



Eastern Fire District



Strategic Planning & Management System



Eastern Fire District



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Introduction

The Eastern Fire District (EFD) serves residents of the eastern metropolitan Woodland area by ensuring that the community receives consistent, high-quality emergency services at a reasonable cost. Since its inception in 1983, the District has provided increasingly higher levels of fire protection and emergency medical services to a rapidly growing population. The District currently provides emergency and community services to 114,000 residents and 1900 commercial occupancies over a 140 square mile area.

Beginning in mid-2008, leaders at EFD began a journey to become more strategy-focused and to improve organization alignment, prioritization of projects and internal and external communications. EFD worked with Balanced Scorecard Institute to define a strategic planning and management system based on the Balanced Scorecard. The system was designed to help the organization translate high level organizational strategy into something that employees understand and can act upon, boost organizational performance at meeting strategic goals, improve internal and external communications and break down communication silos between departments, increase focus on strategy and results instead of tasks, better understand and react to community needs and budget and prioritize time and resources more effectively.

During the system development process, key strategic elements, such as mission, vision, and values were reviewed and revised, strategic themes were identified, and an organization-wide balanced scorecard was developed, including Strategic Objectives, Performance Measures and Strategic Initiatives. Over 40 individuals from across the organization were involved in the development and implementation of the strategies and scorecard. The following pages describe the process used and the results created.

How to Build a Strategic Planning System – *Nine Steps to Success*[™]

A well designed strategic planning and management system based on the balanced scorecard should be designed to help everyone in an organization understand and work towards a shared vision and strategy. A completed scorecard system aligns the organization's shared vision with its business strategy, desired employee behaviors, and day-to-day operations. Strategic performance measures are used to better inform decision making and show progress toward desired results. The organization can then focus on the most important things that are needed to achieve its vision and satisfy customers and stakeholders, and satisfy its employees. Other benefits include the identification of more efficient processes focused on stakeholder needs, improved initiative prioritization, improved internal and external communications and improved linkage between budgeting and cost control processes and strategy.

The components of the management system are shown in Figure 1. Starting at high “strategic altitude,” Mission (or business purpose), Vision, and Core Values are translated into desired Strategic Results. The organization's “Pillars of Excellence,” or Strategic Themes, are selected to focus effort on the strategies that will lead to success. Strategic Objectives are the “DNA” of strategy and are used to decompose strategy into actionable components that can be monitored using Performance Measures. Measures allow the organization to track results against targets, and to celebrate success and identify potential problems early. Finally, Strategic Initiatives translate strategy into a set of high-priority projects that need to be implemented to ensure the success of strategy. Engaged leadership and interactive, two-way communication are the cornerstones of a successful management system. Once the strategic thinking and necessary actions are determined, annual program plans, projects and service level agreements can be developed and translated into budget requests.



Figure 1: Strategic Planning and Management component logic

The pages that follow are organized by the framework employed by the organization to develop the scorecard. Balanced Scorecard Institute’s framework, *Nine Steps to Success™*, is a disciplined, practical approach to developing a strategic planning and management system (see Figure 2). Step One of the scorecard building process starts with an organization assessment of mission (business purpose) and vision, organization challenges (pains) and enablers, and organization values. In Step Two, strategies, including strategic results, strategic themes, and perspectives, are developed by workshop participants to focus attention on customer needs and their value proposition. In Step Three, strategies are decomposed into strategic objectives that are linked in cause-effect relationships to produce a strategy map (Step Four) for each strategic theme. As part of Step Four, theme strategy maps are then merged into an overall organizational strategy map that shows how the organization creates value for its customers and stakeholders. In Step Five, performance measures are developed for strategic objectives, and in Step Six, strategic initiatives are developed that support the strategic objectives. To build accountability throughout the organization, performance measures and strategic initiatives are assigned to owners and documented in data definition tables.



Figure 2: Balanced Scorecard Institute’s Nine Steps to Success™

At the conclusion of Step Six, the organization-wide balanced scorecard is built. As of September 2008, these six steps were completed at EFD. Next steps include Performance Analysis, Alignment through cascading and Evaluation of the scorecard. Results of the completed steps are included in the following pages. EFD has successfully begun its strategic management journey and is now evaluating its approach to implementation (Steps 7 – 9).

Step 1: Assessment

Step One begins with the planning and launching of the balanced scorecard process (selecting the teams and developing a change management plan for the organization) and ends with an organization assessment of business purpose, vision and values, as well an analysis of the organization’s Challenges and Enablers. This assessment builds a strong strategic foundation from which the rest of the management system will be built.



The Eastern Fire District Planning Process

The EFD Strategic Management System was developed using a series of facilitated workshops involving teams made up of employees drawn from a various areas of the organization. The **Strategic Planning Team** led the process by articulating organization policy guidance, defining strategic elements, committing resources, establishing schedules, and approving all scorecard work. They also developed the corporate scorecard, performance measures, and strategic initiatives. **Strategic Theme Teams** developed strategic objectives and strategy maps for each strategic theme, as well as identified process improvement and other scorecard elements such as performance measures and initiatives. A Program Champion coordinated all aspects of the process. The Strategic Planning Team and the Program Champion are listed in Figure 3 below. Strategic Theme Team Members are listed in Figure 12 on page 15.

Strategic Planning Team

- Jeff Preston, Fire Chief
- Allen Piper, Assistant Chief - Community Services
- Greg Brandt, Assistant Chief – Operations
- Dave Gilles, Finance Director
- Chris Brown, Firefighter
- Henry Evans, Captain
- Kyle Johnson, Engineer
- Jason Kahle, Assistant Chief – Support Services
- Randy Carrer, Division Chief – Life Safety Services
- Kathy McCoy, Division Chief - Operations
- Cheryl Smith, Division Chief - Training
- Patricia Appleton, Director – Human Resources
- Dylan Schaub, Captain
- Jacob Pond, Engineer
- Robert DiMarion, Battalion Chief
- Robert Lee, Engineer
- Alejandro Garcia, Captain
- Brad Miller, EMS Coordinator
- Mike Kreme, Captain

Program Champion

- Jim Gram, Division Chief – Special Projects

Figure 3: The EFD Strategic Planning Team Members

Organizational Assessment: Stakeholder Viewpoint

The Organizational Assessment step continues with the collection and analysis of the organizations current performance. EFD began this step by collecting feedback related to both the internal and external perception of EFD’s performance. Internal interviews were completed and feedback was received from four key external stakeholder groups:

- Outside Agencies
- Elected Officials
- Businesses
- Community/Citizens



Balanced Scorecard Institute (the Institute) conducted focus group meetings with each of these four groups. The purpose of the focus group meetings was to better understand the stakeholder perspective, desires, and perceptions regarding EFD and to also gain their input into the strategic planning process. Specifically, the Institute asked the stakeholders about elements of service that they receive from EFD, their current and desired relationship with EFD, their current perception of EFD image and what image they would like for EFD to have. In addition, the Institute had the stakeholders contribute to an analysis of EFD’s strengths, weaknesses, opportunities and threats, particularly looking at external opportunities and threats for EFD that the stakeholders are in a unique position to observe.

Summary of Findings

Internally, employees expressed positive feelings around the support they get in terms of equipment and training. Some of the weaknesses identified centered on those related to growing pains and internal communications and trust. Many seemed to believe that EFD could improve most by improving its culture, leadership style and strategic alignment.

Much of the external feedback reflected the idea that EFD is a valued asset in the community and has a strong reputation for its professionalism, training and leadership. But there seemed to be a gap between the current image and the desired image for EFD in terms of community involvement, collaboration, and fiduciary responsibility.

The stakeholders expressed a strong desire for EFD to improve its external communications, PR, and Marketing. Specifically, there was a desire for EFD to be more engaged with the community and to be more communicative about what EFD is doing in terms of services provided, awards won, and other positive messaging.

There was also a sentiment that EFD is sometimes seen as being “elite” and there was a need for EFD to be more collaborative, to partner with more agencies and businesses, and to be more involved in the community at large.

The stakeholders also felt that EFD could benefit from more transparency and communication surrounding its projects, programs, and spending. There was a general perception that EFD “spends excessively” and some concern about sustainability and fiduciary responsibility.

All of this input was referenced by the EFD project team throughout the development of their balanced scorecard. The sentiments expressed by the stakeholders were addressed by the selection of Strategic Themes, Objectives and Initiatives that were specifically designed to improve the weaknesses addressed during this exercise.

Organizational Strategic Assessment

Mission, Vision, and Core Values

The organizational assessment step continues with the definition and articulation of the organization's Mission, Vision and Core Values. A Mission defines why an organization exists and reflects the organization's purpose in a few sentences. A Vision statement is an organization's picture of future success; where it wants to be in the future. Core Values are the organization's guiding principles that are often captured in a "Statement of Values". The EFD Mission, Vision Statement and Statement of Values are listed in Figure 4.

Mission Statement

Making our community safer with excellence, integrity, and tradition.

Vision Statement

To be a leading public safety provider through positive internal relationships and meaningful community partnerships.

Statement of Values

Honesty, Integrity, Trust, Respect, and Humility are the bedrock values of the Eastern Fire District. These principals shall be held in the highest regards at all times and form the basis of our actions and interactions. These ideals are essential to maintain the honorable and proud traditions of the fire service.

The following traits are behaviors or characteristics that are valued by the membership and are essential for a safe, positive and productive environment that identifies the Eastern Fire District.

- **Fellowship:** A feeling of connection, friendship, and relatedness between people
- **Open and Direct Dialogue:** Non-retaliatory, No hidden agendas, Respectful
- **Tradition:** The passing of honorable customs that move the fire service forward
- **Teamwork:** Working together to accomplish a common goal
- **Empowerment:** Encouraging, Involving, Enabling, Innovating

Figure 4: The EFD Mission, Vision, and Statement of Values

Challenges & Enablers

The next step in organizational assessment is the definition of organizational Challenges and Enablers. Challenges are organizational pains, weaknesses or threats that could have a major impact on how the organization accomplishes its mission and achieve its vision. Enablers are organizational strengths or opportunities that may make strategic change easier. The Enablers and Challenges identified by EFD are shown in Figure 5 below.

| Challenges | Enablers |
|---|---|
| <ul style="list-style-type: none"> • Fire board elections • Self-destruction • Inconsistent engagement • Micro-management • Lack of Communication and Experience • Phone system, public connection • Internal bad history (holding on to the past) • External relations, Internal relationships • PR (image) • Morale, Trust, Fear, Accountability • Perceived lack of transparency • Competitive pressures • Single revenue source • Economy (lack of revenue diversification) – budget cuts, travel • Lack of empowerment and of a unified culture • Increasing cost of business • City annexations (TFD) • Old vs. new • Succession planning • Pima Association of Taxpayers • Topography, Demographics • Transportation system • Political games • Rumors/slanders, Personal agendas, Negative people • Planning & accountability • New laws – legislation, Tax reform, CON legislative rules | <ul style="list-style-type: none"> • People – leadership, intelligent • Training • Apparatus/equipment • Funding • Strong financial condition • Budget (bonds, ops) • Technology • Growth (annexations) • Weather • Innovative • External funding • Regionalization • Strategic partnerships • New TFD chiefs • Current automatic aid agreement • TFD automatic aid • The Institute process • Fire board elections • Marketing • Internal relations • Strong community • Tax base • Mission orientation • Quality programs • Accreditation • Openness • Young and enthusiastic people • Alternate service delivery models |

Figure 5: The EFD Challenges & Enablers

Customers & Stakeholders

The final step in organizational assessment is to define who the primary and secondary customers and stakeholders of the organization are and discuss what those customers need from the organization. “Customers” are defined here as the direct recipients of an organization’s good and services. This clarification is critical in Step 2 when a strategy is developed for meeting the various needs of the primary customers. Stakeholders are also defined during this step as critical stakeholder groups can have a major impact on the success or failure of the organization. EFD’s customers and stakeholders are listed in Figure 6.

| EFD Customers & Stakeholders | |
|---|--|
| <p>Primary Customer:</p> <ul style="list-style-type: none"> • The EFD community <p>Stakeholders</p> <ul style="list-style-type: none"> • The General Public (Mr. & Mrs. Smith/Lopez) • Firefighters/employees • Union – internal • Tax payers • Businesses • Visitors/tourists • Other agencies • Other cities • Vendors • Schools/county • Churches • Governing board | <p>Stakeholders cont.</p> <ul style="list-style-type: none"> • Associations/HOA • Non-profits • Law enforcement • Hospitals • State agencies • The “environment” • Developers • Legislators • Standards committees • Auditors • Media • Contractors • Families • Unions - external • Community • The people we serve • The people that serve us |

Figure 6: The EFD Customers & Stakeholders



Step 2: Strategy

In Step Two, a strategy is defined around a Customer Value Proposition and strategic elements such as strategic themes, strategic results and perspectives. Developing strategy allows the organization's vision to be decomposed into specific operational events and decisions that people can understand and support. The first step in articulating an organizational strategy is to translate the needs of the customers identified during Step One into the organizational Customer Value Proposition. The Customer Value Proposition is the unique added value an organization offers customers through their operations; the logical link between action and payoff that the organization must create to be effective. For example, one organization might focus primarily on improving the customer experience while another might specialize in product-to-market excellence. Still another might focus primarily on being a low-cost leader. Three aspects of the proposition include Product/Service Attributes (performance/functionality considerations such as quality, timeliness or price), Image and Relationship. The EFD Customer Value Proposition is listed in Figure 7.

| Customer Value Proposition | | |
|--|---|---|
| Product or Service Attributes | Image | Relationship |
| <p>The products and services that EFD provides have the following characteristics:</p> <ul style="list-style-type: none"> • Fast, efficient emergency services • Effective • Caring • Knowledge • Empathetic • Professional • Accurate • Problem solvers • Accessible & fair • Informative • Transparent • Fiscally responsible • Affordable • Compliant • Competent • Law-abiding | <p>The image that EFD wants to portray has the following characteristics:</p> <ul style="list-style-type: none"> • Caring • Empathetic • Problem solvers • Loyal/dedicated • Approachable • Role model • Safety net • Dependable • Heroes • Professional • Progressive • Calculated risk takers • Compliant • Humble • Ethical | <p>The relationship that EFD wants to have with its community could be described as:</p> <ul style="list-style-type: none"> • Collaborative • Community bond • Reciprocal • Reliable • Trustworthy • Appreciative |

Figure 7: The EFD Customer Value Proposition

Strategic Themes & Results

Strategic Themes are the main focus areas of the organization’s strategy; key areas in which an organization must excel in order to achieve its mission, vision and strategy. Strategic Themes are the organization's "Pillars of Excellence." For each theme, an explicit Strategic Result, or a description of the desired outcome, is articulated. Four Strategic Themes and corresponding results were chosen by the Strategic Planning Team (see Figure 8).

Strategic Theme: Organizational Excellence

Strategic Result: Eastern Fire District is an organization that values each employee and works cooperatively to deliver excellent services to our community.

Strategic Theme: Internal Relationships

Strategic Result: Eastern Fire District exercises mutual respect and open communications as the foundation of our strong “family” environment.

Strategic Theme: Community Partnerships

Strategic Result: Eastern Fire District is recognized as a reliable, professional, and valued partner in the community.

Strategic Theme: Public Relations Excellence

Strategic Result: Eastern Fire District portrays a positive image while making the community aware of the services we provide.

Figure 8: The EFD Strategic Themes & Results

Perspectives

A Perspective is a view of an organization from a specific vantage point. Four basic perspectives are traditionally used to encompass an organization's activities. The organization's business model, which encompasses its mission, vision, and strategy, determine the appropriate perspectives. The perspectives for EFD are shown in Figure 9.

| Perspective | Questions Answered |
|-----------------------|--|
| Community | How will we increase value for the Community? |
| Financial Stewardship | How do we maximize value and effectiveness of our mission? |
| Internal Process | To satisfy the needs of our Community, at which internal processes must we excel? |
| People & Tools | To excel in our processes, what capacities must our organization have and improve? |

Figure 9: The EFD Perspectives

The Strategic Management System “House”

The structure of a strategic planning and management system based on a balanced scorecard graphically resembles a house (see Figure 10). The Strategic Elements (Vision, Mission etc.) make up the “roof” of the house while the Strategic Themes make up the “pillars of excellence.” The “floors” of the house are the perspectives. The EFD house graphic is displayed in Figure 10 below.



Figure 10: The EFD Strategic Management System "House"

Step 3: Strategic Objectives

In Step Three, strategies are decomposed into strategic objectives, which are the basic building blocks of strategy and define the organization's strategic intent. Good objectives are action-oriented statements of what must be done to be successful. They should be easy to understand, should be expressed in continuous improvement terms, and are usually not “on-off” projects or activities. Objectives are first initiated and categorized on the strategic theme level, categorized by perspective, linked in “cause-effect” linkages (Strategy Maps) for each Strategic Theme, and then later merged together to produce one set of strategic objectives for the entire organization.

Theme Team Results

The process of developing strategic objectives begins with the Strategic Theme Teams. Theme Team members are drawn from various parts of the organization who know how key processes work and can be made more efficient. Theme Teams define strategies for achieving the strategic results and then break those strategies down into specific strategic objectives. Then the cause-and-effect linkages between those objectives are developed and displayed in the form of a strategy map for each theme. These teams also brainstorm potential performance measures and strategic initiatives to support the achievement of the strategic objectives developed for each strategy map. The following pages contain the results developed by each of the teams.

How to Read a Strategy Map

A graphical representation called a *strategy map* was created for each theme team and then for the entire organization. Strategy maps are communication tools used to tell a story of how value is created for the organization. They show a logical, step-by-step connection between strategic objectives (shown as ovals on the map) in the form of a cause-and-effect chain. Generally speaking, improving performance in the objectives found in the People & Tools perspective (the bottom row) enables the organization to improve its Internal Process perspective (the next row up), which in turn enables the organization to create desirable results in the Financial Stewardship and Community perspectives (the top two rows). *Reading* the map means starting at the bottom of the map and asking the question, “Why?” For example, starting at the bottom left of Organizational Excellence strategy map in Figure 13, WHY does the organization want to *Increase Response Capacity/Capability*? Answer: to enable the organization to both *Improve Operational Safety* and *Improve Operational Efficiency*. Similarly, one can begin at the top of the map and read down by asking the question, “How?” For example, starting at the top of the same strategy map, HOW will the organization *Increase Community Health, Safety & Satisfaction*? Answer: by *Increasing Alternative & Existing Sources of Revenue*, *Improving Cost Effectiveness* and *Improving Service Delivery*.

Special Notes:

- Objectives grouped together in a box are not necessarily similar or related, but rather share a similar location within the chain of logic that makes up the organization’s strategy
- Large solid arrows are often used to imply that the objective or group of objectives enables everything in the perspective above it

Figure 11: How to Read a Strategy Map

Theme Team Members

| Internal Relationships | Community Partnerships |
|--|--|
| <ul style="list-style-type: none"> • Dylan Schaub* • Stacey Kimble • Robert Lee • Jason Kahle • Jacob Pond • Ed McCroy • Mark Miller • Cynthia Thomas • Chuck Shapper | <ul style="list-style-type: none"> • Cheryl Smith* • Allen Piper • Jim Gram • Dave Gilles • Chris Brown • Lane Spatta • Gary East • Paul Pright • Tom Graves • Ted Cassidy |
| Organizational Excellence | Public Relations Excellence |
| <ul style="list-style-type: none"> • Al Thompson* • Patricia Appleton • Greg Brandt • Robert DiMarion • Kathy McCoy • Bert Tucker • Georgeann Hackens • Jesus Hernandez • Brian Gards • Diane Hughes | <ul style="list-style-type: none"> • Mike Kreme* • Brad Miller • Steve Bright • Henry Evans • Kyle Johnson • Doug Loats • Katy Heifen • Bob Lopino • Brian Skeeley |

Figure 12: The EFD Theme Team Members



Theme: Organizational Excellence

Strategic Result: Eastern Fire District is an organization that values each employee and works cooperatively to deliver excellent services to our community.

Strategy Map

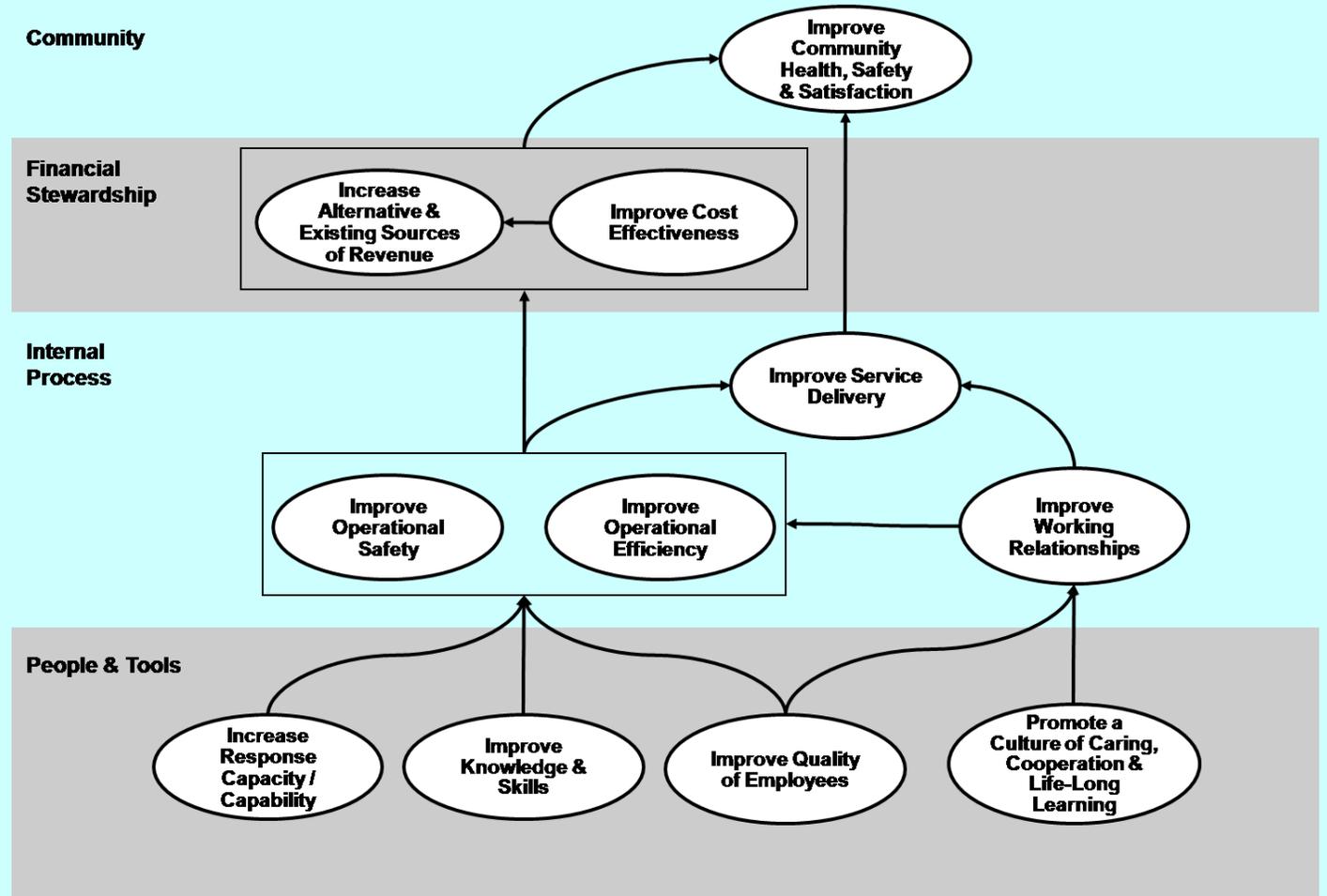


Figure 13: The Organizational Excellence Theme Team Results

Theme: Internal Relationships

Strategic Result: Eastern Fire District exercises mutual respect and open communications as the foundation of our strong “family” environment.

Strategy Map

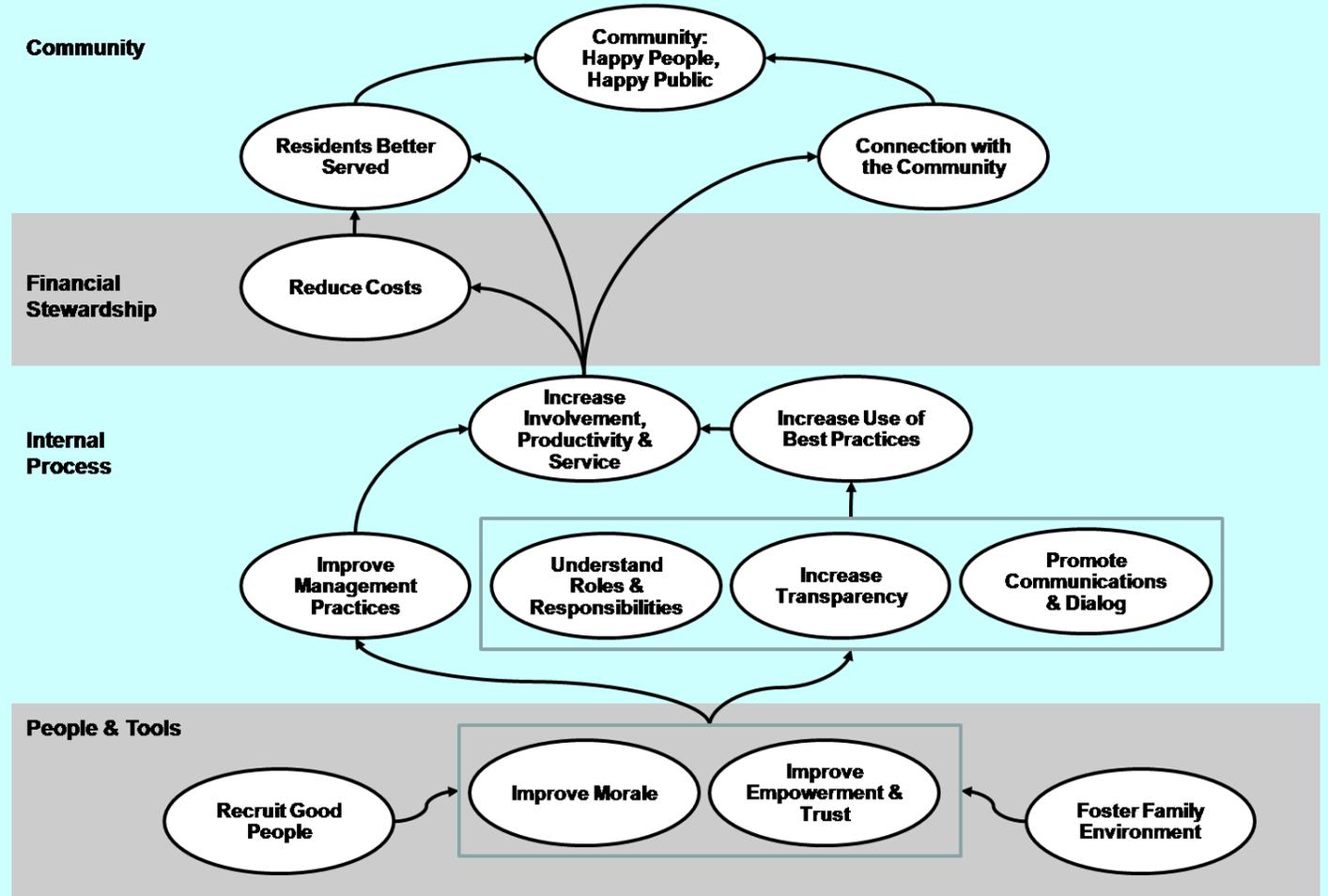


Figure 14: The Internal Relationships Theme Team Results

Theme: Community Partnerships

Strategic Result: Eastern Fire District is recognized as a reliable, professional, and valued partner in the community.

Strategy Map

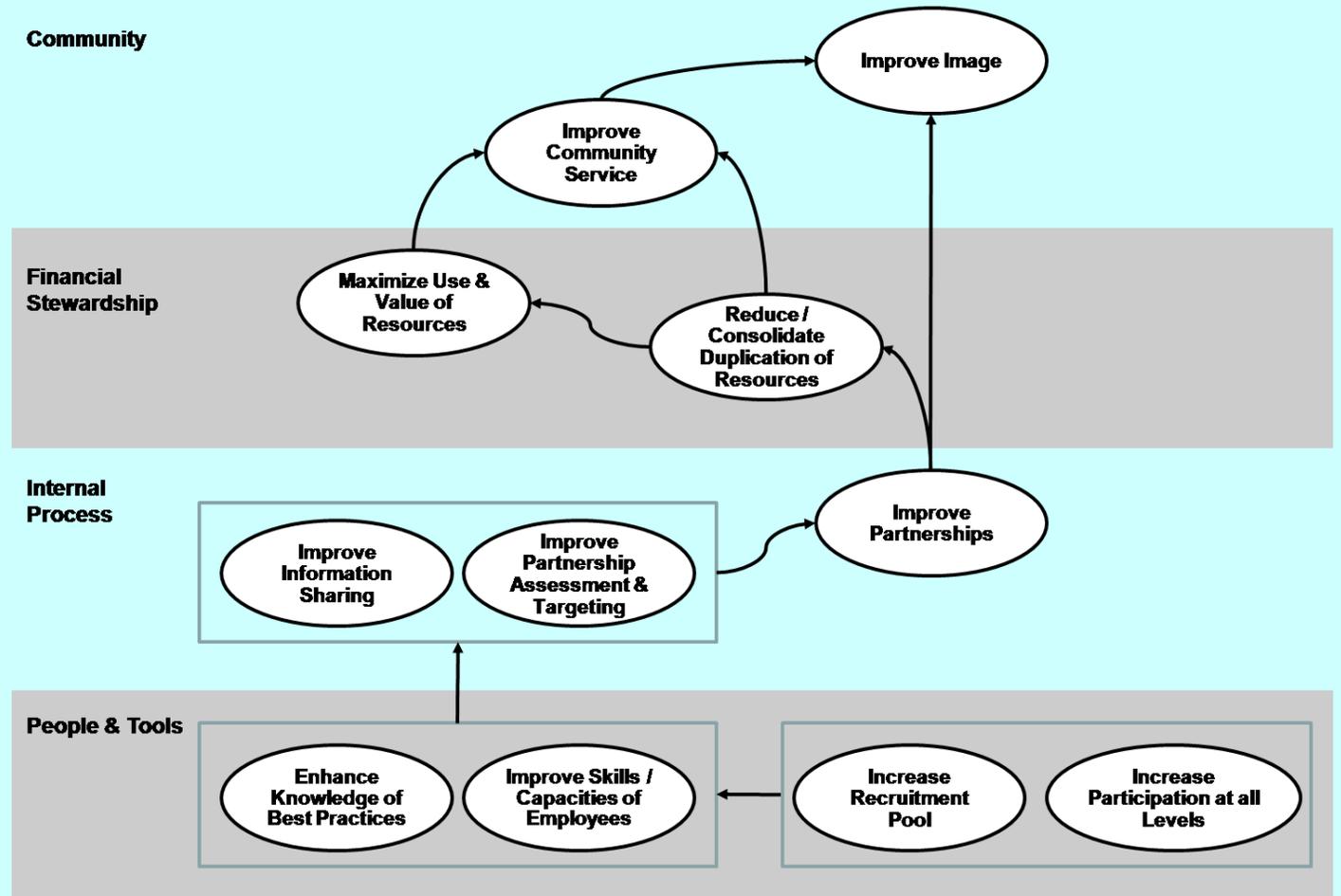


Figure 15: The Community Partnerships Theme Team Results

Theme: Public Relations Excellence

Strategic Result: Eastern Fire District portrays a positive image while making the community aware of the services we provide.

Strategy Map

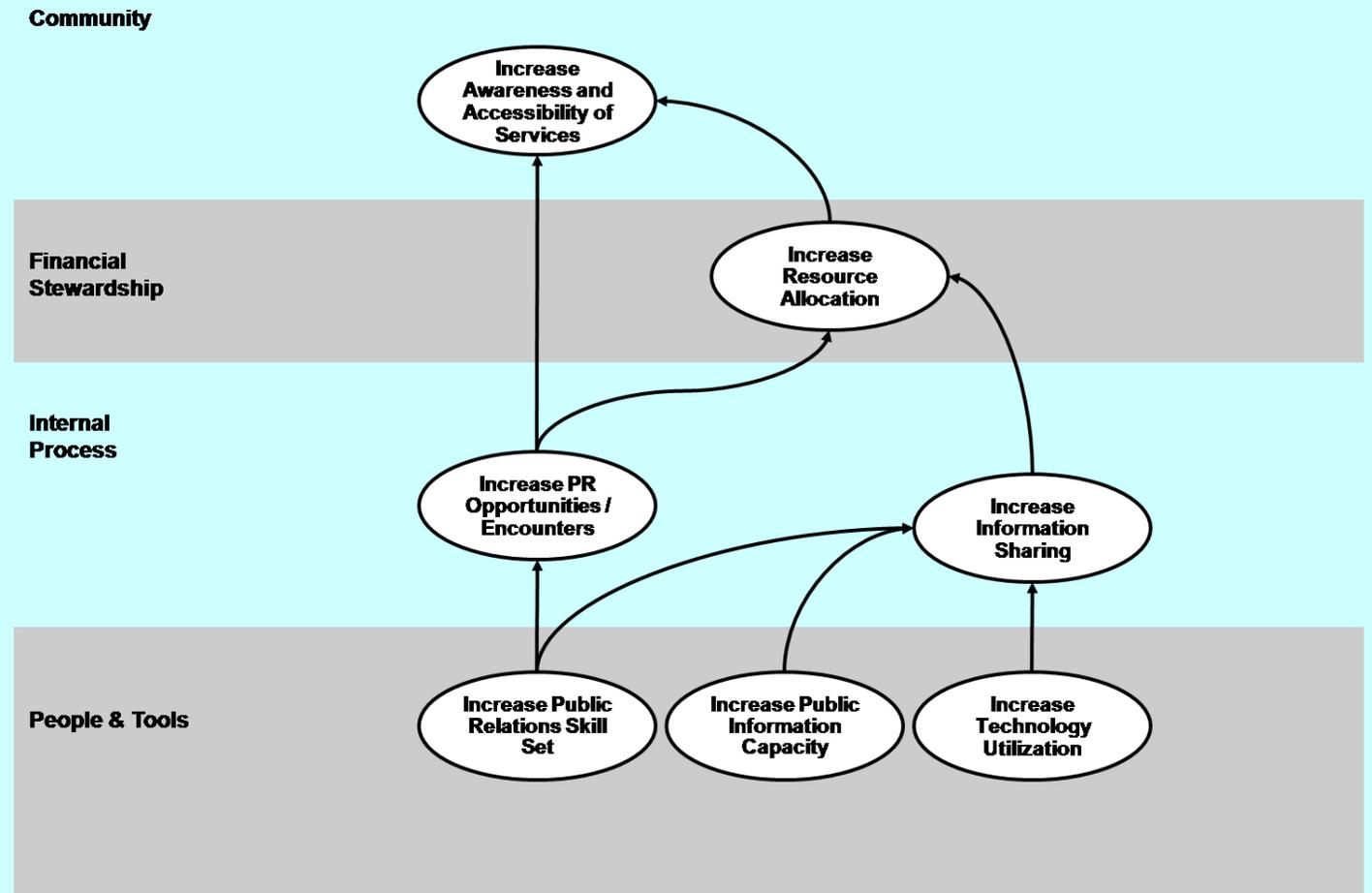


Figure 16: The Public Relations Excellence Theme Team Results

Enterprise-Wide Strategic Objectives

Enterprise-Wide Strategic Objectives are developed by combining and merging the Theme Team Strategic Objectives into a single list of enterprise-wide Strategic Objectives by the Project Steering Committee. Commentary listed in Appendix B describes specifically what was meant by each objective.

Community

- Improve Connection with Community
- Improve Service to the Community
- Improve Community Health, Safety & Satisfaction

Financial Stewardship

- Improve Resource Effectiveness & Efficiency
- Improve Revenue Sources

Internal Process

- Improve Partnerships
- Improve Organizational Efficiency
- Improve Organizational Safety
- Improve Public Relations & Marketing

People & Tools

- Increase Response Capacity/Capability
- Promote a Culture of Caring, Trust, Cooperation & Learning
- Improve Recruitment & Professional Development
- Improve Technology Utilization



Step 4: Strategy Map

In Step Four, the cause and effect linkages between the enterprise-wide Strategic Objectives are formalized in an enterprise-wide Strategy Map (see Figure 11: How to Read a Strategy Map on page 14). The EFD strategy map is shown in Figure 17.

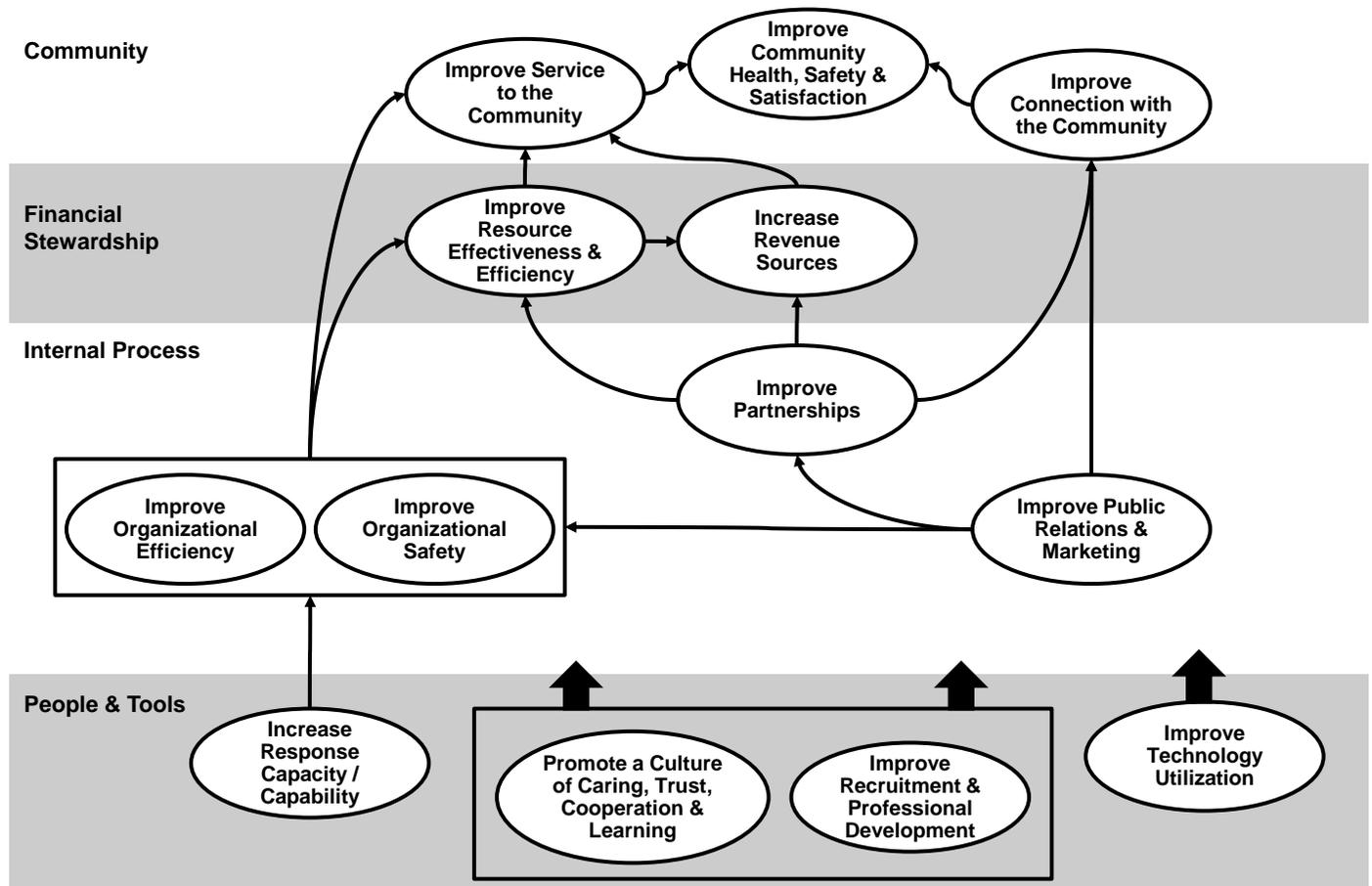


Figure 17: The EFD Strategy Map



Step 5: Performance Measures

In Step Five, Performance Measures are developed for each of the Strategic Objectives. Performance Measures are metrics used to provide an analytical basis for decision-making and to focus attention on what matters most. Performance Measures answer the question, “How is the organization doing at the job of meeting its Strategic Objectives?” Lagging indicators are those that show how successful the organization was in achieving outcomes. Leading indicators are those that are a precursor of future success; a performance driver. Measures listed in Figure 18 below are performance measures that were identified and developed by the Strategic Planning Team.

| OBJECTIVE | PERFORMANCE MEASURES |
|--|--|
| Perspective: Members | |
| Improve Connection with Community | <ul style="list-style-type: none"> • Community Survey Score • # of Formal Organized Activities |
| Improve Service to the Community | <ul style="list-style-type: none"> • Awareness Index • Community Service Satisfaction Score |
| Improve Community Health, Safety & Satisfaction | <ul style="list-style-type: none"> • Community Satisfaction Survey Score • Property Loss • Reduction in Civilian Injury/Death • Improved Patient Outcome |
| Perspective: Financial Stewardship | |
| Improve Resource Effectiveness & Efficiency | <ul style="list-style-type: none"> • Project Completion Index • Resource Utilization • Financial Return on Assets |
| Improve Revenue Sources | <ul style="list-style-type: none"> • % Revenues other than Property Taxes • Assessed Valuation • Annexations Assessed Value |
| Perspective: Internal Process | |
| Improve Organizational Efficiency | <ul style="list-style-type: none"> • Response Times • Survey Score Related to Quality of Service • Error Rate Index |
| Improve Organizational Safety | <ul style="list-style-type: none"> • Safety Index • Survey-Based Safety Culture Mindset • NFPA 1500 Compliance |
| Improve Public Relations & Marketing | <ul style="list-style-type: none"> • Public Awareness of & Participation in District Sponsored Programs & Events • # of Positive News Stories/Features |
| Improve Partnerships | <ul style="list-style-type: none"> • Partner Survey Score • # EFD Personnel Involved • # Meaningful Partnerships |
| Perspective: People & Tools | |
| Improve Response Capacity/Capability | <ul style="list-style-type: none"> • Compliance best practice standard (SORC) • Equipment Reliability • Response Reliability |
| Promote a Culture of Caring, Trust, Cooperation & Learning | <ul style="list-style-type: none"> • Employee Satisfaction Survey Score • Attendance at Off-Duty Events or Non-Mandatory Events |

Improve Recruitment & Professional Development

- # of Qualified Applicants/# of Job Postings
- Diversity %
- % of Employees Involved in Outside Organizations
- % of Employees with Approved Professional Development Plans

Improve Technology Utilization

- Improved Utilization of Communication Programs
- % of Tasks Automated
- Technology Gap Analysis Score

Figure 18: EFD Performance Measures



Step 6: Strategic Initiatives

In Step Six, Strategic Initiatives are developed and prioritized with the use of selection criteria. Strategic Initiatives are programs or projects that turn strategy into operational terms and actionable items, provide an analytical underpinning for decisions, and provide a structured way to prioritize projects according to strategic impact. Strategic Initiatives answer the question, “What strategic projects must we implement to meet our Strategic Objectives?”

Candidate Strategic Initiatives

Many initiatives were identified during the process of developing the scorecard. Those ideas were prioritized, organized and defined in project management terms. The candidate initiative ideas are listed in Figure 19 below, sorted by Strategic Objective.

| CANDIDATE STRATEGIC INITIATIVES | |
|---|---|
| Perspective: Community | |
| Improve Connection with Community | <ul style="list-style-type: none"> • Develop Tracking System for # of Formal/Organized Activities |
| Improve Service to the Community | <ul style="list-style-type: none"> • Customer Service Survey (External) • Develop a more Comprehensive QA System & QA Lessons Learned Process |
| Improve Community Health, Safety & Satisfaction | <ul style="list-style-type: none"> • Create a Customer Satisfaction Survey |
| Perspective: Financial Stewardship | |
| Improve Resource Effectiveness & Efficiency | <ul style="list-style-type: none"> • Improve Awareness of Existing Resource Capacities <ul style="list-style-type: none"> ○ Financial Software ○ Telestaff ○ Firehouse ○ Manager + ○ Etc. • Training/Education of Public Finance • Training of Stewardship Principles • Training of Effective Time Management Principles • Implement Project Management Methodology • Evaluate Allocation of Revenue • Evaluate Program Cost Effectiveness |
| Improve Revenue Sources | <ul style="list-style-type: none"> • Grant Training • Identify our Role in Economic Development • Develop a Comprehensive Financial & Operational Forecast/Analysis of Potential Annexations • Certificate Of Necessity Cost/Benefit Analysis • Evaluate Diversification of Revenue Sources |

Perspective: Internal Process

| | |
|--------------------------------------|--|
| Improve Organizational Efficiency | <ul style="list-style-type: none"> • Green Academy • Firefighter exchange • Increase/Implement Member Input Opportunities • Cross Training Program • MCS Leadership Training • Succession Plan Development • Training Bank Program • Victory Parties • Sprinkler System • Duplication/Redundancy Reduction Program • Crew Integrity Program |
| Improve Organizational Safety | <ul style="list-style-type: none"> • Internal Safety Education Training Program • Acquiring Personal Protective Equipment • Develop Safety Policies/ Procedures • NFPA 1500 Audit • Safety Analysis • Near-Miss Program |
| Improve Public Relations & Marketing | <ul style="list-style-type: none"> • Develop & Implement a Public Outreach Program <ul style="list-style-type: none"> ○ Increase Public Contacts ○ Public Relations Training Program ○ Increase Media Outreach – Develop Tracking System ○ Increase # of EFD Participating |
| Improve Partnerships | <ul style="list-style-type: none"> • Develop/Conduct Partner Survey • Improve Communication Thru Increased Participation with Agencies/ Community • Assess Current Partners • Target New Partners |

Perspective: People & Tools

| | |
|--------------------------------------|---|
| Improve Response Capacity/Capability | <ul style="list-style-type: none"> • Staffing Model Analysis • Equipment Needs & Resource Model Analysis • Training Needs Analysis • SORC/1710 Analysis |
|--------------------------------------|---|

| | |
|---|--|
| <p>Promote a Culture of Caring, Trust, Cooperation & Learning</p> | <ul style="list-style-type: none"> • Employee Recognition Program <ul style="list-style-type: none"> ○ Employee News ○ On/Off Duty Events ○ Trust-Building Exercises ○ Badge Numbers ○ Department Historian & Marketing (FWFD) ○ Composite Photos ○ Years of Service Wall ○ NIMS Exercise for All • Station Open Houses • Job Shadowing • Team Building Tackle Box (Training Programs) • Shift Meetings > BC/Capt. • Implement SharePoint to Increase Communications Between Departments • Freedom of Information – Open Meeting Law – Governance Training (Transparency) • Light Duty Assignments |
| <p>Improve Recruitment & Professional Development</p> | <ul style="list-style-type: none"> • Green Academy • Referral (Personal) Program • Partner – Professional & Special Interest • Joint Technical Education District • Reflect Diversity • Training Bank Program • Cross-Training Opportunities • Support Volunteer Opportunities • Mentoring Opportunities • Job Rotation • Individual Professional Development Plans |
| <p>Improve Technology Utilization</p> | <ul style="list-style-type: none"> • Deploy Leading Edge Communication Media • Information Directory • Enhance Web Site/SharePoint Intranet Site • Electronic Patient Care Reporting • IT Tool Training • Increase Podcasting/Texting Type New Technology Use • Station Alerting, AVL, MDT, Radio System, Turnouts, PPE, etc. • Research & Development Effort (to Proactively Identify Emerging Technologies and Compatibility/Integration) |

Figure 19: EFD Candidate Strategic Initiatives

Prioritized Strategic Initiatives

The Candidate Strategic Initiatives are then prioritized using a set of criteria. The EFD team defined three prioritization criteria that were used to select the final Strategic Initiatives: overall expected impact, cost, and time to implement. More work will need to be done to formalize this system. The Strategic Initiatives that were determined to have the highest impact are listed in Figure 20 below.

| | |
|---|--|
| <p>Highest Priority (Score: 9 out of 9)</p> | <ul style="list-style-type: none"> • Increase/Implement member input opportunities (Improve Organizational Efficiency) • Develop Safety Policies/Procedures (Improve Organizational Safety) • 1500 Audit (Improve Organizational Safety) • Crew Integrity Program • Team Building Tackle Box • Ensure Receipt of Communications/Correspondence • Referral Program • Partner - Professional & Special Interest • Reflect Diversity (Improve Recruitment & Professional Development) |
| <p>Medium Priority (Scored 8+ out of 9)</p> | <ul style="list-style-type: none"> • Employee Involvement Program (Promote a Culture...) <ul style="list-style-type: none"> ○ Employee News ○ On/Off Duty Events ○ Trust-Building Exercises ○ Badge Numbers ○ Department Historian & Marketing (FWFD) ○ Composite Photos ○ Years of Service Wall ○ NIMS Exercise for All ○ Station Open Houses ○ Victory Parties • Customer Service Survey (External) (Improve Service to the Community)/Create a Customer Satisfaction Survey (Improve Community Health, Safety & Satisfaction) • Grant Training (Improve Revenue Sources) • Evaluate Diversification of Revenue Sources (Improve Revenue Sources) • Duplication/Redundancy Reduction Program (Improve Organizational Efficiency) • Near-Miss Program (Improve Organizational Safety) • Develop & Implement a Public Outreach Program (Improve Public Relations and Marketing) <ul style="list-style-type: none"> ○ Increase Public Contacts ○ Public Relations Training Program ○ Increase Media Outreach – Develop Tracking System ○ Increase # of EFD Participating • Information Directory (Improve Technology Utilization) |

Medium-Low
Priority (Scored 7)

- Track # of Formal/Organized activities (Improve Connection w/Community)
- Improve Awareness of Existing Resource Capacities (Improve Resource Effectiveness & Efficiency)
 - Financial Software
 - Telestaff
 - Firehouse
 - Manager +
 - Etc.
- Stewardship Training (Improve Resource Effectiveness & Efficiency)
 - Training/Education of Public Finance
 - Training of Stewardship Principles
 - Training of Effective Time Management Principles
- Evaluate Allocation of Revenue (Improve Resource Effectiveness & Efficiency)
- Develop a Comprehensive Financial & Operational Forecast/Analysis of Potential Annexations (Improve Revenue Sources)
- Internal Safety Education Training Program (Improve Organizational Safety)
- Safety Analysis (Improve Organizational Safety)
- Strengthen Partnerships (Improve Partnerships)
 - Develop/Conduct Partner Survey
 - Improve Communication thru Increased Participation with Agencies/Community
 - Assess Current Activities
 - Target New Partners
- Shift Meetings
- Professional Development Program (Improve Recruitment & Professional Development)
 - Training Bank Program
 - Cross-Training Opportunities
 - Support Volunteer Opportunities
 - Mentoring Opportunities
 - Job Rotation
 - Individual Professional Development Plans
 - IT tool training (Improve Technology Utilization)
 - Cross Training Program (Improve Organizational Efficiency)
 - MCS Leadership Training (Improve Organizational Efficiency)
 - Succession Plan Development (Improve Organizational Efficiency)
 - Training Bank Program (Improve Organizational Efficiency)
 - Firefighter Exchange Program
- Diversification of Media Types
 - Training Teleconferences (Improve Technology Utilization)
 - Increase Podcasting/Texting type New Technology Use (Improve Technology Utilization)
- Enhance Web Site/SharePoint Intranet Site (Improve Technology Utilization) to Increase Communications Between Departments. (Promote a Culture)

Figure 20: EFD Prioritized Strategic Initiatives

Looking Ahead – Steps 7 – 9: Performance Analysis, Alignment & Evaluation

EFD is now evaluating its approach to implementation. The implementation steps of the Nine-Step process include Step Seven: Performance Analysis, Step Eight: Alignment and Step Nine: Evaluation.

In Step Seven, the implementation process begins by applying performance management software to get the right performance information to the right people at the right time. This automation of the scorecard adds structure and discipline to the system; helps transform disparate corporate data into information and knowledge; and helps communicate performance information.

During Step Eight, departmental scorecards are developed to support the objectives on the corporate scorecard, and then team and individual scorecards are developed. This process of translating the corporate scorecard into divisional units is referred to as cascading. Cascading translates high-level strategy into consistent lower-level objectives, measures, and operational details and is the key to organization alignment around strategy. Performance measures are developed for all objectives at all organization levels. As the scorecard management system is cascaded down through the organization, objectives become more operational and tactical, as do the performance measures. Accountability follows the objectives and measures, as ownership is defined at each level. An emphasis on results and the strategies needed to produce results is communicated throughout the organization.

In Step Nine, an Evaluation of the completed scorecard is done. Evaluation answers the questions: “Are our strategies working?”, “Are we measuring the right things?”, “Has our environment changed?” and “Are we budgeting our money strategically?”



Appendix A: Glossary of Terms

| Term | Definition |
|-------------------------------------|--|
| Customer Value Proposition: | What an organization must deliver to develop, retain, and deepen its relationship with stakeholders. In the private sector it is a description of the key benefits gained by key customers for the price (cost) charged. Usually defined as a series of descriptors describing product or service attributes, image or relationship. |
| Customers: | Customers are the direct beneficiaries of the organization's services or products. Sometimes it is the end user of the organization's services or product, while other times it is the stakeholder with which value is given for value received (usually money in exchange for a product or service). |
| Mission: | The organization's purpose described in the language of the business, including who is served and what products, programs and services are provided to customers and stakeholders. |
| Organization Core Values: | Core values establish the kind of organization it wants to be. They are guiding principles; what the organization believes in. They serve as the basis for decision-making and influence actions in everyday situations. |
| Performance Measures: | Measurement is the description, often quantification, of a property of an object, activity, process, or result that enables comparisons across items being compared, or across time. Performance measures provide objective evidence of progress towards a strategic goal and are an analytical basis for decision making. |
| Perspectives: | A Perspective is a view of organizational strategic performance from a specific vantage point. Four basic perspectives are traditionally used to encompass an organization's activities, although the specific names might be adapted to fit the particular vernacular of the organization. Typical perspectives include financial (or stewardship in the public sector), customer (stakeholder), internal process, and organization capacity (or learning and growth). The organization's business model, which encompasses its mission, vision, and strategy, determine the appropriate perspective names. |
| Stakeholders: | The universe of people, groups, and organizations that have an interest in the organization; examples include: customers, employees, vendors, regulators, directors, suppliers, and community groups. |
| Strategic Initiatives: | Important project that will improve performance in an objective.” |
| Strategic Objectives: | The specific continuous improvement activities, balanced across the perspectives, which break down strategy into smaller components and make strategy actionable by involving all employees in operationalizing the organization's goals. |
| Strategic Result (or Goals): | End outcomes from successfully executing the organization's strategy. |
| Strategic Theme: | The three or four strategic focus areas the organization that define the organization's high-level business strategy, break down the vision and mission into action, and focus energy on desired strategic results (outcomes). |
| Strategy Map: | A graphic that shows the cause-and-effect relationships between objectives in four perspectives. Linked objectives show how value is created by the organization. |
| Strategy: | The positioning choices made and the actions taken, from many choices and actions that are potentially available, to move the organization from its current state to some desirable future state. How an organization intends to accomplish its vision; an approach, or “game plan.” |
| Targets: | The desired level of performance for the reporting period in question. |
| Vision: | A vivid, emotionally inspiring, time-specific picture of a future to which the organization aspires. |

Appendix B: Organization-Wide Objective Commentary

Organization-wide Strategic Objectives are developed by combining and merging the Theme Team Strategic Objectives into a single list of Organization-wide Strategic Objectives by the Project Steering Committee. During this development, it is critical that a detailed understanding of what was meant by the objective is captured for later reference. This detailed description of objective intent is called Objective Commentary.

Perspective: Community

| | |
|---|--|
| Improve Connection with Community | <p>The desired result of this objective is to improve Eastern Fire District’s connection with the community through improving partnerships, public relations & marketing. Furthermore, through improved internal and external communications and transparencies we will enhance our ability to connect and serve our community. Through utilization of technology, promoting a culture of caring, trust and cooperation, this objective contributes to the organization’s evolution to an “involved partner” with our community that we serve.</p> |
| Improve Service to the Community | <p>The desired result of this objective is to improve our service capabilities to our community and examine how our service is delivered. This means comparing our fire, rescue, and medical responses to benchmarks established by the industry standard. Examining data feedback from each of our incidents gives us the opportunity to maintain a quality assurance that we deliver the most efficient and effective delivery of emergency service to our residents. The use of this data in an efficient manner to our members in the field will result in improving our responses times, delivering on scene services, and providing a long term benefit to the customer. Our service also includes streamlining the managerial process to obtain maximum efficiency. Implementing processes that save time and staffing and includes the efficiency of every member.</p> <p>This service also transcends to our internal membership. It means that each individual member of the Eastern Fire District is committed to every other member of the organization. Each division of the organization is working for the benefit of every individual. This creates a “family” atmosphere where everyone takes care of one another. It takes a “village” to make the Eastern Fire District safer.</p> |
| Improve Community Health, Safety & Satisfaction | <p>Improving our community’s health, safety, and satisfaction of services is the primary objective of this strategic planning endeavor. The guidance to achieve this objective is found not only in the District’s Mission, Vision, and Values statements, but each of the objectives that feed into this ideal. In this document the term “community” generally represents both our internal and external communities; in this objective it is no different. A strong, safety oriented, and satisfied membership will achieve the ultimate goal of this strategic plan – Improving our Community’s Health, Safety, and Satisfaction - more readily than an unprepared and discontent membership. Happy People – Happy Community was a central theme during this strategic planning process.</p> <p>A quick look at the Strategy Map for this strategic plan will explain the primary objective that must be met to ensure our commitment to Improving Our Community’s Health, Safety and Satisfaction. First, we have committed our organization to work towards improving the service to our community. This includes not only preventing incidents from occurring, but when emergencies do occur we are committed to getting there quickly and handling the incident in an efficient and professional manner. The financial stewardship of our community’s resources is an important contributing objective in the satisfaction of our community and we are committed to lessening the financial burden through increasing revenue sources and maximizing the efficiency of the funds we are provided. Finally, we are committed to improving our “connection” with our community by not only getting the</p> |

message out about who we are, what we do, and that we are standing ready to serve day or night, but actually getting out into the community and making personal connections with the people we serve.

Perspective: Financial Stewardship

Improve Resource Effectiveness & Efficiency

The desired result of this objective is to improve the utilization of existing and future resources to be more effective and efficient in delivering services. It encompasses the idea that, as public servants, we are stewards of various resources, including time, financial assets, and people. The concept of stewardship implies a personal responsibility to each member to properly manage resources the District does not own, but is entrusted with by the public.

Improve Revenue Sources

The desired result of this objective is to improve revenue sources for the Eastern Fire District through enhancing our value added services and improving our eligibility for grant funding. Through enhancing our value added service, we will be more competitive for further annexations resulting in a lower tax assessment to our customers. Through improving our eligibility for grant funding, we will increase our revenue potentially reducing our tax levy and compounding the annexations noted above.

Perspective: Internal Process

Improve Organizational Efficiency

The desired result of this objective is to create an organization that is efficient in its programs, procedures, and processes. To accomplish this, the organization must have an excellent professional workforce with the ability to work well together. This workforce will be achieved through building leadership capacity and creating a culture of learning, cooperation and trust.

Improve Organizational Safety

The desired result of this objective is to reduce the number of and severity of all EFD employee occupational related injuries and illnesses. The need for improvement in this area is documented by the fact that EFD has had three medical retirements due to injuries and that State Comp insurance rates continue to climb due to an increase in the number of claims resulting from injuries to EFD employees. This objective will include protecting EFD employees from the hazards of their respective jobs by (1) developing and delivering effective education/training programs; (2) providing state of the art personal protection equipment as well as state of the art job-related equipment, and apparatus; and (3) developing, maintaining and enforcing safety related policies and procedures.

Improve Public Relations & Marketing

The desired result of this objective is to improve public relations and marketing. This objective will be achieved by increasing the amount of positive contact we have with the public, train EFD employees on public relation skill sets, empowering captains, and realizing public relations opportunities. Furthermore, EFD will increase the public relations budget. The increase in budget will help improve and update brochures and PR give-a-ways that include all the services that EFD offers to the community. EFD will take advantage of current and new technology available to help share information internally and externally, while utilizing all local media outlets to improve public relations.

It includes:

- getting out of the stations
- attending neighborhood sporting events, parks and community events.
- going to grocery stores
- open houses

It does not include

- sacrificing response times for PR opportunities.

Improve Partnerships

The desired result of this objective is to improve our interaction with the members of our community to determine their wants and needs. We will better inform them of the services we provide and the things we are doing to make our community a safer place to work and

live.
 It includes our employees, the public, and those agencies that share in our mission to make our community safer.

Perspective: People & Tools

Improve Response Capacity/Capability

Our response capacity and capability is also based on industry standards. In the case of the fire service, the industry standards are the NFPA standards. The response standards for the EFD should be based on NFPA 1710 Standards. Staffing and response times standards may be considered ambitious, but they set the bar for excellence high. Firefighter safety is based on NFPA 1500 standards. They serve as a template for the organization to follow. Response capacities are considered as to what resources are sent to various calls for service in the district. Some calls are categorized as low frequency/high risk types of incidents. They require attention to a rapid assembly of resources at the scene. This will result in a safer fire incident environment and a more efficient mitigation to the incident.

ISO assessments are also used as a template or guide for the EFD to pursue excellence. Successful reduction of an ISO rating could reduce insurance costs particularly for our commercial residents. The ISO process can be used by the organization as planning document that will help meet the needs for the future.

The ability of our organization to provide a quick and efficient response to any type of emergency will allow us to compete for future expansion of our fire district. The need for increased resources is already present in our district with the plans being drawn in the Marana area.

Promote a Culture of Caring, Trust, Cooperation & Learning

(Relationships) The desired result of this objective is to improve our internal relationships so that a cooperative working environment is created and our internal interactions are based on open-communication, respect and trust.

It includes the awareness and appreciation of each other’s roles and responsibilities and the understanding that we are all active participants in making our community safer—our mission. Also, it includes the improvement of our internal communications/transparency by creating opportunities for open dialog between all members. Lastly, it includes the improvement in the services that we provide to our community, and to our members, by promoting the cooperation and sharing of ideas/expertise between departments and divisions.

(Culture) Create a legacy for the EFD that remembers cultures of the past (FWFD), supports the present and fosters the future generations in our District Family.

The desired result of this objective is to instill within all members of the district (past and present) that they are apart our district family and with that they are safe and secure in our environment that is inclusive of all members.

It includes (optional) increased participation on and off duty, HR designates or becomes a moral officer, empowerment, and trust (Encouraging, Involving, Enable), improved morale, use of best practices, and value added services, off duty events, employee numbers, retirement parties, employee milestones, births, annual yearbook, family events (anniversaries, grand children etc.), passing of traditions that includes a District Historian...

(Transparency) The desired result includes increased opportunities for positive, effective communications and improvements in transparency between divisions, departments,

| | |
|--|--|
| | agencies, and the community. |
| Improve Recruitment & Professional Development | <p>(Development) The desired result of this objective is to improve professional development through internal and external educational opportunities, cross-training, job rotation, and volunteer options. This objective contributes to the “Internal Process” of improving working relationships, communications and transparency, and public relations and marketing.</p> <p>It includes assisting other District divisions with projects and programs, while partnering with outside agencies and professional organizations to accomplish fire service goals.</p> <p>(Recruitment) The desired result of this objective is to attract a more diverse group of candidates for all positions and to ensure succession planning. It includes being open to new methods and ideas for recruitment, and to be committed to funding programs that support recruitment. In addition, we will develop action plans for mentorship at all levels to enable seamless transitions to occur as employees move through the organization.</p> |
| Improve Technology Utilization | The desired result of this objective is to leverage technology to improve the quality and quantity of internal and external communications. Technology utilization efforts shall also enable the District to become more efficient with their time and administrative functions. |

Appendix C: Organization Plan & Theme Team Results

A Strategic Planning and Management system can be graphically represented in many ways. Two such representations are attached after this page, the first displaying the completed organization-wide scorecard and the second displaying the Theme Team elements of the scorecard.



Eastern Fire District

Strategic Planning and Management System



| Mission & Vision | | | | Objectives | Performance Measures | Strategic Initiatives |
|--|--|---|---|---|--|---|
| <p>Mission: Making our community safer with excellence, integrity, and tradition.</p> <p>Vision: To be a leading public safety provider through positive internal relationships and meaningful community partnerships.</p> | | | | Perspective: Community | | <ul style="list-style-type: none"> • Customer Service Survey (External)/Create a Customer Satisfaction Survey • Track # of Formal Organized Activities • Develop a More Comprehensive QA System & QA Lessons Learned Process |
| | | | | Improve Connection with Community | <ul style="list-style-type: none"> • Community Survey Score • # of Formal Organized Activities | |
| | | | | Improve Service to the Community | <ul style="list-style-type: none"> • Awareness Index • Community Service Satisfaction Score | |
| | | | | Improve Community Health, Safety & Satisfaction | <ul style="list-style-type: none"> • Community Satisfaction Survey Score • Property Loss • Reduction in Civilian Injury/Death • Improved Patient Outcome | |
| Strategic Themes & Results | | | | Perspective: Financial Stewardship | | |
| <p>Theme: Organizational Excellence Result: EFD is an organization that values each employee and works cooperatively to deliver excellent services to our community.</p> | <p>Theme: Internal Relations Result: EFD exercises mutual respect and open communications as the foundation of our strong "family" environment.</p> | <p>Theme: Community Partnerships Result: EFD is recognized as a reliable, professional, and valued partner in the community.</p> | <p>Theme: Public Relations Excellence Result: EFD portrays a positive image while making the community aware of the services we provide.</p> | Improve Resource Effectiveness & Efficiency | | <ul style="list-style-type: none"> • Project Completion Index • Resource Utilization • Financial Return on Assets |
| | | | | Improve Revenue Sources | | <ul style="list-style-type: none"> • % Revenues other than Property Taxes • Assessed Valuation • Annexations Assessed Value |
| | | | | Perspective: Internal Process | | |
| <p>Strategy Map</p> | | | | Improve Organizational Efficiency | | <ul style="list-style-type: none"> • Response Times • Survey Score Related to Quality of Service • Error Rate Index |
| | | | | Improve Organizational Safety | | <ul style="list-style-type: none"> • Safety Index • Survey-Based Safety Culture Mindset • NFPA 1500 Compliance |
| | | | | Improve Public Relations & Marketing | | <ul style="list-style-type: none"> • Public Awareness of & Participation in District Sponsored Programs & Events • # of Positive News Stories/Features |
| | | | | Improve Partnerships | | <ul style="list-style-type: none"> • Partner Survey Score • # EFD Personnel Involved • # Meaningful Partnerships |
| | | | | Perspective: People & Tools | | |
| | | | | Improve Response Capacity/Capability | | <ul style="list-style-type: none"> • Compliance Best Practice Standard (SORC) • Equipment Reliability • Response Reliability |
| | | | | Promote a Culture of Caring, Trust, Cooperation & Learning | | <ul style="list-style-type: none"> • Employee Satisfaction Survey Score • Attendance at Off Duty Events or Non-Mandatory Events |
| | | | | Improve Recruitment & Professional Development | | <ul style="list-style-type: none"> • # of Qualified Applicants/# of Job Postings • Diversity % • % of Employees Involved in Outside Organizations • % of Employees with Approved Professional Development Plans |
| | | | | Improve Technology Utilization | | <ul style="list-style-type: none"> • Improved utilization of Communication Programs • % of Tasks Automated • Technology Gap Analysis Score |
| | | | | <ul style="list-style-type: none"> • Increase/Implement Member Input Opportunities • Develop Safety Policies/ Procedures • 1500 Audit • Crew Integrity Program • Duplication/Redundancy Reduction Program • Near-miss Program • Develop & Implement a Public Outreach Program • Internal Safety Education Training Program • Safety Analysis • Strengthen Partnerships | | |
| | | | | <ul style="list-style-type: none"> • Team Building Tackle Box • Referral Program • Partner - Professional & Special Interest • Reflect Diversity • Employee Involvement Program • Information Directory • Shift Meetings • Professional Development Program • Diversification of Media Types • Enhance Web Site/SharePoint Intranet Site to Increase Communications Between Departments | | |



Eastern Fire District

Strategic Planning and Management System – Theme Team Results



Mission & Vision

Mission: Making our community safer with excellence, integrity, and tradition.

Vision: To be a leading public safety provider through positive internal relationships and meaningful community partnerships.

Statement of Values

Honesty, Integrity, Trust, Respect, and Humility are the bedrock values of the Eastern Fire District. These principals shall be held in the highest regards at all times and form the basis of our actions and interactions. These ideals are essential to maintain the honorable and proud traditions of the fire service.

The following traits are behaviors or characteristics that are valued by the membership and are essential for a safe, positive and productive environment that identifies the Eastern Fire District.

Fellowship

A feeling of connection, friendship, and relatedness between people

Open and Direct Dialogue

Non-retaliatory, No hidden agendas, Respectful

Tradition

The passing of honorable customs that move the fire service forward

Teamwork

Working together to accomplish a common goal

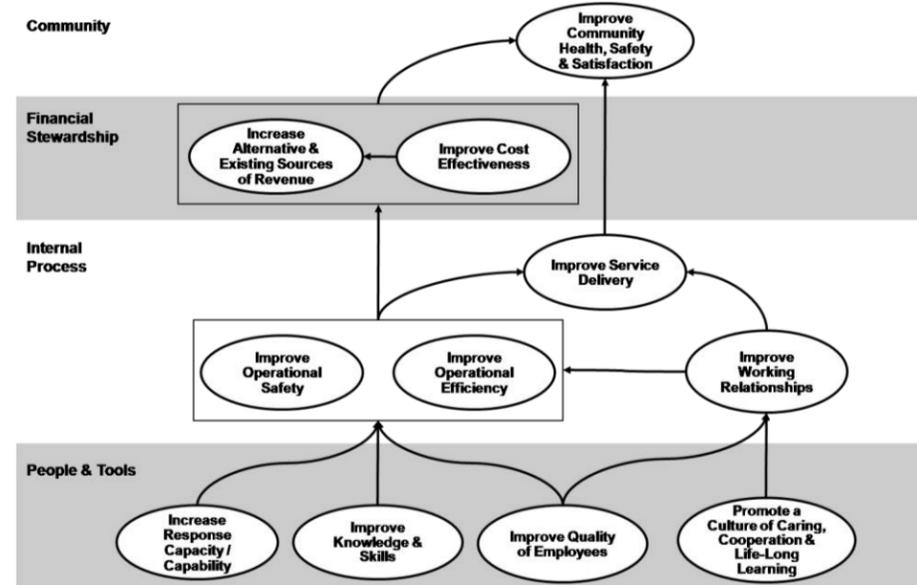
Empowerment

Encouraging, Involving, Enabling, Innovating

Strategic Themes, Strategic Results & Theme Strategy Maps

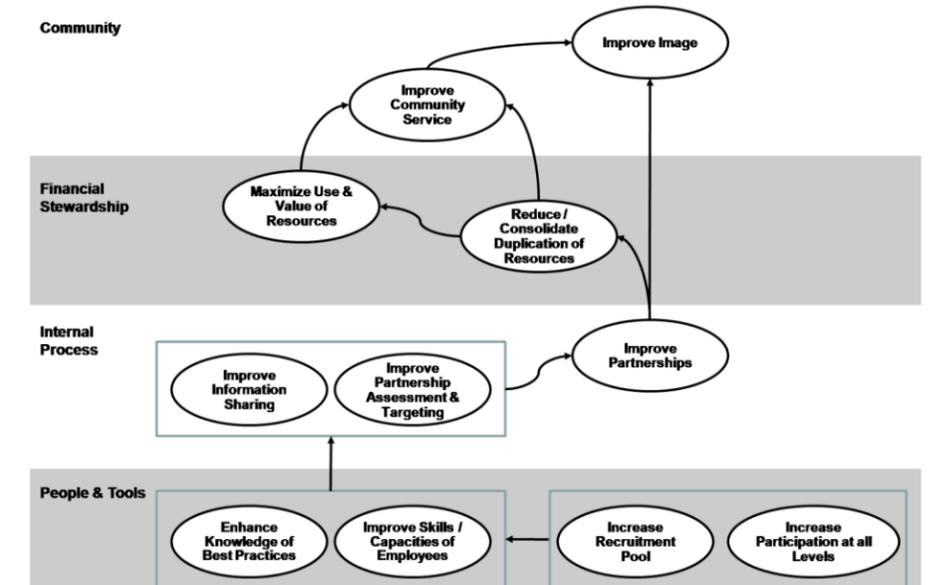
Strategic Theme: Organizational Excellence

Result: Eastern Fire District is an organization that values each employee and works cooperatively to deliver excellent services to our community.



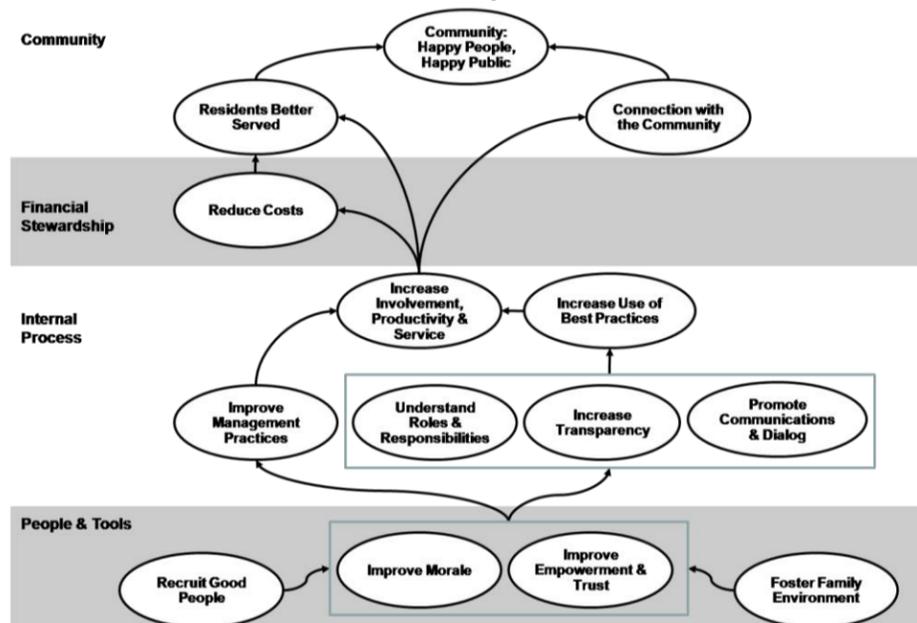
Strategic Theme: Community Partnerships

Results: Eastern Fire District is recognized as a reliable, professional, and valued partner in the community.



Strategic Theme: Internal Relationships

Result: Eastern Fire District exercises mutual respect and open communications as the foundation of our strong "family" environment.



Strategic Theme: Public Relations Excellence

Result: Eastern Fire District portrays a positive image while making the community aware of the services we provide.

