



# 2025–2030 STRATEGIC PLAN

Battlefield Fire Protection District  
*Battlefield, Missouri*



**Emergency Services Consulting International**  
*Helping Change the World, One Community at a Time*

# Table of Contents

STRATEGIC PLANNING .....	3
Process Overview .....	3
Community-Centered Strategic Planning Process .....	4
ACKNOWLEDGMENTS .....	5
MESSAGE FROM THE CHIEF .....	6
ENVIRONMENTAL SCAN .....	7
External Stakeholder Feedback.....	7
Internal Stakeholder Feedback.....	9
Member Survey: .....	9
STRATEGIC PLANNING WORK SESSIONS.....	10
Mission   Vision   Values .....	10
GOOD   BETTER   DIFFERENT .....	13
STRATEGIC WORK PLAN.....	15
Definition of Terms .....	15
GOAL 1- Culture .....	16
GOAL 2- Training & Leadership Development.....	18
GOAL 3 - Facility & Apparatus Maintenance.....	20
GOAL 4 - Technology.....	22
GOAL 5 - Communication .....	24
GOAL 6 - Employee Retention .....	26
Objective Timelines.....	28
IMPLEMENTATION METHODOLOGY .....	30
Role of Goal Managers .....	31
Role of Task/Program Teams .....	31
Role of BFPD Member .....	32
Communication Strategies and Mechanisms.....	33
APPENDIX A: INTERNAL SURVEY.....	35



# STRATEGIC PLANNING

## Process Overview

Change is inevitable, but growth is intentional. It begins when we set goals. Yet, having goals is not synonymous with success. An organization must craft a comprehensive plan—a roadmap replete with clear objectives, defined timelines, specific roles, and measurable milestones. This strategic planning is pivotal for any organization, public or private, aspiring to reach its full potential.

Such a plan outlines a well-defined direction, takes stock of the operational environment, and devises strategies to progress toward goals. These components position an organization to adeptly serve its community and achieve its overarching vision. In renewing its commitment to professionalism, the organization sets itself on a trajectory toward enduring success.

The strategic implementation planning process culminates in a three-to-five-year work plan, guiding the collective endeavors of the organization towards shared goals and objectives. It is an inclusive method, engaging key stakeholder representatives to ensure that the interests of the entire community are considered throughout the planning stages.

During the planning sessions, the team re-examined the agency's mission, vision, and values. These elements served as the cornerstones for identifying service improvement areas. From these discussions emerged the strategic themes that now underpin the goals of the implementation plan.

The strategic goals, once established, were then broken down into specific objectives. Through robust dialogue and brainstorming, ideas were either adopted or discarded based on group consensus. The resulting goals and objectives were designed to be flexible, allowing for adjustments as needed to align with the agency's broader aspirations.

In summary, the careful formulation of a strategic plan, which involves inclusive participation and flexible goal setting, equips an organization with the agility to adapt and the direction to thrive amidst change.



# “Agility will be the new capital for organizations.”

– 21st Century Fire & Emergency Services White Paper

## Community–Centered Strategic Planning Process

ESCI's Community Centered Strategic Planning Process (CCSPP) methodology has been adopted and utilized by the International Association of Fire Chiefs, numerous other national, regional, and state fire service agencies and associations, and hundreds of local fire departments across the United States and Canada. The CCSPP has proven remarkably effective with all types and sizes of organizations, from large metropolitan fire departments to small, rural all-volunteer organizations and everything in between. This process was utilized in the development of the Battlefield Fire Protection District strategic planning framework and will include, but not necessarily be limited to:

- Reviewing organizational background
- Defining services provided to the community
- Identifying aspects of the organization the community views positively
- Developing a vision for the future
- Establishing the organization's guiding principles
- Identifying performance gaps
- Establishing the organization's strategic goals
- Identifying the objectives that support the strategic goals
- Determining critical implementation tasks for each objective
- Defining service outcomes in the form of performance measures and targets



# ACKNOWLEDGMENTS

## Battlefield Fire Protection District

Shane Anderson | Division Chief

Kedron Hinkle | Firefighter/DO

Gabe Bowman | Firefighter

Scott Moore | Fire Chief

Josh Burr | Mechanic

Brian Rush | Captain

Steven Burr | Division Chief

Taylor Shell | Firefighter

Reece Calton | Firefighter/EMT

Shawn Shupert | Admin Assistant

Shawn Crump | Battalion Chief

Justin Stevens | Captain

Josh Dukewits | Battalion Chief

Felix Sultanov | Firefighter

Joshua Forbes | Firefighter

## Emergency Services Consulting International

Joe Powers | Project Manager

Jeff Grote | Associate Consultant

Turan Koroglu | Associate Consultant

Shauna Murrell | Branding & Document Support



## MESSAGE FROM THE CHIEF

To all District Staff:

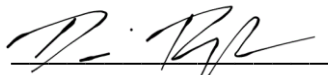
I'm pleased to present the Battlefield Fire Protection District's new 5-year strategic plan. This plan is the product of months of collaboration among our community members, staff, leadership, and elected officials. We are thankful for our partnership with Emergency Services Consulting International, which helped us to develop and formalize this plan.

Over the past several years, the district has prioritized data collection and collaboration to guide our decision-making and planning processes. Our previous strategic plan (2020-2025) successfully guided us through a transition of leadership, the challenges of COVID-19, and a major tax initiative. Throughout this process, we adapted our milestones to keep our focus on the district's future. As we near the end of this planning cycle, we will carry forward certain initiatives while embracing new opportunities.

This document reflects our ongoing commitment to the community and our dedication to enhancing service delivery, effectively managing resources, and continuously evaluating our role as a public safety agency.

I look forward to collaborating with the board and all Battlefield Fire Protection District members as we work through and assess this plan.

Regards,



Dennis Reynolds  
Deputy Fire Chief



# ENVIRONMENTAL SCAN

## External Stakeholder Feedback

On June 10, 2024, ESCI facilitated a community stakeholder feedback session at the Battlefield Fire Administration Building. Invitations were sent to community members/businesses involved in the Battlefield Fire community engagement advisory group. The representatives in attendance included:

Ashley Anderson	Danny Klopfer
Dr. Nathan Bowen	Jane Klopfer
Eleanor Berger	Phyllis Losack
Mike Berger	Judy Miller
Stephen Davis	Chris McPhail
Polly Davis	Cheryl Montgomery
Derrol Hutton	Jeff Montgomery
Joyce Hutton	Jenny Solomon
Ken Iannelli	



As part of the discussions, ESCI asked the attendees to help define "good service." The group identified the following assets provided by the Battlefield Fire Protection District:

- Timely & Dependable
- Smiling & Helpful Employees
- Knowledge of the Customer
- Have Empathy
- Be Accountable & Meet Expectations
- Prompt & Efficient

After defining good service, the group worked together to define the community's expectations of Battlefield Fire Protection District from the group's perspective. These expectations included:

- Be Courteous & Trustworthy
- Maintain a Quick Response
- Be Available to the Community's Need
- Be Well Trained & Equipped
- Support a Prepared Community



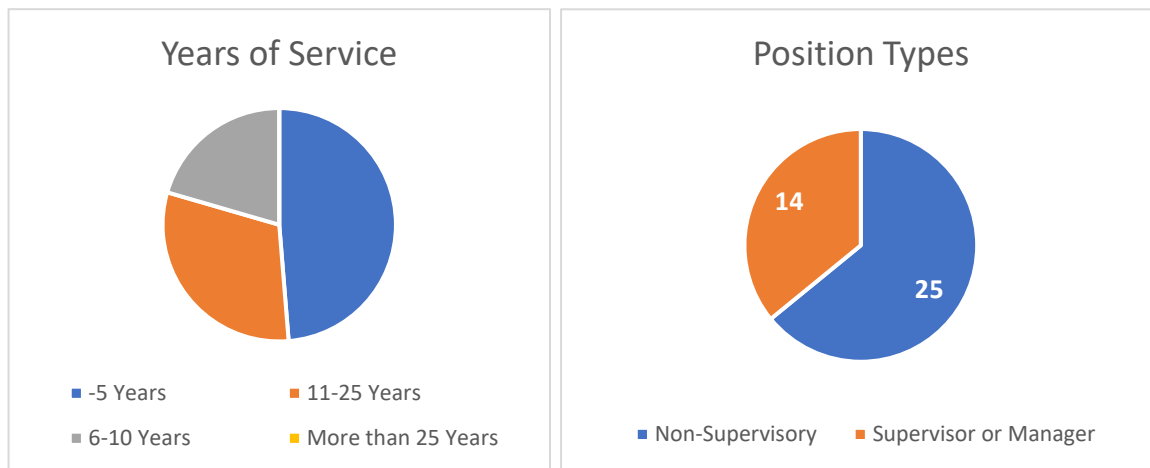
## Internal Stakeholder Feedback

### Member Survey:

Battlefield Fire Protection District (BFPD) partnered with Emergency Services Consulting International (ESCI) to develop the 2024 Strategic Plan. ESCI worked closely with BFPD stakeholders to create and deploy a member survey to inform the development of the strategic plan.

On May 20, 2024, the Battlefield Fire Protection District deployed the ESCI Member Survey to its members. The survey remained open to responses at 5 pm on May 31, 2024. Forty-one (41) members submitted to the study, representing nearly 100% of the district's personnel.

The survey participation mainly represents the members' perspectives in supervisor or manager roles. Of the survey respondents, 36% were members in supervisor or manager roles, and 64% were non-supervisor employees. The largest group of respondents were those who had been with the district for 0–5 years, representing 49% of participants. Additionally, 21% reported 6–10 years, 31% reported 11–25 years, and none reported more than 25 years of service with the district.



# STRATEGIC PLANNING WORK SESSIONS

## Mission | Vision | Values

### Mission

The organization's mission statement should clearly define the primary purpose of the organization's existence. It focuses Battlefield Fire Protection District members on what is profoundly important to the organization and community. All members should understand the mission statement and it should be posted prominently throughout the organization's facilities. Each member should commit the mission to memory.

**MISSION:**  
What do we do?

**VISION:**  
For what do we  
want to be known?

### Vision

An organization's vision will clearly define and establish what the district wants to become. It becomes a target and guiding beacon as the strategic plan and goals are completed. At the plan's end, the adopted vision should be a reality and an accurate portrayal of Battlefield Fire Protection District.

### Values

A district's core values are a collection of the most important beliefs and ingrained principles that guide the district's actions. Establishing core values aims to connect the members, clarify the district's mission, and define their brand for the community they serve.

**VALUES:**  
What are the rules?



The Battlefield Fire Protection District espouses the following mission, operational philosophy, core competencies, and slogan.

## Our Mission:

*The Battlefield Fire Protection District provides cost effective, efficient fire, rescue and environmental protection services and other necessary emergency services essential to the health, safety, and well-being of the community. These services include, but are not limited to, the delivery of initial emergency medical services, extra-hazardous rescues, and the mitigation of man-made or natural catastrophes.*

## Our Operational Philosophy:

*The standard to which every aspect of the organization should be measured is the "Philosophy of operations".*

- *Provide top-level service.*
- *Continuous commitment to Success.*
- *Provide a true commitment to learning.*
- *Instill trust with everyone, our members, and the community.*
- *Appearance, personal, and station professionalism.*
- *Physically fit to properly serve the district.*
- *Maintain an attitude of service that places our community before ourselves.*
- *Execute compassion in care, maintain excellence in performance, financial responsibility, demonstrating the ability to adapt and overcome in the evaluation and mitigation of risk, while maintaining a professional image of honesty, integrity, and accountability.*
- *Provide quality emergency mitigation through aggressive training, community risk reduction, internal accountability, and integrity.*
- *Provide the highest level of care by being the best stewards of the community as possible.*



## Our Core Competencies:

- *Community Engagement*
- *Risk Reduction*
- *Excellence in Proficiency*
- *Anticipation of Community Needs*
- *Community Risk Reduction*
- *Value and Invest in Personnel*
- *Health and Wellness / Fit for Duty*
- *Stewards of Community Resources*
- *Integrity / Organizational Leadership*
- *Communication*

## Our Slogan:

*"We Serve"*



## GOOD | BETTER | DIFFERENT

Battlefield Fire Protection District members who participated in a two-day internal workshop participated in a "Good - Better - Different" exercise. The process was meant to eliminate group thinking and enable all participants to provide open feedback. Using four different colored sticky notes, Battlefield Fire Protection District members took part in the following process:

**GOOD | Green Sticky Notes:** Write three things that BFPD should continue to do and make plans to maintain in the future.

**BETTER | Yellow Sticky Notes:** Write three things that BFPD can improve upon.

**DIFFERENT | Red Sticky Notes:** Write three things BFPD should stop doing.

**DIFFERENT | Blue Sticky Notes:** Write three things BFPD should start doing.

Facilitators collected each color sticky note and posted them on the board. Small groups organized the sticky notes into common thoughts and themes and then discussed the common themes. The following is a list of common themes derived from exercise.

BFPD should continue to do these activities and make plans to maintain their importance in the future:

- Positive Work Environment
- Humor & Good Spirits
- Employee Empowerment
- Public Engagement
- Community Risk Reduction
- Operational Training
- Firefighter Fitness



BFPD should strive towards improvement in the following aspects of the organization:

- Internal Communication
- Pay & Benefits
- Apparatus & Facilities Maintenance
- Leadership Development
- Training Facilities & Staffing

BFPD should focus on change regarding the following aspects:

- Outdated Fire Programs & Reporting Software
- Gossip & Echo Chamber
- Policy & Procedure Discrepancies

BFPD should refocus its attention on the following aspects:

- Monthly Check-ins – Internal Communication
- Social Media Presence
- Officer Development
- Adoption of Technology – Including Drones
- Training to Increase Operational Preparedness for Natural Disasters
- Pay & Benefits—including Insurance



# STRATEGIC WORK PLAN

## Definition of Terms

The main components of a strategic plan: Goals, Objectives, and Tasks are defined as follows:

### GOAL:

*The largest overarching element of a strategic plan is a goal. These are broad enterprises where the organization may have multiple areas of focus.*

### OBJECTIVE:

*A smaller component of and subordinate to a goal, an objective is focused on one area but is still general in nature. If all the objectives under a goal have been accomplished, the goal will have been achieved.*

### TASK:

*A smaller component of and subordinate to an objective, a task is usually defined as specific, measurable, action-oriented, realistic, and time-sensitive. If all tasks under an objective are accomplished, the objective will have been accomplished.*

Battlefield Fire Protection District and ESCI collaborated to create six goals to make this strategic plan achievable and realistic. Members worked together to refine the goals and objectives to a manageable number assigned to specific members. The atmosphere was friendly and respectful, fostering a space for candid and constructive dialogue to help the organization progress.

Strategic goals, objectives, and tasks are crucial to the organization's efforts. By following these components attentively, the organization will be directed toward the future and should benefit from fewer barriers and interruptions. Each goal, objective, and task were established in a two-day planning work session facilitated by ESCI with the BFPD team.

The following list explains each goal with its related objectives and each goal with its related tasks. The following goals are actionable items derived from feedback to form the basis of the suggested strategic plan. Details for each goal are provided below.



## GOAL 1– Culture

The Battlefield Fire Protection District will foster a strong, healthy internal culture that promotes wellness while emphasizing positive community relationships and prioritizing community risk reduction.

*This goal is directly linked to BFPD’s Core Competency Statement #9 – Integrity/Organizational Leadership.*

### **OBJECTIVE 1–A: Prioritize Community Risk Reduction initiatives aimed to identify and mitigate potential hazards proactively.**

Tasks:

- Conduct a comprehensive risk assessment and analysis of the district, using the results to inform resource allocation and the development of prevention and mitigation strategies.
- Develop and implement new community outreach programs that target the district's youth and educate them on fire safety, prevention, and emergency preparedness.
- Conduct a public needs assessment survey to solicit feedback from the community on the current and future service delivery needs and expectations.

### **OBJECTIVE 1–B: Encourage and support a welcoming environment that emphasizes positive relationships.**

Tasks:

- Establish and implement open communication protocols and practices at all levels of the organization, including regular in–person meetings, feedback sessions, and newsletters.
- Create and adopt a culture document that defines the values, norms, and expectations of the organization and its members, and use it as a guide for the onboarding process of new employees.
- Review and update the culture document annually and ensure that it is aligned with the mission, vision, and goals of the organization and reflects the input of all employees.



**OBJECTIVE 1–C: Maintain and enhance the mental and physical well-being of firefighters within BFPD through comprehensive support programs and initiatives.**

Tasks:

- Continue to support and enhance the mental health program tailored to BFPD, including providing access to counseling, peer support, and stress management resources.
- Utilize the district’s wellness application as a platform to disseminate information and resources on mental and physical health, as well as collect feedback and data on the usage and effectiveness of the app.
- Allocate sufficient funds to maintain and replace the equipment needed for physical fitness and ensure that all employees have access to and participate in fitness programs and assessments.



## GOAL 2 – Training & Leadership Development

The Battlefield Fire Protection District will enhance training and leadership development, both internal and external, to have well-trained personnel who can provide exceptional service to its community.

*This goal is directly linked to BFPD's Core Competency Statement #6 – Value and Invest in Personnel.*

### **OBJECTIVE 2–A: Conduct a staffing study to determine the optimal staffing level and structure for the Training Division.**

Tasks:

- Assess the current workload, responsibilities, and performance of the Training Division staff.
- Compare the staffing level and structure of the Training Division with similar fire districts and industry standards.
- Identify the benefits and challenges of adding one full-time staff member to the Training Division.
- Identify the benefits and challenges of implementing a rotating training captain position on each shift.
- Recommend the best staffing option for the Training Division based on the findings of the study.

### **OBJECTIVE 2–B: Continue providing high-quality recruitment training to attract and retain qualified firefighters.**

Tasks:

- Review the current recruitment training program and identify areas of improvement.
- Research the feasibility and cost-effectiveness of BFPD conducting an annual training academy for new recruits.
- Develop and implement a standardized evaluation system for probationary firefighters to measure their knowledge, skills, and abilities.
- Provide feedback and coaching to probationary firefighters to help them succeed and advance in their careers.



**OBJECTIVE 2–C: Enhance officer development and succession planning of the district.**

Tasks:

- Establish a leadership development program that provides ongoing training and professional development opportunities for current and potential officers.
- Develop a career development plan for the organization that outlines the expectations, requirements, and opportunities for each rank and position.
- Develop and implement individual professional development plans for each employee based on their personal goals and career aspirations.
- Implement a formal succession planning process that includes cross training between divisions, mentoring, and knowledge transfer to ensure continuity of leadership and operations.

**OBJECTIVE 2–D: Improve the training facilities, grounds, and equipment to provide a safe and conducive learning environment.**

Tasks:

- Conduct a thorough assessment of current training equipment and facilities to identify areas of improvement, gaps, and risks.
- Allocate sufficient resources to upgrade or replace outdated, damaged, or unsafe equipment and facilities.
- Implement a maintenance schedule to ensure all training equipment and facilities are regularly serviced, inspected, and kept in optimal condition.



## GOAL 3 – Facility & Apparatus Maintenance

The Battlefield Fire Protection District will institute and improve comprehensive maintenance processes that minimize apparatus repairs, expedite facility repairs, and emphasize preventative maintenance.

*This goal is directly linked to BFPD's Core Competency Statement #3 – Excellence in Proficiency and #8 – Stewards of Community Resources.*

### **OBJECTIVE 3–A: Expedite facility repair and enhance preventative maintenance measures.**

Tasks:

- Conduct a lifecycle analysis of the current fleet and identify the expected replacement dates and costs.
- Establish repair categories, such as Urgent or Regular, based on the impact of the facility issue on service delivery and safety.
- Implement a tracking process for facility maintenance and repair that records the issue, the response time, the resolution, and the feedback.

### **OBJECTIVE 3–B: Improve comprehensive maintenance processes that minimize repair time and enhance preventative maintenance measures.**

Tasks:

- Explore the feasibility of creating a preventive maintenance schedule that aligns with the manufacturer's recommendations and industry standards.
- Conduct a risk assessment of the current fleet and prioritize the maintenance needs according to the likelihood and consequence of failure.
- Establish repair categories, such as Urgent or Regular, based on the impact of the apparatus issue on service delivery and safety.
- Institute a fleet preventative maintenance training program for all members of the BFPD that covers the basic inspection, troubleshooting, and reporting procedures.



### **OBJECTIVE 3–C: Evaluate current maintenance tracking program.**

#### Tasks:

- Assess the current program's strengths, weaknesses, opportunities, and threats.
- Identify and assess alternative programs that offer better functionality, usability, and integration.
- Make program selection and related decisions based on the cost–benefit analysis and stakeholder input.
- Train firefighters on the operation and implementation of the new apparatus, review technology and ensure compliance and feedback.
- Evaluate the need for additional personnel or third–party services to support the maintenance program and budget accordingly.
- Establish repair categories, such as Urgent or Regular, based on the impact of the apparatus issue on service delivery and safety.



## GOAL 4 – Technology

The BFPD will improve data and technology adoption to support informed decision-making and match service delivery with community risk management.

*This goal is directly linked to BFPD’s Core Competency Statement #3 – Excellence in Proficiency, and #4 – Anticipation of Community Needs.*

**OBJECTIVE 4–A: Inventory all existing software and technology solutions currently in use and available by the district to determine areas for practical technology expansion or reduction in duplication.**

Tasks:

- Identify and document all the software and technology solutions used by the BFPD, including their purposes, functions, features, costs, and users.
- Review and assess each solution's effectiveness, efficiency, usability, and reliability and identify any gaps, overlaps, or redundancies.
- Survey and interview the staff and stakeholders who use or interact with the solutions and collect their feedback, suggestions, and preferences.
- Analyze the data and feedback collected and prioritize the areas for improvement, enhancement, or replacement of the existing solutions.
- Develop a report and a roadmap for the inventory results and recommendations and present them to the leadership and the board for approval.

**OBJECTIVE 4–B: Evaluate and develop a process for new technology relevant to fire and EMS.**

Tasks:

- Conduct a needs assessment and a gap analysis of the current technology used by fire and EMS personnel.
- Research and test potential solutions that address the identified needs and challenges.
- Establish criteria and standards for selecting, implementing, and maintaining the new technology.
- Develop a training and evaluation plan for the new technology.



**OBJECTIVE 4–C: Improve or replace the current records management system (RMS).**

Tasks:

- Analyze the strengths and weaknesses of the current RMS and its alignment with the BFPD's needs assessment from Objective 4–A.
- Research and evaluate alternative solutions and cost and solicit feedback from potential vendors and users.
- Potentially align the new program with the apparatus and facility maintenance systems and ensure compatibility and integration.



## GOAL 5 – Communication

The Battlefield Fire Protection District aims to strengthen both internal & external communication to foster community trust, cultivate a positive employee culture, enhance public engagement and elevate the district’s brand.

*This goal is directly linked to BFPD’s Core Competency Statement #1 – Community Engagement and #10 – Communication.*

**OBJECTIVE 5–A: Evaluate the effectiveness of information dissemination to each of the three stations.**

Tasks:

- Conduct a communication audit to identify the types, sources, channels, and frequency of information that are received or missed at each station.
- Analyze the communication audit results and identify the causes and effects of information gaps or misinformation at each station.
- Develop and implement a communication plan that addresses the information needs and preferences of each station and ensures consistent and accurate information flow.
- Encourage all members to ask questions and provide feedback on the communication plan and its implementation.
- Conduct a district survey to measure the satisfaction and effectiveness of communication among the stations.

**OBJECTIVE 5–B: Evaluate the effectiveness and application of the various forms of communication the district utilizes.**

Tasks:

- Identify and categorize all the communication platforms and tools that the district has access to, such as email, phone, radio, social media, intranet, etc.
- Evaluate the effectiveness of each form of communication in terms of reach, timeliness, clarity, feedback, and cost.
- Optimize the use of communication platforms and tools by eliminating redundancies, enhancing features, and providing training and guidelines.



**OBJECTIVE 5–C: Provide strategic updates and information dissemination.**

Tasks:

- Based on the results of Objectives 1 and 2, determine the best means of providing communications to the district, such as newsletters, bulletins, reports, presentations, etc.
- Develop and maintain a centralized source of communications that is accessible, updated, and user-friendly.
- Establish a system to identify and prioritize critical information that requires follow-up actions or responses and assign responsibilities and deadlines accordingly.

**OBJECTIVE 5–D: Evaluate all external communication platforms and processes and make strategic improvements.**

Tasks

- Conduct a social media audit to assess the use, reach, engagement, and impact of the district's social media platforms.
- Develop and implement a social media strategy that aligns with the district's goals, values, and brand and provides relevant, timely, and engaging content.
- Conduct a website audit to evaluate the design, functionality, content, and user experience of the district's external website.
- Develop and implement a website improvement plan that enhances the website's appearance, usability, accessibility, and security.
- Identify and engage with external stakeholders, such as residents, businesses, media, and partners, through various channels, such as surveys, events, newsletters, and feedback forms.
- Monitor and evaluate the effectiveness and impact of external communication activities and platforms and make adjustments as needed.



## GOAL 6 – Employee Retention

The Battlefield Fire Protection District will establish proactive employee retention measures to encourage long-term career investment.

*This goal is directly linked to BFPD’s Core Competency Statement #6 – Value and Invest in Personnel.*

**OBJECTIVE 6–A: Assess financial expenditure to ensure an appropriate distribution between capital investments and employee compensation.**

Tasks:

- Analyze the annual budget distribution of capital projects and personnel cost for the past five years and identify any gaps or imbalances.
- Establish prioritization criteria for capital expenditures to better align with BFPD’s mission and strategic goals and develop a five-year capital improvement plan.

**OBJECTIVE 6–B: Develop and maintain a comprehensive pay and benefits program to retain a quality workforce.**

Tasks:

- Create a list of comparable fire departments and districts within the region that can be used when determining benefit levels and conduct a salary and benefits survey every two years.
- Evaluate and update the pay and benefits program annually based on the survey results and budget availability and communicate any changes to the employees.



**OBJECTIVE 6–C: Assess the necessity of supplementary compensation for employees based on additional training and longevity.**

Tasks:

- Investigate other possible nontraditional methods of compensation, such as educational incentives, certification bonuses, performance awards, or flexible work arrangements, and present a proposal to the board of directors by the end of the year.
- Examine how outside agencies and entities look at longevity and additional pay for training and benchmark the best practices and industry standards.



## Objective Timelines

Objective	Months to Completion
<b>Goal 1 – Culture</b>	
OBJECTIVE 1–A: Prioritize Community Risk Reduction initiatives aimed to identify and mitigate potential hazards proactively.	18
OBJECTIVE 1–B: Encourage and support a welcoming environment that emphasizes positive relationships.	12
OBJECTIVE 1–C: Maintain and enhance the mental and physical well-being of firefighters within BFPD through comprehensive support programs and initiatives.	24
<b>Goal 2 – Training &amp; Leadership Development</b>	
OBJECTIVE 2–A: Conduct a staffing study to determine the optimal staffing level and structure for the Training Division.	12
OBJECTIVE 2–B: Continue providing high-quality recruitment training to attract and retain qualified firefighters.	36
OBJECTIVE 2–C: Enhance officer development and succession planning of the district.	48
OBJECTIVE 2–D: Improve the training facilities, grounds, and equipment to provide a safe and conducive learning environment.	24
<b>Goal 3 – Facility &amp; Apparatus Maintenance</b>	
OBJECTIVE 3–A: Expedite facility repair and enhance preventative maintenance measures.	18
OBJECTIVE 3–B: Improve comprehensive maintenance processes that minimize repair time and enhance preventative maintenance measures.	24
OBJECTIVE 3–C: Evaluate current maintenance tracking program.	12
<b>Goal 4 – Technology</b>	
OBJECTIVE 4–A: Inventory all existing software and technology solutions currently in use and available by the district to determine areas for practical technology expansion or reduction in duplication.	12
OBJECTIVE 4–B: Evaluate and develop a process for new technology relevant to fire and EMS.	24

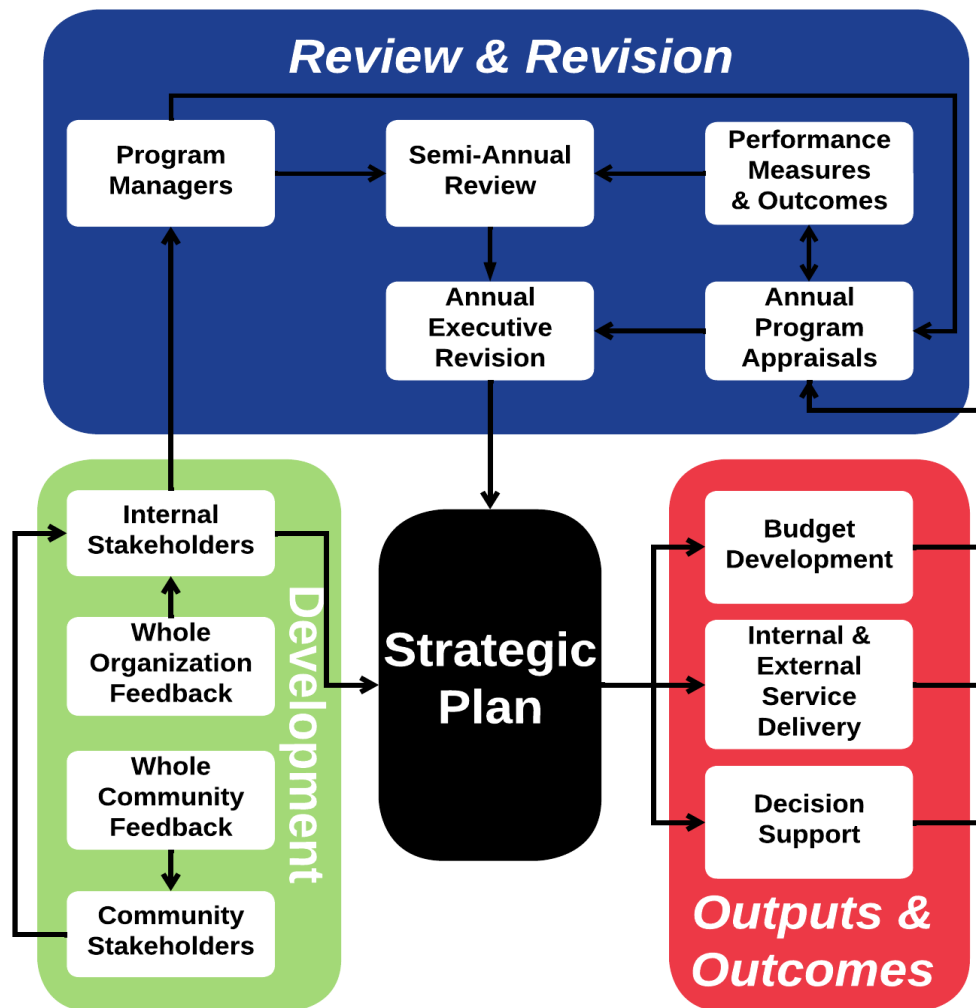


Objective	Months to Completion
OBJECTIVE 4-C: Improve or replace the current records management system (RMS).	18
<b>Goal 5 – Communication</b>	
OBJECTIVE 5-A: Evaluate the effectiveness of information dissemination to each of the three stations.	12
OBJECTIVE 5-B: Evaluate the effectiveness and application of the various forms of communication the district utilizes.	12
OBJECTIVE 5-C: Provide strategic updates and information dissemination.	18
OBJECTIVE 5-D: Evaluate all external communication platforms and processes and make strategic improvements.	24
<b>Goal 6 – Employee Retention</b>	
OBJECTIVE 6-A: Assess financial expenditure to ensure an appropriate distribution between capital investments and employee compensation.	12
OBJECTIVE 6-B: Develop and maintain a comprehensive pay and benefits program to retain a quality workforce.	24
OBJECTIVE 6-C: Assess the necessity of supplementary compensation for employees based on additional training and longevity.	18



## IMPLEMENTATION METHODOLOGY

Emergency services continually contend with a rapidly changing environment. Improved tools, technologies, increased regulation of activities, and changing risk profiles are all challenges that, if not planned for, create a reactionary decision-making methodology instead of a proactive organization. Fire districts can avoid organizational obstacles through continuous evaluations of the internal and external environment and aligning themselves around the needs of these environments. An organization will stay agile and on the leading edge of service delivery by analyzing data and trends and implementing course corrections.



The above process shows how the plan is developed with internal and external feedback. Additionally, program managers (typically those assigned to objectives within the plan) provide valuable feedback into the initial development and continuous

improvement and revision process. The strategic plan, once developed, informs processes indicated in the “outputs and outcomes” area of the chart, illustrating how areas of the organization should stay aligned with the documented strategic direction.

However, all good strategic plans should be implemented and revised regularly to maintain alignment with the changing organizational environment. Using performance measures, annual program appraisals, and a rhythm of executive-level updates, the strategic plan can achieve annual updates, which are identified as best practices by the Commission on Fire Accreditation International.

## Role of Goal Managers

The organization must assign each goal to a manager responsible for coordinating the goal(s) they are given. Once assigned, the goal managers must be clear on their roles and responsibilities, identify and assign inclusive and capable task teams for each of the objectives within the goal, identify funding needs in order to effectively and efficiently accomplish their assignments, maintain constant awareness of the status and progress of each task team under their charge, troubleshoot and help remove obstacles or barriers to the task teams as they perform their work, and regularly report on goal status, progress, barriers, strategies to address barriers, successes, and achievements. They are a crucial part of communicating the status of their plan element to the organization.

## Role of Objective Teams

Each objective is assigned a task/program team composed of capable members emphasizing those wanting to achieve the objective or who have expertise or job assignments that align with it. Each task team should convene for an initial meeting to select a chairperson, become familiar with the objective as a team, seek clarification from the goal manager where there are questions, identify the need for funding appropriations, and begin the process of outlining a work plan. This will help the task team achieve the objective within the assigned timeline(s).

Once a work plan has been created, the task team chair should coordinate the setting of a meeting schedule that works for the team and minimizes organizational conflicts (e.g., training, vacations, etc.). Significant actions of the task teams and issues they face should be recorded for status updates to the goal managers. <sup>[OBJ]</sup>



## Role of BFPD Member

Tip:

Every effective presentation message is a call to action, feeling, or thought.

Every Member of Battlefield Fire Protection District is responsible for understanding the strategic plan, internalizing its mission, vision, values, goals, and objectives, and helping the organization achieve it, whether a part of the various teams or not. By being aware of the various efforts being expended to make the organization more successful, members can

be on the lookout for opportunities the various task teams may be able to take advantage of to achieve their objectives. Members must also help by holding the organization accountable to its stated timelines and outcomes. While there should be room for unforeseen circumstances arising that require adjustment of timelines or unexpected opportunities arising that may necessitate a shift in a specific approach, they should not be a routine excuse for not achieving what was committed to from the outset.

It is also important to be reasonable in the organization's expectations of the strategic plan. In some cases, it has taken years for some of the challenges to manifest themselves in their current form. They will not be corrected overnight. It is vital that each member sees themselves as part of the solution. Sometimes, despite the strongest desires and best efforts of all involved, resolving some issues requires more effort than is available to the organization in the near term. Therefore, every effort should be made to manage this effort with a focus on efficiency and effectiveness.



## Communication Strategies & Mechanisms

The strategic plan must be communicated often and through many mechanisms. The internal planning team must discuss numerous communication strategies. They include:

- Chief officers meet with all crews over time to review the strategic plan.
- Include the incorporation of mission, vision, and values discussions within training sessions.
- Highlight a single element of the plan during training sessions (e.g., six minutes for strategic planning).
- Upload the strategic plan electronically to make it accessible to all members and post a hard copy of the plan at each station or to BFPD's internal servers.
- Communicate status updates quarterly, celebrate successes, and identify struggles transparently.
- The internal planning team meets with goal managers at least semi-annually to share lessons learned, brainstorm resolutions to barriers, and provide status updates.
- Convene the internal planning team annually to update the plan and ensure accountability.
- The Fire Chief should provide quarterly reports to the Board of Directors as a standing agenda item for the life of the plan.

These strategies and mechanisms have advantages and disadvantages, but the primary theme is to use what works and communicate regularly and transparently to the organization. By keeping the plan front and center in the organization, the plan is alive in the minds and hearts of its members.

Celebrating successes as they occur increases the level of anticipation by the members for the other elements to be accomplished.

The plan can be used for each task team to keep track of their work performance and can also be used to provide regular updates to the goal managers. This helps keep the process standardized and on track and can be the basis

### Tip:

Deliver a conclusion that is not just a summary but a look into the future.



for communicating progress to the district. Whether this planning sheet, an internally developed spreadsheet, or another tracking device created by the organization is used, the important takeaway is maintaining granular tracking at the task team level and the big picture district wide.

## **CONCLUSION:**

This strategic plan serves as a comprehensive blueprint for the Battlefield Fire Protection District's future endeavors. By delineating clear goals, objectives, and tasks, we aim to streamline operations, enhance service delivery, and adapt proactively to emerging challenges.

Responsibilities are distributed amongst team members, ensuring accountability and collaboration throughout the implementation process. Each member's contribution is vital to the plan's success, and ongoing communication and feedback mechanisms will facilitate continuous improvement.

The benefits of this strategic plan are manifold. It provides a framework for informed decision-making, fosters alignment of resources with organizational priorities, and cultivates a culture of innovation and adaptability. Moreover, by proactively addressing potential obstacles, we can mitigate risks and seize opportunities for growth and improvement.

This strategic plan empowers the Battlefield Fire Protection District to fulfill its mission of safeguarding lives and property while remaining responsive to the evolving needs of our community. With dedication, perseverance, and a shared commitment to excellence, we are poised to achieve our collective vision for a safer and more resilient future.



## APPENDIX A: INTERNAL SURVEY

### Health Safety & Wellness

#### Mental Health Support

Almost all BFPD members (95%) somewhat or strongly agree that the district provides them with useful mental health support and resources. However, 5% had opposing views.

#### Physical Health & Wellness

BFPD members (98%) almost unanimously agree that the district supports them with useful physical health and wellness resources. Meanwhile, only 2% disagreed.

#### Physical Fitness

Ninety-eight percent (98%) of BFPD strongly agree or somewhat agree with the statement, “Employees have an adequate level of physical fitness in order to perform their job.” Additionally, 3% disagreed with the statement.

#### Common Theme:

Based on the free-text responses by the members, BFPD is praised for its supportive culture, particularly in terms of professional development and providing necessary tools and training. The district encourages employees to be involved in outside organizations and fosters opportunities for career progression. Support from the administration during personal crises is highlighted as a significant strength. Encouraging physical fitness and focusing on mental and physical health are also important aspects of this support.



## Trust Within the District

### Trust in Leadership

A strong majority of respondents hold the view that the Chief consistently makes sound decisions to guarantee the safety of members, with 85% expressing either somewhat agreement or strong agreement. About 15% somewhat or strongly disagreed.

### Trust in the Members

Of those surveyed, 98% of BFPD members somewhat agree or strongly agree that the district trusts them to fulfill their assigned duties. Conversely, 3% expressed somewhat disagreement or strong disagreement.

### Trust in the District

Most BFPD members trust that the district will do the right thing for its members, as 70% of respondents somewhat agreed or strongly agreed with the statement, "I trust the district to do the right thing for my coworkers and me." Approximately 30% of respondents reported that they somewhat disagreed or strongly disagreed with the statement.

## Organizational Culture

### Healthy Culture

Members of BFPD believe that the culture among district employees is healthy with 90% somewhat agreeing or strongly agreeing. However, 10% somewhat disagreed or strongly disagreed.

### Personal Attitudes

Almost all BFPD members (98%) somewhat agree or strongly agree with the statement, "I am able to maintain a positive attitude while at work, and I enjoy my job." The remaining respondents (3%) somewhat disagreed or strongly disagreed.



## **Coworker's Attitudes**

All of the respondents (100%) believe that their coworkers generally maintain a positive attitude while at work and enjoy their jobs.

## **Ability to Influence Attitudes**

Roughly 90% of participants express confidence in their ability to positively impact their colleagues' attitudes and enhance the district's culture. In contrast, 10% held differing views.

## **Feelings of Value**

### **Member Value**

The strong majority of respondents somewhat agreed or strongly agreed (85%) with the statement, "The district values me as an employee." However, 15% somewhat disagreed or strongly disagreed.

### **Input on Important Issues**

Over two-thirds of BFPD members (68%) exhibited somewhat or strong agreement with the statement, "The district values my input on important issues." Approximately 33% somewhat disagreed or strongly disagreed.

## **Personnel Development**

### **Training Effectiveness**

Respondents are notably confident in the sufficiency of their training to carry out their duties effectively, with 93% of them indicating somewhat agreement or strong agreement. Meanwhile, only 8% of the respondents expressed disagreement.



## **Professional Growth**

The prevailing sentiment among BFPD members is that there are ample professional growth opportunities within the organization, with 83% expressing somewhat or strong agreement. Additionally, 18% somewhat disagreed or strongly disagreed with the statement.

## **Work Environment**

### **Workplace Safety**

Every BFPD member reports feeling safe in their workplace. Indeed, 100% of respondents somewhat agreed or strongly agreed with the statement, “I feel safe in my workplace.

### **Equipment & Tools**

There is strong agreement among BFPD members (95%) that they have adequate tools to perform their job effectively. However, about 5% reported otherwise.

### **Apparatus & Vehicles**

BFPD members mostly agree (73%) that the apparatus or vehicle fleet is well-maintained. Additionally, 28% of respondents somewhat or strongly disagreed.

### **Common Theme:**

While the state of the apparatus and equipment is generally positive, with most BFPD members feeling satisfied, there is always room for improvement. Some respondents have noted that timely and thorough maintenance could enhance the performance and reliability of the equipment. Addressing critical issues, such as repairing water sensors, fixing leaking foam tanks, and ensuring the proper functioning of discharge valves, will further improve safety and efficiency. By prioritizing these areas, the organization can ensure that all essential safety equipment meets the highest standards while maintaining fiscal responsibility.



## Communication

### Receiving Information

BFPD members are on the fence about receiving timely and accurate information regarding the district's direction, as those who agreed and those who disagreed were equal to 50%, respectively.

### Access to Information

Most respondents (90%) reported some agreement or strong agreement with the statement, "I have access to the right amount of information to do my job." Meanwhile, 10% expressed somewhat disagreement or strong disagreement with the statement.

### Common Theme:

Extensive feedback highlights the necessity for enhanced communication from district leadership. Key areas for improvement involve better information flow from upper administration, fostering a more transparent and cooperative atmosphere, bridging the gap between management and frontline staff, and ensuring that employee input is acknowledged and implemented. There is a demand for greater openness, transparency, and resolution of internal conflicts to cultivate a healthier organizational culture.

## Recruitment & Retention

### Recruitment

The majority of BFPD members agree that the district recruits quality individuals to fill open positions, with approximately 88% of respondents somewhat agreeing or strongly agreeing. In contrast, around 13% somewhat disagreed or strongly disagreed.



## **Retention**

Over two-thirds of respondents (68%) somewhat agreed or strongly agreed with the statement, "The district retains quality personnel to maintain the mission." On the other hand, one-third (33%) somewhat disagreed or strongly disagreed with the statement.

## **Organizational Sustainability**

BFPD members (90%) have confidence in the district's stability and their ability to build a future within it. However, about 10% somewhat disagreed or strongly disagreed that the district is stable, and they can build a future within it.

## **Common Theme:**

The free-text responses indicate that retention concerns are influenced by valuing employees through competitive pay, benefits, and training opportunities. Suggestions include adopting a progressive pay scale, funding employee training, offering lateral transfers with updated probation periods, enhancing team-building exercises, and incorporating employee feedback to create a supportive work environment.

