interaction with our current social media program.</b>	
<b>Timeframe</b>	3 months <b>Assigned to:</b>
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Identify social media outlets that we wish to utilize.</li> <li>2. Plan events using social media sources (education, training, etc.).</li> <li>3. Develop SOP for social media.</li> <li>4. Provide training for internal social media SOP's.</li> </ol>
<b>Funding Estimate</b>	<b>Capital Costs: \$</b> <b>Consumable Costs: \$</b> <b>Personnel Costs: \$</b> <b>Contract Services Costs: \$</b>
<b>Objective 3E Develop a program to solicit feedback from community.</b>	
<b>Timeframe</b>	9 – 12 months <b>Assigned to:</b>
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Identify ways to solicit feedback from community.</li> <li>2. Differentiate ways to realistically capture community feedback for recommendation to the fire department.</li> <li>3. Develop and train on SOP's.</li> </ol>
<b>Funding Estimate</b>	<b>Capital Costs: \$</b> <b>Consumable Costs: \$</b> <b>Personnel Costs: \$</b> <b>Contract Services Costs: \$</b>

## **Goal 4 Assure that the fire department programs have appropriate and well maintained equipment, physical resources, and facilities necessary to effectively deliver internal and external customer service.**

<b>Objective 4A Complete a comprehensive facility assessment and implement needed improvements.</b>	
<b>Timeframe</b>	12 months <b>Assigned to:</b>
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Assess physical condition.</li> <li>2. Long term maintenance and replacement needs.</li> <li>3. Function and use needs.</li> <li>4. Safety considerations.</li> <li>5. Response time performance (current and future).</li> </ol>
<b>Funding Estimate</b>	<b>Capital Costs: \$</b> <b>Consumable Costs: \$</b> <b>Personnel Costs: \$</b> <b>Contract Services Costs: \$</b>



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<b>Objective 4B</b>	<b>Complete a comprehensive apparatus assessment and implement needed improvements.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Assess mechanical condition.</li> <li>2. Preventative and corrective maintenance.</li> <li>3. Develop and implement apparatus replacement plan.</li> <li>4. Train and educate personnel on safe and correct operations of all apparatus.</li> </ol>	
<b>Funding Estimate</b>	<b>Capital Costs:</b> \$ <b>Personnel Costs:</b> \$	<b>Consumable Costs:</b> \$ <b>Contract Services Costs:</b> \$
<b>Objective 4C</b>	<b>Complete a comprehensive equipment assessment and implement needed improvements.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Assess all personnel's PPE (condition).</li> <li>2. Assess and evaluate SCBA's.</li> <li>3. Develop and implement maintenance care plan.</li> <li>4. Develop a replacement plan.</li> <li>5. Train and educate personnel on proper use and care of equipment.</li> </ol>	
<b>Funding Estimate</b>	<b>Capital Costs:</b> \$ <b>Personnel Costs:</b> \$	<b>Consumable Costs:</b> \$ <b>Contract Services Costs:</b> \$
<b>Objective 4D</b>	<b>Evaluate current maintenance and repair program and implement improvements as needed.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Determine persons or groups who are responsible for maintenance and repair.</li> <li>2. Evaluate their needs and processes and determine needed improvements.</li> <li>3. Develop plan for new maintenance program.</li> <li>4. Train personnel on new plan and implement.</li> </ol>	
<b>Funding Estimate</b>	<b>Capital Costs:</b> \$ <b>Personnel Costs:</b> \$	<b>Consumable Costs:</b> \$ <b>Contract Services Costs:</b> \$
<b>Objective 4E</b>	<b>Identify future needs for anticipated growth.</b>	
<b>Timeframe</b>	24 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Identify current needs to establish a baseline of physical resources.</li> <li>2. Review the City of Madison's capital improvement and growth plan to determine future needs.</li> <li>3. Develop a long-range plan to stay ahead of the physical needs of our city.</li> <li>4. Review historical call data and city growth annually to see if needs are being met.</li> </ol>	
<b>Funding Estimate</b>	<b>Capital Costs:</b> \$ <b>Personnel Costs:</b> \$	<b>Consumable Costs:</b> \$ <b>Contract Services Costs:</b> \$



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<b>Goal 5</b>		<b>Develop and conduct a workforce planning process that ensures current and future quality staffing.</b>	
<b>Objective 5A</b>		<b>Career development to ensure that all employees are well prepared for career advancement within our organization.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Evaluate current career development components and determine needs.</li> <li>2. Create career development plan.</li> <li>3. Implement and educate employees on career development plan.</li> <li>4. Evaluate effectiveness.</li> </ol>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> \$	<b>Consumable Costs:</b> \$	<b>Contract Services Costs:</b> \$
	<b>Personnel Costs:</b> \$		
<b>Objective 5B</b>		<b>Develop and implement a succession plan.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Clearly define specific roles and responsibilities of each position.</li> <li>2. Develop and implement mentor program.</li> <li>3. Evaluate effectiveness of mentor program by allowing employees to fulfill roles for certain time period.</li> </ol>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> \$	<b>Consumable Costs:</b> \$	<b>Contract Services Costs:</b> \$
	<b>Personnel Costs:</b> \$		
<b>Objective 5C</b>		<b>Develop a plan to ensure quality applicants for potential employment.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Assess and revise job description if needed.</li> <li>2. Develop recruitment plan.</li> <li>3. Implement plan and evaluate results.</li> </ol>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> \$	<b>Consumable Costs:</b> \$	<b>Contract Services Costs:</b> \$
	<b>Personnel Costs:</b> \$		
<b>Objective 5D</b>		<b>Ensure adequate staffing to meet the needs of the community.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ol style="list-style-type: none"> <li>1. Conduct risk assessment of jurisdiction and determine needs.</li> <li>2. Develop five year staffing plan in coordination with city's growth plan, risk assessment, and current needs.</li> <li>3. Re-evaluate plan annually and adjust accordingly.</li> </ol>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> \$	<b>Consumable Costs:</b> \$	<b>Contract Services Costs:</b> \$
	<b>Personnel Costs:</b> \$		



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## Vision

On the final day of the process, the CPSE presented MF&R a vision of where the agency will be in the future. This vision provides a target of excellence that the organization will strive toward and provide a basis for its goals and objectives.

**Table 18: Vision of Madison Fire & Rescue**

The membership of Madison Fire & Rescue envisions that we will be widely recognized as an industry leader in the provision of services to our community, as well as the regional partners who request our assistance. Professionalism, integrity, honesty, and empathy will be evident in our external communications efforts and in the customer service we provide to those who place their trust in us.

Well-executed physical resource management and a plan for resource demands will ensure we are supported to address current and future needs and risks of our community. Teamwork will be fostered by improved internal communications, safety practices will ensure we remain able to continue providing high-quality services, and well-executed workforce planning and development will invest in our human resources as our most valued asset.

While performing our mission, living our guiding principles, and achieving our goals, we will meet or exceed the expectations of our community and realize our vision for a continuously improving Madison Fire & Rescue.



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## Performance Measurement

### “Managing for Results”

As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Collins states, “What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor.”<sup>3</sup> They must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes. It has been stated that:

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

### Why Measure Performance?

- *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

In order to establish that the MF&R’s Strategic Plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as “Managing for Results,” will be utilized, which is based upon the following:

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

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

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



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

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

## The Success of the Strategic Plan

The MF&R has approached its desire to develop and implement a Strategic Plan by asking for and receiving input from the community and members of the agency during the development stage of the planning process. The agency utilized professional guidance and the Community-Driven Strategic Planning Process to compile this document. The success of the MF&R’s strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, membership of the agency, and the community at-large.

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

Good to Great and the Social Sectors  
Jim Collins

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

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





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## Glossary of Terms, Acronyms, Initialisms

For the purposes of the Community-Driven Strategic Planning, the following terms and acronyms have the meanings set forth below:

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



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<b>Strategic Goal</b>	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim; the final result of action. Something to accomplish in assisting the agency to move forward.
<b>Strategic Management</b>	An integrated systems approach for leading and managing in a changing world by building consensus of the leadership group, both in shared vision of the desired future and a clarified mission for the organization, and by gaining support and participation of the people in the organization to identify specific changes that must be made, implementing them, and assessing organizational performance.
<b>Strategic Objective</b>	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
<b>Strategic Plan</b>	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
<b>Strategic Planning</b>	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.
<b>Strategy</b>	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
<b>Vision</b>	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.



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