

# Brentwood

## FIRE & RESCUE

## DEPARTMENT



2021 – 2026 Strategic Plan

## Introduction

The Brentwood Fire and Rescue Department (BFRD) provides fire suppression, emergency medical services, hazardous materials response, technical rescue response, fire prevention, and public education for the community of Brentwood. In August 2019, BFRD was awarded its second international accreditation through the Commission on Fire Accreditation International (CFAI). The primary objective of earning and maintaining accredited agency status is to ensure public safety organizations, pursue excellence in all aspects of performance, and identify areas for continuous improvement. Both the city and department have embraced the idea of continuous improvement and eagerly seek ways to ensure that the highest level of service is provided for the citizens and visitors of Brentwood.

As part of the accreditation model, organizations are required to develop and maintain a 3-5 year community-driven strategic plan. The purpose of the strategic plan is to set short-term goals which provide consistent direction for the department in the future. In October 2010, the agency completed a comprehensive 5 – year strategic planning process facilitated by the Center for Public Safety Excellence. This process included both members of the community (external stakeholders) and members of the department and city (internal stakeholders) working together to create both vision and direction for the department. In 2015, the department conducted a second strategic planning process that was facilitated by department personnel. The strategic plan has proven to be of great value for the organization. The goals and objectives developed during the strategic planning process have resulted in an increased presence in the community and an enhancement towards efficient operations.

Beginning in early 2020, the agency began preparations to conduct a third strategic planning process. However, due to the Covid-19 pandemic, the strategic planning process was delayed by several months and preparations began again in early 2021. Similar to the process in 2015, the agency once again reached out to the community to gather input regarding customer expectations, areas for potential improvement, and suggestions for service enhancement. Due to continued Covid-19 protocols, this process was completed electronically via internet based survey instruments. In addition, the agency included a significant portion of the department and city leaders during a 2 – day strategic planning session. This process was facilitated and managed by department members and sought to fulfill the purpose of the strategic plan outlined in the *CFAI Fire & Emergency Service Self-Assessment Manual*. As a result, the agency completed the strategic planning process in June 2021 by establishing goals and objectives which will provide direction as the department pursues excellence. In the following pages, the agency identifies its goals, objectives, critical tasks, and timeframes necessary for it to continue its mission, fulfill its vision, and serve the community with excellence.

# **BRENTWOOD FIRE & RESCUE DEPARTMENT STRATEGIC PLAN**

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## Organizational Background

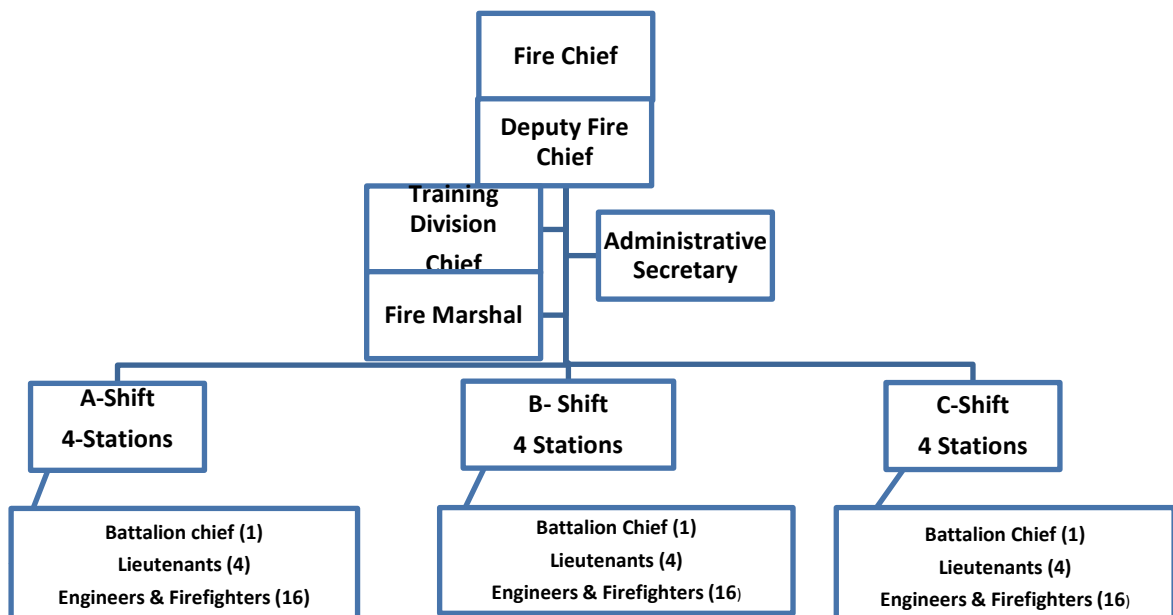


Brentwood is a 42 square mile city in Williamson County, Tennessee. An affluent suburb of Nashville, it is ranked among the wealthiest counties in the country. Incorporated in 1969, the city has Commission-Manager form of government serving the approximately 44,000 residents.



Until 1986, fire protection was provided by a privately-owned fire department operating from a single fire station. Following a recommendation from a fire protection consulting firm, the Brentwood City Commission sought to establish its own fire department which was formally began operation at midnight on September 1, 1986.

Today, the Brentwood Fire and Rescue Department is comprised of 69 personnel serving from four fire stations and a training facility. The 63 suppression personnel work a 48/96 shift schedule and respond to more than 3,600 calls for service annually. These dedicated and compassionate individuals strive to demonstrate that the BFRD is a leader in the development and delivery of professional emergency and life-safety services.



## Definition of a Community-Driven Strategic Plan

The fire service has entered into a very competitive evolutionary cycle. Public demands continue to increase, while dollars and other resources continue to shrink. These trends place increased pressure on the modern fire service manager, policy makers, and staff to develop ways to be more effective and more efficient. In many cases, the service recipients are demanding the accomplishment of specific goals, objectives, and services with fewer resources. To work more efficiently with the available resources, organizations must establish their direction based on constructive efforts while eliminating programs that do not serve the community.

To ensure that community needs were incorporated, the Community-Driven Strategic Planning process was used to develop the BFRD Strategic Plan. Businesses employ this type of process to identify market trends, allowing the service provider to focus resources while reducing risk and wasted effort. This process was adapted to meet BFRD's specific needs.

This document is the result of several strategic planning sessions and includes valuable community input.

### 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. A sense of urgency pervades the customer-driven 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. New information from customers, like-providers, and life changes are to be factored into the planning process. ***The strategic plan should be an operationally useful document.***

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 customer focus is essential. Aware of this necessity, public safety agencies must strategically plan how they will deliver high-quality products and services

to the public and their other customers through better, faster, and less expensive programs.

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 US 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.

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

Most importantly, strategic planning can be an opportunity to unify the management, employees, stakeholders, and customers 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.

## 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. Companies, as well as state and city governments, have begun focusing on their community of customers as one of the key motivators in planning for the 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 US 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.

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



**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.

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

The specific steps of the process are as follows:

1. Define the services provided to the community.
2. Establish the community's service priorities.
3. Establish the community's expectations of the organization.
4. Identify any concerns the community may have about the organization and its services.
5. Identify those aspects of the organization and its services the community views positively.
6. Re-affirm the Mission Statement, giving careful attention to the services currently provided and which logically can be provided in the future.
7. Re-affirm the Values of the organization's membership.
8. Identify the Strengths of the organization.
9. Identify any Weaknesses of the organization.
10. Identify areas of Opportunity for the organization.
11. Identify potential Threats to the organization.
12. Establish realistic goals and objectives for the future.
13. Identify implementation tasks for each objective.
14. Develop a Vision of the future.
15. Develop organizational and community commitment to the plan.



## **Process and Acknowledgements**

The Brentwood Fire and Rescue Department acknowledges both the external and internal stakeholders for their participation and input in the Community-Driven Strategic Planning Process. Their input to the process was, and will continue to be, fundamental in ensuring that the agency moves in the right direction.

Development of the agency's strategic plan took place during April – June 2021. Representatives from BFRD worked to develop a process and for both internal and external stakeholder to provide unfiltered feedback to a variety of questions. Communication with external stakeholders was done primarily through electronic surveys and resulted in over 250 responses. Internal stakeholders were given the opportunity to complete an anonymous surveys on-line and participate in a 2-day in-person strategic planning process.

Valuable commentary and useful concerns were collected. The discussion at the meeting revolved around customer concerns, expectations, and comments about the agency. The agency expresses a special 'thank you' to the community members who contributed to the creation of this strategic plan, as it was truly a team effort.



## External Stakeholder Group Findings

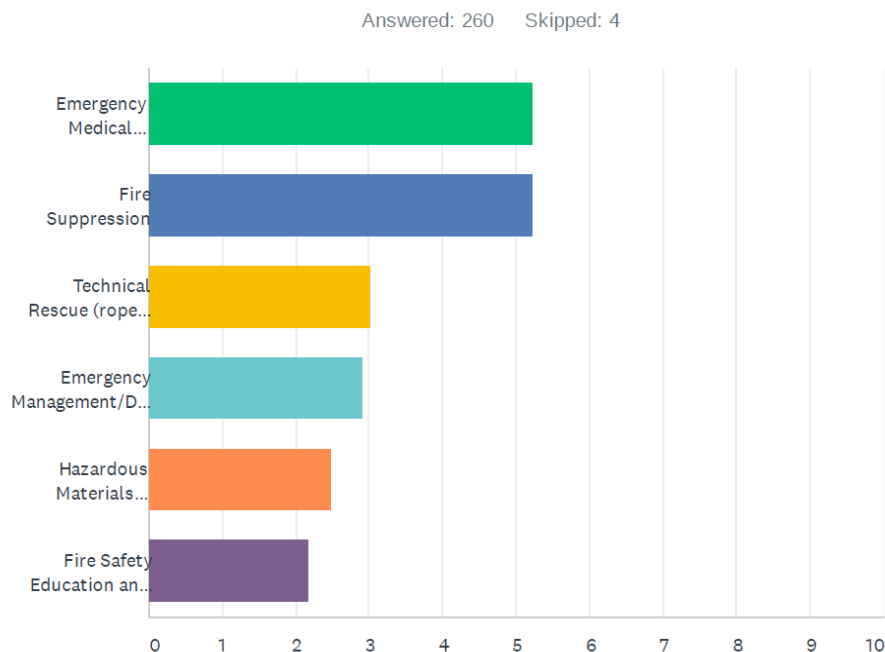
The Brentwood Fire and Rescue Department considers customer expectations to be of critical importance. As with most private sector companies, public agencies are becoming keenly aware of the value of understanding the customer they serve and if these services are providing satisfaction or needing improvement. Historically, many public agencies have assumed they understand what the customer expects and what level of service they are providing. However, as a tool of continuous improvement, the strategic planning process requires agencies to reach out to the community and embrace the idea of customer input regarding service provision. This step has allowed BFRD to ensure they are adequately meeting the needs of the community both today and in the future.

### *Customer Priorities*

In order to dedicate time, energy, and resources on services most desired by its customers, the agency needs to understand what the customers consider to be their priorities. The External Stakeholders were asked to prioritize the services offered by BFRD through a process of direct comparison.

**Table 1: Customer Service Priorities of the BRENTWOOD FIRE & RESCUE DEPARTMENT**

Q1 Please rank in order what you feel are the most important programs provided by Brentwood Fire and Rescue.



	1	2	3	4	5	6	TOTAL	SCORE
Emergency Medical Services	40.93%	49.03%	6.18%	1.93%	1.16%	0.77%		
	106	127	16	5	3	2	259	5.24
Fire Suppression	53.49%	29.84%	8.53%	4.26%	1.16%	2.71%		
	138	77	22	11	3	7	258	5.22
Technical Rescue (rope rescue, trench rescue, confined space, structural collapse)	0.78%	9.73%	34.24%	17.51%	21.79%	15.95%		
	2	25	88	45	56	41	257	3.02
Emergency Management/Disaster Preparedness	2.32%	7.72%	22.78%	25.48%	29.34%	12.36%		
	6	20	59	66	76	32	259	2.91
Hazardous Materials Response	0.39%	1.55%	14.73%	34.50%	26.36%	22.48%		
	1	4	38	89	68	58	258	2.48
Fire Safety Education and Community Risk Reduction	2.69%	2.31%	14.23%	16.15%	19.62%	45.00%		
	7	6	37	42	51	117	260	2.17

## *Customer Expectations*

In an effort to gain additional insight about our customers, the agency also provided an opportunity for external stakeholders to provide feedback beyond service comparison. The comments listed below represent a summary of what customers expect from the department. This step helps the agency better gauge whether or not the agency's priorities are in sync with the customers' expectations.



**Table 2: External Stakeholder Expecations – Summarized comments**

1. Rapid response to emergencies.	9. Remain available to the public, visitors, and children.
2. Well trained responders.	10. Hire quality and qualified personnel.
3. Train for disasters, as well as, mass casualty events.	11. Provide a high level of leadership.
4. Community outreach and education	12. Reliable and consistent response to emergencies.
5. Professionalism; while serving and protecting.	13. Use technology to enhance response and educational opportunities.
6. High level of training in all areas of response	14. Educate the residents about fire safety and risk reduction.
7. Be there when we need you.	15. Prepare for future growth.
8. Extreme proficiency in performing challenging duties.	16. Maintain a high standard and strive for excellence.



## *Areas of Customer Concern*

The Community–Driven Strategic Planning Process would fall short and be incomplete without an expression from the customer regarding concerns about the agency. Some areas of concern may in fact be a weakness within the delivery system. However, some weaknesses may also be misperceptions based upon a lack of information or incorrect information.

**Table 3: Areas of Customer Concern of the BRENTWOOD FIRE & RESCUE DEPARTMENT**

1. Ability to keep up with growth.	9. Ability to respond to a widespread disaster.
2. Retaining top talent.	10. Response capabilities due to traffic or limited road access.
3. Adequate funding for high level of service.	11. Maintaining competitive salary and benefits to attract and keep top talent.
4. Rapid response to emergencies.	12. Proactive response to future growth.
5. More fire education and community outreach.	13. Remain cognizant of industry best practices and look for ways to improve training/response.
6. Receiving and maintaining effective training.	14. Better communication with community; ensure community is aware of safety education programs.
7. Tools and equipment needed to perform job.	15. Attempting too many programs for the size of the department.
8. Maintain a proper balance between emergency response and community risk reduction efforts.	16. Succession planning and aging equipment.

## *Positive Customer Feedback*



The strategic planning process also promotes the identification of organizational strengths. While customer expectations and concerns are of tremendous value, it is as equally important for the organization to understand what it does well from the customers' perspective. This allows the organization to identify where it is the strongest and provides a foundation for building additional strengths in the future.

The External Stakeholders provided the following comments when asked to identify the positive aspects of the department.

**Table 4: Positive Customer Comments about the BRENTWOOD FIRE & RESCUE DEPARTMENT**

1. Rapid response
2. Community engagement
3. Efficient operations
4. Well trained
5. Highly professional
6.. Prepared for all hazards
7. Outreach programs such as citizen's fire academy and community CPR

## **Internal Stakeholder Group Findings**

The strategic planning process also includes input and the active participation of members within the department. This process took place in April 2021 during a two day strategic planning session. The session included 39 fire and rescue department members, 3 members of dispatch, and input from the city manager all with a wide range of experience levels. Participants included members with less than 1 year of fire service experience to members with an excess of 30 years of service. All levels of leadership were represented as well, including the city manager, and fire chief. Participants were asked to review the



organizational values and mission while also identifying the core programs, and supporting services critical to providing unparalleled service to its customers.

To ensure the department allowed all members to provide input, a department wide survey was released prior to the strategic planning session. The purpose of the survey was to complete a thorough organizational self-evaluation and enable members to anonymously provide honest feedback. Data and comments from the survey were reviewed by senior leadership and provided to department members during the strategic planning session.

During the strategic planning session, participants conducted a Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T.) analysis to identify service gaps and areas within the organization that may need improvement. At the core of this process was the idea that to solve problems, the organization must first develop an understanding of the root cause to ensure the proper solution is applied. Participants were encouraged to ask questions and gather data fundamental in developing a broad understanding of the challenges the organization encounters. This key element will remain a critical component throughout the development and completion of the strategic plan over the next 5 years.





**Table 5: BRENTWOOD FIRE & RESCUE DEPARTMENT Internal Stakeholders**

<i>Nick Adams Division Chief</i>	<i>Derek Hershner Engineer</i>	<i>Toben Nelson Engineer</i>	<i>Jack Sweeney Firefighter</i>
<i>Rose Aldrich Firefighter</i>	<i>Daniel Hillis Engineer</i>	<i>Blane Newberry Lieutenant</i>	<i>Gary Swing Engineer</i>
<i>Jason Baird Engineer</i>	<i>Derek Hyde Battalion Chief</i>	<i>Jeff Pender Division Chief</i>	<i>Jason Sykes Lieutenant</i>
<i>Scott Barnes Engineer</i>	<i>Cody Johnson Lieutenant</i>	<i>Jesse Piche Engineer</i>	<i>Robin Thorpe Engineer</i>
<i>Nate Collier Firefighter</i>	<i>Jeremy Keopf Engineer</i>	<i>Jason Pierce Engineer</i>	<i>John Walker Firefighter</i>
<i>Brian Collins Deputy Chief</i>	<i>Jacob Lampley Lieutenant</i>	<i>Ryan Prather Engineer</i>	<i>Chris Wright Firefighter</i>
<i>Ryan Crouse Firefighter</i>	<i>Brad Lawson Firefighter</i>	<i>Larry Ritchie Lieutenant</i>	<b>Other City Departments</b>
<i>Tony Dixon Engineer</i>	<i>Warren Lipscomb Firefighter</i>	<i>Jim Roman Lieutenant</i>	<i>Kirk Bednar City Manager</i>
<i>Scott Ellis Battalion Chief</i>	<i>Tom LoSchiavo Engineer</i>	<i>John Russ Lieutenant</i>	<i>Michael Burton Dispatcher</i>
<i>Jeremy Giroux Lieutenant</i>	<i>Tony Marmol Engineer</i>	<i>Zach Scheital Engineer</i>	<i>Laurel Kazenske Dispatcher</i>
<i>Brian Goss Fire Chief</i>	<i>Mike McCutcheon Lieutenant</i>	<i>Paul Stine Engineer</i>	<i>Kathleen Watkins Dispatch Supervisor</i>

## The 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?

During the strategic planning session, participants reviewed the mission statement and re-affirmed the organization remained aligned with that mission statement.

**Table 6: BRENTWOOD FIRE & RESCUE DEPARTMENT Mission**

*Brentwood Fire and Rescue will promote a fire and safety conscious community and provide professional and innovative emergency and non-emergency services to the citizens and guests of the City of Brentwood.*

**Internal stakeholders during strategic planning session**



## Values

Department values remain at the center of all department service provisions. Department members re-affirmed the current values and agreed these values remain fundamental to the ideals of the Brentwood Fire and Rescue Department.

**Table 7: BRENTWOOD FIRE & RESCUE DEPARTMENT Values Statements**



### The Points of The Compass

A compass is used to provide direction when traveling or lost in the wilderness. A compass can point us in the right direction and help us locate ourselves on a map. Likewise, *The Compass* can provide direction for our department when seeking guidance in the delivery of emergency services.

A compass has four points: north, south, east and west. *The Brentwood Compass* also has four points: *Excellence, Leadership, Integrity, and Service.*

### Excellence

Excellence can be described as a passion for continued improvement and innovation that will result in greater performance and accomplishment for the department.

### Leadership

Leadership is critical in maintaining the standards that we set for ourselves and is reflected by the quality of service provided to the public. We can, and should, choose to take leadership roles as an organization, as department members, and as individuals.

## **Integrity**

Integrity is the willingness to do what is right even when no one is looking. Integrity includes: *courage* - doing what is right even if the personal cost is high; *honesty* - always telling the truth; *responsibility* - acknowledging your duties and acting accordingly; *accountability* - assuming the blame when it's rightfully yours and declining credit that isn't yours; and *respect* - respecting oneself and others as a professional and as a person.

## **Service**

Service is the backbone of the fire profession. We serve others! We must remember that our primary mission is to deliver the best possible service to our customers. It requires that we regard everyone as customers.

The Mission and Values are the foundation of any successful organization. Every effort will be made to keep these current and meaningful so that the individuals who make up the organization are well guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

## Internal Survey

Prior to the strategic planning session, the department completed an internal survey for the purposes of gathering input regarding a wide range of topics. The questions were designed to evaluate the following general categories:

1. Job satisfaction.
2. Your ability to make an impact within the organization.
3. Satisfaction with benefits and compensation.
4. The direction of the organization.
5. Core response services: EMS, Technical Rescue, Hazardous Materials
6. Each of the goals from the previous strategic plan: Internal Communications, External Communications, Training, Maintenance, Physical Resources, and Workforce Planning.
7. Value of physical fitness
8. Current and future challenges for the department

Department members were given ample time to complete the survey and were encouraged to provide comments in conjunction with a numerical value for each question. Upon completion of the survey, senior leadership and program managers reviewed the findings which provided valuable insight regarding areas of needed improvement, existing perceptions of performance, and misinformation that may exist among department members. The result was a redefined picture for leadership enabling them to better understand the expectations, challenges, and service gaps identified by internal stakeholders. This provided a solid foundation for preparing the strategic planning sessions.

Below is a list of the survey questions accompanied by a corresponding numerical value. All questions asked the participant to score the question on a scale of 1-10 with 1 representing complete disagreement or completely unsatisfied, and 10 representing total agreement or complete satisfaction. In addition, participants were given the opportunity to provide additional comments for each question allowing for further development of thoughts and ideas.

**Table 8: Internal Stakeholder Questions**

Ratings: Above 7.5      Good  
6.0 – 7.49      Fair  
5.99 and Below      Poor

	<b>Question</b>	<b>2021 Score</b>	<b>2015 Score</b>
1.	Overall, how would you rate your job satisfaction?	7.68	8.18
2.	Compared to 5 years ago, how satisfied are you with your job?	6.62	7.82
3.	Do you feel your opinion matters and that you can make a difference in the organization?	6.25	6.65
4.	Do you feel the organization is going in the right direction?	7.70	7.55
5.	How would you rank the compensation package provided by the city? e.g. pay, retirement, insurance	6.48	6.25
6.	Do you feel the department cares about your professional development and provides ample opportunities for training?	7.10	7.13
7.	Do you feel the department provides enough funding and resources to meet the training demands of the department?	5.64	5.55
8.	How would you rank your ability to attend training?	6.8	6.16
9.	How would you rank the department administration's ability to communicate effectively with its members?	6.19	6.76

10.	Do you feel the department as a whole communicates well with each other? (e.g. use of email, Power DMS, pass down)	6.5	6.53
11.	Do you feel that the apparatus maintenance program meets the needs of the department?	4.36	5.66
12.	Do you feel the department's public education program is effective?	7.77	7.13
13.	Do you feel facilities are adequate and meet the needs of the department?	5.17	5.97
14.	Do you feel you have ample opportunity for professional growth and training in hazmat response?	8.02	7.59
15.	Do you feel the technical rescue program is adequate for the risk potential in the city?	6.57	7.52
16.	Do you feel you have ample opportunity for professional growth and training in technical rescue response?	4.91	6.59
17.	Do you feel the EMS program meets the needs of the community?	8.91	8.47
18.	Do you feel you receive enough EMS training to perform at your level of certification?	8.91	8.04
19.	How well do you feel the department supports the paramedic program?	8.45	7.8
22.	How important do you consider physical fitness?	9.21	8.76
23.	Do you feel the department provides adequate time and resources for PT?	7.68	6.08
24.	<p>What is the biggest challenge facing the department over the next 5 years? How would you address it?</p> <p><i>2015 Comments:</i> Comments overwhelmingly focused on succession planning, growth, and workload management.</p>		N/A



	<p><i>2021 Comments:</i> succession planning; recruitment; HR Issues; morale; employee retainment; officer development; new program managers to replace future retirees; facilities; generational challenges; complacency; keeping up with growth; workload management; inexperience.</p>		
25.	<p><i>2015</i> What division or program do you feel needs the most attention (change)?</p> <p>Training (52%)  Inspections/Pub Ed (24%)  Misc. (physical resources, technology, employee development (24%))</p> <p><i>2021</i></p> <p>Maintenance (35%)  Training (14%)  Technical Rescue (14%)  Inspections (9%)  Public Education (6%)  Misc. (HR, employee development) (22%)</p>		N/A

## Programs and Services

BF&R Internal Stakeholders identified the following core programs provided to the community, as well as the services that enable the agency to deliver their core programs:

**Table 9: Core Programs**

• Fire Suppression	• Fire Prevention	• Community Risk Reduction
• Technical Rescue	• Hazardous Materials	• Fire Investigation
• Emergency Medical Services	• Emergency Preparedness Planning and Response	

**Table 10: Support Services**

• Training	• Human Resources
• Hydrant Maintenance	• Finance
• Building Maintenance	• Information Technology
• Apparatus Maintenance	• Public Works
• Equipment Maintenance	• Law Enforcement
• Emergency Communication/Dispatch	• Automatic Aid
• Water Supply	• Mutual Aid
• Administrative Services	• EMS Transport Services
• County Emergency Management Agency	• Haz-Mat Clean Up Contractors
• Elected Officials	• Non-profit Organizations
• Planning and Codes	• State Fire Marshal Office

## **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 agency participated in this analysis and recognized its 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 their 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 BF&R as follows:

**Table 11: BRENTWOOD FIRE & RESCUE DEPARTMENT Strengths**

Use of technology	Fire Prevention Program
Supportive community	Leadership willing to listen
Opportunities to attend training	Job security

Formalized physical fitness program	Various opportunities for projects
48/96 Schedule	Willing to evaluate weaknesses
Use of data to make decisions	Auto-aid agreement with Franklin
Pub Ed program	Many personnel invested in the department
Supportive commission	Duty exchange policy
Highly educated department members	Equipment
Wide range of emergency preparedness	Willingness to change
Highly motivated personnel	Benefits and compensation package
Diverse levels of experience	Department members take care of each other
Positive perception within the community	Committees used to provide input
Probationary firefighting training program	Department supports career development
Training Ground and Tower	

### *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 12: BRENTWOOD FIRE & RESCUE DEPARTMENT Weaknesses**

Lack of forthought for some decisions (SCBA's, L53 compartments, voice amps)	Employee on-boarding process
Too much workload for some positions to operate efficiently	Employee retention
Cross-staffing E55	Issues with HR department
Administrative inconsistencies	Employee recruitment process
Lack of public education training	College requirement limits selection pool

Complacency	Splitting crews to complete projects
Consistency among the shifts	Not always operationally focused
Lack of clearly communicated vision and goals	Consistent enforcement of policy
Unclear career path	Accountability when policy is not followed
Negativity	Lack of focus
Taking things for granted	Apparatus replacement timeline
Consistent mentorship program	Education vs. vacation availability
Unreliable technology	Need for additional staff positions
Limited number of significant calls to help gain experience	Quality of reserve apparatus
Extra-Time policy	Lack of pay for AIC program
Chain of command issues	Promotion compensation challenges due to pay grade compression
Time management	Aging physical facilities
Location of Station 3	Ability to attract and retain top level talent

### *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 13: BRENTWOOD FIRE & RESCUE DEPARTMENT Opportunities**

Improved succession planning process	Add additional administrative positions
Young department/opportunity to grow and develop/new ideas	Consider adding the Captain rank
Increase the size of our applicant pool	Continue to develop and define the Brentwood way
Prepare for upcoming retirements by learning from those about to retire	Explorer program
Consider changing college requirement	Continue to build a good working relationship with dispatch
Improve rescue with better design in the future	Increase staffing

Regional training	Improve camaraderie outside FD
Corporate sponsorships	Deployment opportunities
Improve and formalize professional development program	Improve consistency throughout department
Company and station pride	Provide clear vision and goals to department and public

### *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 14: BRENTWOOD FIRE & RESCUE DEPARTMENT Threats**

Loss of experience due to retirements	Change in political climate
Young department/lack of experience	Change in leadership within the city
Broken trust with human resources due to pay issues	Change in public perception
Legal and civil liability	Available funding due to changes within the economy
Social media scrutiny	Generational differences
Natural disasters	Competing with other agencies for top talent
Personnel not willing to commit to improving the department	Inability to maintain competitive salary/benefits package
Limited annexing opportunities/slowing growth	LODD
Failure to forecast critical issues that may impact department effectiveness	Dispatch relocation
Political climate	Failure to prepare future leaders
Social issues	Rising cost of maintaining fleet
Failure to proactively prepare for growth	Enforced changes from regulatory agencies



## Critical Issues and Service Gaps

After reviewing BFRD's core services, the organizational strengths and weaknesses, and the opportunities and threats posed by industry and the community environment in which the agency operates, the Internal Stakeholders identified the primary critical issues and service gaps that face the agency. These provide the foundation for the establishment of goals and objectives in order to meet the future vision of the BF&R.

The list below reflects the issues and gaps identified by the Internal Stakeholders that need to be addressed in order to provide the levels of service it has pledged itself to fulfill.

**Table 15: Critical Issues of BRENTWOOD FIRE & RESCUE DEPARTMENT**

**Table 16: Service Gaps of BRENTWOOD FIRE & RESCUE DEPARTMENT**

Administrative Consistency	Initial Employment Educational Requirements
Operational Consistency	Educational Incentive Program
Time Management	Succession Planning
Maintenance Division	Planning for facilities
Effective Communication	AIC Pay
Challenges with Human Resources	Health and Wellness (Physical/Mental)

Teams reviewed all of the service gaps and critical issues and selected five issues that needed to be considered for strategic goals. Each of the five issues received input and review from all of the teams.

Below are the findings members provided for each issue.

<b>Improve Administrative Consistency</b> <ul style="list-style-type: none"><li>• Succession Planning – Clearly defined timeline and pathways for each position.</li><li>• Improve the on-boarding process (uniforms, orientation week, salary and benefits review, provide complete picture of what to expect)</li><li>• AIC pay</li><li>• HR challenges</li><li>• Review benefits of additional admin. positions.</li><li>• Review and update organizational chart</li><li>• Review selection process for deployments</li><li>• Develop exit interview process</li><li>• Review education pay supplement; develop clear documentation</li><li>• Review officer training program</li><li>• Review and update all GOG and policies to ensure consistency</li></ul>	<b>Improve Operational Consistency</b> <ul style="list-style-type: none"><li>• Continue to develop apparatus and equipment consistency</li><li>• Daily time management</li><li>• Training consistency and focus</li><li>• Special operations – process for training selection and deployments</li><li>• Research the benefits and costs for adding an officer for T51 and R52</li><li>• Research and review the function of a Captain position</li><li>• Operational consistency for all three shifts</li><li>• Crew integrity</li><li>• Back filling for training</li><li>• Benefits of re-establishing the training committee</li><li>• Ensure the PFAP process and Engineer training process is the same on all 3 shifts</li><li>• Consider the need for TN EMS license prior to hire</li><li>• Rescue replacement</li></ul>
<b>Apparatus Maintenance</b> <ul style="list-style-type: none"><li>• Review need for additional maintenance personnel</li><li>• Training requirements for maintenance personnel</li><li>• Review apparatus replacement schedule</li><li>• Research cost/benefits of city maintenance facility</li></ul>	<b>Effective Communication</b> <ul style="list-style-type: none"><li>• Formalized passdown procedures</li><li>• Chief to visit stations</li><li>• Inter-department digital communication (Department Blog)</li><li>• Effective communication regarding training</li><li>• Deployment notification and status update process</li></ul>



- Replacement of R52
- Replacement of T51
- Compartment organization needs
- Fully equipped reserves

## Facilities

- Outsource and contract maintenance
- Station 2 upgrades
- Restroom issues for women at Station 2 and 3.
- Station 1 remodel
- Continue training ground strategic plan
- More props for training ground
- Continue to pursue Station 3 relocation
- 

## Equipment

- Inservice and out of service standard
- Small engine repairs and maintenance

- Consistent rosters from all BC's
- Daily rosters for all shifts sent via email
- Use electronic notification consistently
- Add critical calls to pass down and Friday update
- Updates from senior staff
- Follow through with communication





## Goals and Objectives

The central focus of the strategic planning session was to incorporate both external and internal stakeholder input for the purpose of determining the organizational goals and objectives for the next five years. This process requires participants to have open and often candid discussions to clarify the appropriate course in the future. The S.W.O.T analysis process provided the framework for participants to identify areas of needed improvement. Participants were divided into teams and assigned the task of listing all of the organizations strengths, weaknesses, opportunities, and threats. Upon completion internal stakeholders met as a group and identified common themes identified by each team. These themes are better described as critical issues challenging the organization's progress. These critical issues were further analyzed and resulted in the identification of organizational service gaps. A service gap is a recognized organizational deficiency inhibiting the desired level of service delivery. The organization is challenged to overcome these service gaps by defining the problem, determining the root cause, establishing goals for correction, developing objectives and critical tasks for achieving the goals, and doing so within a predetermined timeframe.

The agency was successful in developing the organizational goals needed to complete the strategic planning process. The result was the creation of five strategic goals which include objectives, critical tasks, funding estimates, and time frames for completion. These goals will be fundamental to ensuring the agency pursues continuous improvement that will enhance service delivery for the customer. Following the strategic planning session, department members were given the opportunity to become a member of one of the five goal workgroups. These work groups have been tasked with completing each of the objectives and critical tasks within the funding and time constraints that have been established. Work group team leaders will provide progress updates to senior leadership quarterly to ensure organizational accountability.

***"If you don't keep score,  
you're only practicing."***

Vince Lombardi,  
American Football Coach and Motivator

The importance of developing organizational goals cannot be understated. Without goals, the organization will likely become reactionary in nature and be subject to the ebbs and flows of internal and external forces. The better path is for organizations to consciously direct its own future by identifying organization challenges and preemptively meeting these challenges with reasoned and clear decision

making. In today's environment, this approach is paramount to ensure that organizational excellence supersedes the temptation to be satisfied with the status quo.

**Goal 1**

To develop administrative consistency that promotes a culture of excellence and supports our mission and values.

<b>Objective 1</b>	<b>Identify inconsistencies and potential improvements for our current compensation plan.</b>
<b>Timeline</b>	1 Year
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Analyze current compensation plan to determine need for improved incentives and identify any areas of inconsistency.</li><li>• Review current pay and benefits documentation and determine the need to provide enhancements or clarity.</li><li>• Review and clarify the educational supplement program that is described in the city rules and regulations document.</li><li>• Examine the feasibility of providing incentive pay for the AIC program.</li><li>• Provide updates for human resources issues that the department has encountered.</li></ul>
<b>Funding Estimate</b>	Human Capital

<b>Objective 2</b>	<b>Conduct a cost/benefit analysis to determine the need to add administrative staff positions.</b>
<b>Timeline</b>	1 Year
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Evaluate the current organizational structure for program management and update.</li><li>• Determine how additional staff would impact organizational structure and support program management.</li><li>• Determine cost and planning process for adding additional administrative staff.</li><li>• Develop a recommendation for city staff to consider.</li></ul>
<b>Funding Estimate</b>	Human Capital

<b>Objective 3</b>	<b>Conduct a thorough review of the department's administrative policies and procedures, GOG's, and other supporting documents to ensure consistency.</b>
<b>Timeline</b>	1 Year
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Review AP&amp;P; identify inconsistencies and update</li><li>• Review GOG's; identify inconsistencies and update</li><li>• Review training material to ensure they align with AP&amp;P and GOG's</li></ul>

	<ul style="list-style-type: none"><li>• Review documents on PowerDMS and identify those that should be removed.</li><li>• Provide an update and training for changes that are made.</li></ul>
<b>Funding Estimate</b>	Human Capital

**Goal 2**

To develop and support operational consistency throughout the department.

<b>Objective 1</b>	<b>Identify operational inconsistencies</b>
<b>Timeline</b>	3-6 Months
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Review current operational standards and determine areas that guidelines or policies are in place, but are not consistently enforced.</li><li>• Identify operational practices that are not supported by policies, procedures or guidelines and determine the need to develop additional guidance that will provide clarity.</li></ul>
<b>Funding Estimate</b>	Human Capital

<b>Objective 2</b>	<b>Define and prioritize operational readiness</b>
<b>Timeline</b>	3-6 Months
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Review GOG's and policies that impact operational readiness and ensure current policies are being consistently enforced.</li><li>• Define crew integrity and determine if there are situations where crews may be split apart for the benefit of efficiency. Document findings and present to chiefs.</li><li>• Identify areas that are currently impacting crew integrity and develop plans to minimize the problem.</li></ul>
<b>Funding Estimate</b>	Human Capital

<b>Objective 3</b>	<b>Review and clarify the roles and training requirements for special operations.</b>
<b>Timeline</b>	3-6 Months
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Review current GOG's that guide the special operations program and identify areas that are not consistently enforced.</li><li>• Identify and document any gaps that are not addressed in current policies or GOG's and present findings to chiefs.</li><li>• Revise, amend, and clarify training requirements, deployment requirements, and communicate all changes to the department.</li></ul>
<b>Funding Estimate</b>	Human Capital

<b>Objective 4</b>	<b>Review and clarify department training standards and ensure these standards are consistently applied to all shifts.</b>
<b>Timeline</b>	3-6 Months
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Review current training standards and identify areas that are not being utilized or enforced within the department.</li><li>• Present any training consistency gaps to the chiefs and develop a plan to improve consistent training for all shifts.</li></ul>
<b>Funding Estimate</b>	Human Capital



**Goal 3**

Develop and implement a continuous plan to effectively manage facilities and apparatus while also predicting future needs.

<b>Objective 1</b>	<b>Identify and document specific challenges for apparatus maintenance</b>
<b>Timeline</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Identify and document specific performance gaps that prevent apparatus maintenance from meeting the needs of the department.</li><li>• Research and develop solutions that will reduce the size and scope of performance issues.</li><li>• Conduct a cost benefit analysis for adding additional personnel to assist the support services officer with maintenance tasks.</li><li>• Determine the feasibility of a city fleet maintenance department.</li></ul>
<b>Funding Estimate</b>	Human Capital

<b>Objective 2</b>	<b>Review current facilities and identify current and future needs that have not been addressed.</b>
<b>Timeline</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Review our current system for identifying facility maintenance or improvement issues and report any performance gaps.</li><li>• Provide a plan that will further improve our facility maintenance and planning processes and present to the chiefs.</li><li>• Any changes to the processes that currently monitor our facility maintenance or future facility planning should be communicated to the entire department.</li></ul>
<b>Funding Estimate</b>	Human Capital

**Goal 4**

Formalize a career pathway that supports progressive professional development and promotes continuous feedback for improvement.

<b>Objective 1</b>	<b>Review current firefighter recruitment process and identify performance gaps.</b>
<b>Timeline</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Conduct an analysis of the department's current recruiting process and identify areas that need additional improvement.</li><li>• Research other departments and identify best practices that may enhance our recruitment efforts.</li><li>• Document performance gaps and develop solutions to improve firefighter recruitment. Present to the chiefs.</li></ul>
<b>Funding Estimate</b>	Human Capital

<b>Objective 2</b>	<b>Review the current onboarding process and identify performance gaps.</b>
<b>Timeline</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Review current documents that guide the onboarding process and identify steps necessary to develop both efficiency and consistency for onboarding procedures.</li><li>• Review how other departments conduct onboarding and identify best practices.</li><li>• Document performance gaps and develop solutions to streamline the process. Present to the chiefs.</li><li>• Communicate and provide training for changes to the process.</li></ul>
<b>Funding Estimate</b>	Human Capital

<b>Objective 3</b>	<b>Determine improvements that will enhance retention and provide formal career path guidance.</b>
<b>Timeline</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Review documents that currently guide career path choices and identify areas that need additional improvement.</li><li>• Work with the training division chief to enhance documentation that formalizes the career path process.</li><li>• Communicate any changes to department members.</li><li>• Determine the need to periodically review job satisfaction.</li></ul>

	<ul style="list-style-type: none"><li>Identify additional steps the department can take improve employee retention and prepare employees for successful careers.</li></ul>
<b>Funding Estimate</b>	Human Capital

<b>Objective 4</b>	<b>Review and update succession planning process</b>
<b>Timeline</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>Review the current workforce plan document and revise/update.</li><li>Review the current program manager flow chart and ensure that the department is in the process of identifying individuals to fill future vacancies.</li><li>Formalize a process that provides members with the opportunity to train and develop professionally for future program manager positions.</li><li>Ensure that succession planning is clearly communicated, and all employees have an opportunity to prepare and train for positions that will be available in the future.</li></ul>
<b>Funding Estimate</b>	Human Capital

## Evaluation and Compliance Process

A critical component for ensuring the strategic plan is incorporated within the decision making process, is to create an accountability measure to monitor the progress for each goal. Work groups have been assigned to each goal and a team leader was selected by each work group to provide updates and monitor team effectiveness. Team leaders will provide updates to senior staff and line officers at quarterly officer meetings. This process will implement an accountability measure and assist with maintaining time frame goals.



## The Vision

The final step in the process was to establish a vision of what BFRD should be in the future, building upon the framework and foundation of the Mission and Values. Visions provide targets of excellence that the organization will strive toward and provide a basis for its goals and objectives.

### **BRENTWOOD FIRE & RESCUE DEPARTMENT Vision**

Our vision is that the Brentwood Fire and Rescue Department will have a reputation of fire service leadership with evidence provided by our continuous pursuit of excellence. BFRD will promote a safe, innovative, and progressive work environment where department members have the opportunity to share ideas and develop programs that enhance service to the community. The agency will also continue to seek input from external stakeholders to ensure the department maintains awareness about community expectations and service delivery needs. The department fully commits to the mission and values we have adopted and will work diligently to ensure they are reflected by our preparation, planning, and delivery of service to the citizens and visitors of Brentwood.

The department commits to finding innovative methods to managing the increasing workload and service demands that currently challenge the department. As part of this process, the agency will prioritize core and support services that promote customer satisfaction and provide a safe community. In addition, the agency will work to forecast potential workload management challenges and provide effective solutions both for today and in the future. The agency will plan and promote ideas that ensure customers receive the service they expect while maintaining an efficient and effective workforce that is prepared to meet the ever increasing demands for service.

The challenge of maintaining a well-trained, highly skilled workforce continues to be of tremendous concern to both the citizens and members of the department. BFRD will continue to seek highly qualified candidates to fill positions that will soon open due to retirements, growth, or unplanned job vacancies. The agency will research and implement solutions that may enhance the pool of applicants and provide top quality candidates for vacant positions. The department will also work with the city to research and support competitive salary and benefits packages for the purpose of recruitment and retention. As part of this process, the agency will work with department members to provide clear pathways for the preparation and training needed to fill leadership positions. Like many organization, BFRD will soon see the retirement of highly skilled, knowledgeable members and must prepare today to fill these vacancies.

As the community continues to grow, the department must be vigilant in researching and providing cost effective service delivery options. The department will monitor areas of

growth and provide city leadership with options that may enhance service delivery. Additionally, the department will evaluate response apparatus and vehicles to ensure that available technology and appropriate response vehicles are purchased in an efficient and cost effective manner. Furthermore, the department will maintain and provide planning necessary for current physical facilities to meet the needs of the department and its mission.

As identified in the previous strategic plan, effective communication continues to be a challenge for the department. The department has once again recognized the need to monitor and improve several areas of internal communication problems. Department leadership considers this a high priority and has already taken steps to implement many of the recommendations provided by department members. The department will support ideas and solutions that will support enhanced internal communication procedures.

Effective and clearly understandable processes, policies, and procedures are essential to a well-managed organization. The department will identify areas where standardized training, processes, procedures, and regulations will provide a stable foundation for department members to grow and develop within the organization. Standardization can in many cases, reduce confusion and provide clarified pathways for reaching both personal and organizational goals. The agency is committed to providing an environment where all personnel receive consistent, essential training and have a clear understanding of department expectations.

The goals and objectives outlined within the strategic plan will provide the direction needed to move the department into the future with confidence. Department members will be actively involved with identifying potential root causes to our challenges and providing appropriate solutions to resolve these problems. The department will monitor the status of each goal and will hold itself accountable for completing the tasks necessary to meet our goals. These steps will ensure we continue the march towards excellence while meeting the needs of the community and becoming a model of effective fire service leadership.

## 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?

It has been said that:

- *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 BF&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.

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

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



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.

*To effectively manage for results, performance measures should be established for each goal and objective in the strategic plan. Performance measures should also be established for each of BF&R’s program areas.*

## The Success of the Strategic Plan

The Brentwood Fire & Rescue Department has approached its desire to develop and implement a Strategic Plan by asking for and receiving input from the community and members of the agency during the development stage of the planning process. The success of BFRD's Strategic Plan will not depend upon the implementation of the goals and their related objectives, but from the support received from the authority having jurisdiction, the membership of the agency, and the community at-large.

The BFRD Strategic Plan creates a platform for a wide range of beginnings. This Plan will come to life by being shared and implemented in the context of organizational realities.

The final step in the Community-Driven Strategic Planning Process is to develop organizational and community commitment to the plan. Everyone who has a stake in the present and the future of BFRD also has a role and responsibility in this Strategic Plan.

*"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>

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

## **Glossary of Terms and Acronyms**

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, and ensures a level of quality in those services.
<b>Accredited</b>	The act of accrediting or the state of being <b>accredited</b> , especially the granting of approval to an institution or agency by an official review board or organization that has established nationally accepted standards.
<b>Community</b>	Those who receive service from the agency, regardless of residency within the jurisdiction.
<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>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>Input</b>	A performance indication where the value of resources are used to produce an output.
<b>Key Performance Indicator</b>	Measurable factors of extreme importance to the organization in achieving the strategic goals, objectives, vision, and values that, if not implemented properly, would likely result in significant decrease in customer satisfaction, employee morale, and financial management.
<b>Master Planning</b>	A combination of the organization's strategic plan and its operational plans. The anticipated future of the community's demographics and how the community is expected to develop or change in a specified timeframe.

<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 Management</b>	The monitoring for improvement of performance through the ongoing process of goal-setting, allocation of budget resources to priorities, and the evaluation of results against pre-established performance criteria.
<b>Performance Measure</b>	A specific measurable result for each goal and/or program that indicates achievement.
<b>Service Quality</b>	A performance indication that identifies the degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
<b>Stakeholder</b>	Any person, group, or organization that can place a claim on, or influence, the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
<b>Standard Operating Procedure</b>	Established or prescribed methods to be followed routinely for the performance of designated operations or in designated situations
<b>Strategic Direction</b>	The organization's goals, objectives, and strategies by which it plans to achieve its vision, mission and values.
<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 the 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.

## **Strategic Plan**

A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.

## **Strategic Planning**

The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.

## **Strategy**

A plan or methodology for achieving a goal.

## **Support**

As used in the objectives and strategies outlined in this plan, support may include, but is not limited to; information, facilitation, coordination, technical assistance, or financial assistance.

## **Vision**

An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

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