

# ANCHORAGE MIDDLETOWN FIRE & EMS

## 2021 - 2026

# STRATEGIC PLAN



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## Message from the Fire Chief

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As Chief of Anchorage Middletown Fire & EMS, I am proud and excited to present our department's strategic plan for 2021-2026. This is the result of hard work performed by dedicated and engaged people. I would like to acknowledge the efforts of those involved in making this possible and extend my personal gratitude.

First, the Middletown United Methodist Church provided the perfect setting to do the work needed. Second, 33 members of our community gave up their time to provide us with crucial community feedback that would become the foundation of our plan. Third, a cross-section of all shifts, ranks, and divisions (civilian and sworn) from AMFEMS formed the Strategic Planning Committee that built upon the community feedback. Finally, the professional guidance provided by Matt Keller, Brian Dean, and Jodie Marsigliano from the Center for Public Safety Excellence (CPSE) helped us pull all the different elements together and craft the plan presented here. I would also like to thank Shannon Ran, Major Brad Michel, and Firefighter Aaron Chism, who worked behind the scenes to make this process a success.

Since we are relatively young due to our merger, this document is a critical step for us to establish the department's vision and direction for the next five years and beyond. Our planning committee helped develop our vision, values, and mission statement for the department. The committee also identified six important strategic initiatives.

They are:

- Internal Communications
- External Communications
- Workforce Planning
- Financial Stability and Transparency
- Workforce Development
- Accreditation

It is important to note that this is just the beginning. We have much work to do to get this plan implemented and modified as needed to meet the district's changing needs. As an organization, we stand committed to developing these strategic initiatives, enhancing the services we offer our community, and meeting our vision.

Kevin F. Groody  
Fire Chief

# Introduction

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Anchorage Middletown Fire & EMS (AMFEMS) provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors of the AMFEMS coverage area. AMFEMS is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written with a basis in the Commission on Fire Accreditation International's (CFAI) fire and emergency service accreditation model and is intended to guide the organization within established parameters set forth by the authority having jurisdiction (AHJ).

Accreditation is an international recognition of achievement. It demonstrates to the community that an accredited agency continually self-assesses, looks for opportunities for improvement, and is transparent and accountable through third-party verification and validation. Fire departments earn accreditation from the Commission on Fire Accreditation International. The CFAI outlines the accreditation model, provides various accreditation publications and trainings, and has experienced third-party peer assessors.

The CFAI model is a series of five actions that the agency seeking accreditation must take:

1. Perform a self-assessment of agency operations
2. Develop a strategic plan (presented here)
3. Conduct a community risk assessment
4. Develop a standards of cover
5. Host an independent, third-party peer assessor review of the agency.

The CPSE utilized the community-driven strategic planning process to go beyond just developing a document. It challenged the department's members to critically examine paradigms, values, philosophies, beliefs, and desires and challenged individuals to work in the best interest of the "team." It further provided the department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and agency stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion and plan execution.

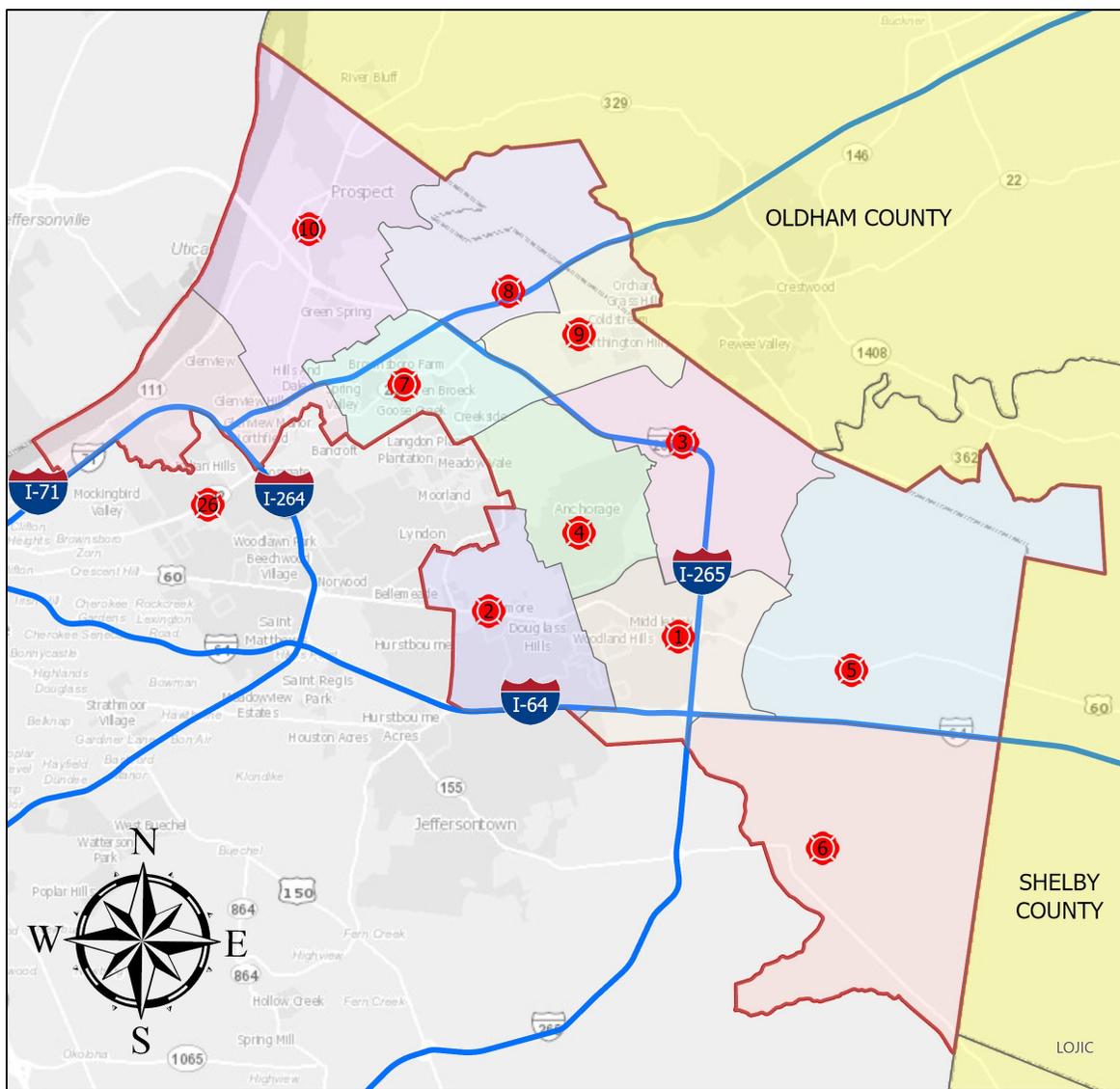
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**STRATEGIC PLAN**  
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## Organizational Background

Anchorage Middletown Fire & EMS (AMFEMS) is a special taxing district as classified by the Commonwealth of Kentucky. The district's genesis started in 2018 with the merger of the Anchorage and Middletown Fire Protection Districts. The district was grown further with the addition of the neighboring districts of Eastwood, Harrods Creek, and Worthington. While all of the associated districts have great singular history, joining all of the districts created a service-based organization covering Jefferson, Oldham, and Shelby Counties, in Kentucky.



|   |                        |   |           |  |            |
|---|------------------------|---|-----------|--|------------|
|  | Fire Station           |  | Station 3 |  | Station 8  |
|  | Fire District Boundary |  | Station 4 |  | Station 9  |
|  | Station 1              |  | Station 5 |  | Station 10 |
|  | Station 2              |  | Station 6 |  | Station 26 |
|   |                        |  | Station 7 |  |            |

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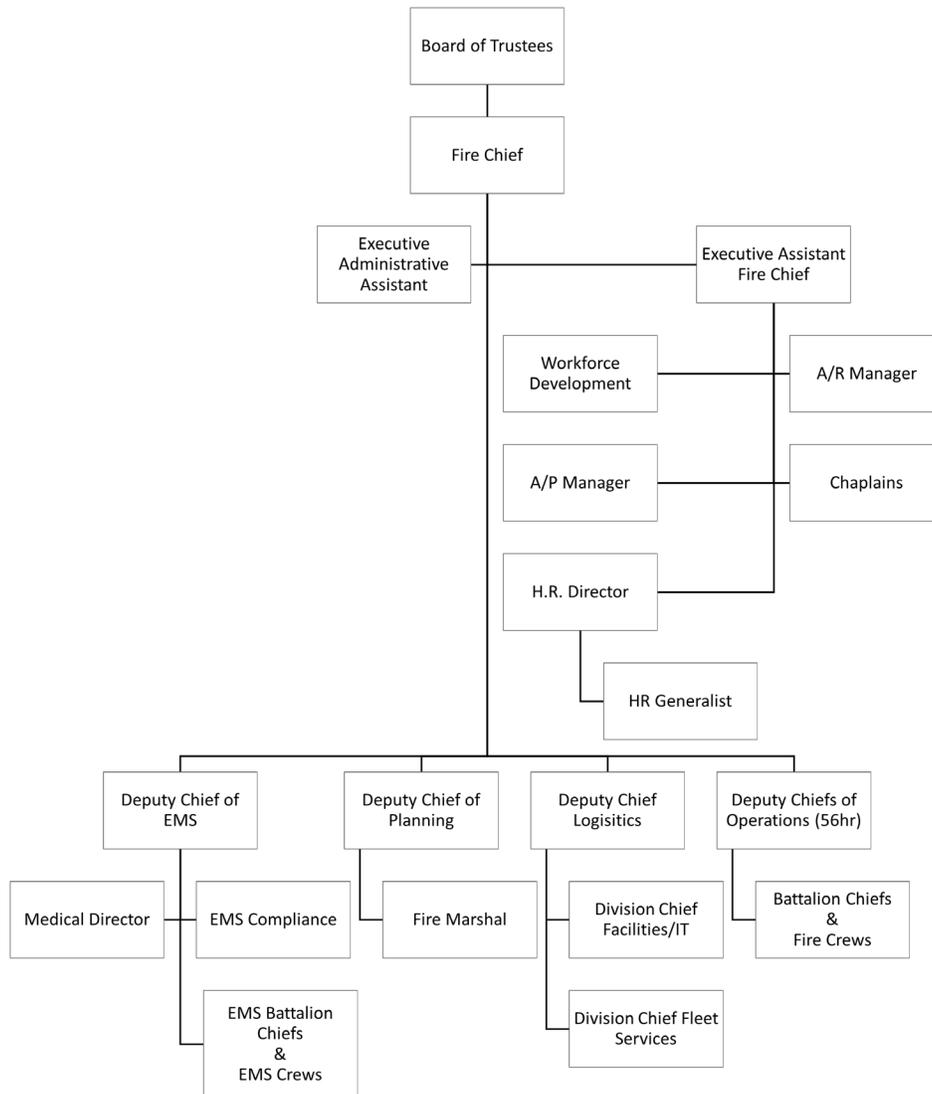


AMFEMS is a mission-driven and professional emergency services agency that serves a community with dynamic needs. The members of AMFEMS continue to operate in a professional and compassionate manner while living the district's core values as they serve the approximate population of 199,000 people.

The approximate 99 square miles of the district are protected from 12 facilities that are staffed to deliver programs focused on risk reduction and emergency mitigation. Focused on an all-hazards approach, AMFEMS also participates in an automatic aid system that ensures the closest resources are dispatched to benefit those that live, work, and play within the district's coverage area. Through a concerted effort, the district's residents, businesses, and guests receive effective and efficient services from dedicated professionals.



## Organizational Structure



## Community-Driven Strategic Planning

For many successful organizations, the community's voice drives their operations and charts the course for their future. A community-driven emergency service organization seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. A community-driven strategic planning process was used to develop this strategic plan to ensure that the community remains a focus of an organization's direction.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources. Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process with no clear beginning and no defined end. While plans can be developed regularly, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a shared understanding of where the organization is going, how everyone involved can work to that common purpose, and how progression and success will be measured.



**Community Stakeholders Work Session**

## The Community–Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community’s service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization and aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
5. Revisit the values of the organization’s membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization’s critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.

## Process and Acknowledgements

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

This strategic plan was developed in October 2021, beginning with a meeting hosted by representatives from the CPSE for community members (as named in the following table). The department identified community stakeholders to ensure broad representation. The community stakeholders were comprised of some who reside or work within the Anchorage Middletown Fire & EMS coverage area and some who were recipients of AMFEMS’ service(s).

### Anchorage Middletown Fire & EMS’ Community Stakeholders

- |                  |                  |                   |                   |
|------------------|------------------|-------------------|-------------------|
| • Stuart Benson  | • Gary Gibson    | • Chris Manzo     | • Teresa Reed     |
| • Matt Briggs    | • Chris Gorman   | • Paula McCraney  | • Fred Simon      |
| • Bruce Broecker | • Gene Gottbrath | • Patrick McMahan | • Robert Stonum   |
| • Nancye Combs   | • Rob Herman     | • Connie Mendel   | • Maurice Sweeney |
| • Julie Denton   | • Bonnie Jung    | • Dennis Metcalf  | • Angela Webster  |
| • Sean Dreisbach | • Deana Karem    | • Jerry Miller    | • Howard Whitman  |
| • Bob Dye        | • Chad Keep      | • Lynn Moore      | • Marcus Winkler  |
| • John Evans     | • Tom Lambert    | • Carrie Mroskey  | • Ron Wolf        |
| • Bob Federico   |                  |                   |                   |

## Community Group Findings

A key element of Anchorage Middletown Fire & EMS’s organizational philosophy is having a high commitment to the community and recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided by AMFEMS.

# ANCHORAGE MIDDLETOWN FIRE & EMS 2021 - 2026 STRATEGIC PLAN

Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized) and positive and other comments about the organization. Specific findings of the community stakeholders are provided in the appendix of this document. The agency stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholders' feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.



**Community Stakeholders Work Session**

## Community Priorities

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

| Ranking | Score | Programs                                    |
|---------|-------|---|
| 1       | 185   | Fire Suppression                            |
| 2       | 158   | Emergency Medical Services                  |
| 3       | 118   | Technical Rescue                            |
| 4       | 91    | Fire Prevention                             |
| 5       | 89    | Hazardous Materials Response Team           |
| 6       | 62    | Public Fire/EMS Safety Education            |
| 7       | 61    | Fire Investigation                          |
| 8       | 48    | Domestic Preparedness Planning and Response |

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



**Community Stakeholders Work Session**

## Agency Stakeholder Group Findings

The agency stakeholder work sessions were conducted over three days. These sessions served to discuss the organization's approach to community-driven strategic planning, focusing on the department's mission, values, core programs, and support services. Additionally, focus was given to the organization's perceived strengths, weaknesses, opportunities, and threats. The work sessions involved a stakeholder group that represented a broad cross-section of AMFEMS, as named and pictured below.

### Anchorage Middletown Fire & EMS' Agency Stakeholders

- Frank Apanewicz  
*EMS Battalion Chief*
- Stephen Hanson  
*Fire Marshal*
- Zac Moore  
*Paramedic*
- Mike Arth  
*Captain*
- Mike Heilman  
*Deputy Chief of EMS Operations*
- Mike O'Hara  
*Sergeant*
- Evan Bower  
*Sergeant*
- Pam Henehan  
*Accounts Payable Manager*
- Mark Ohlmann  
*Division Captain of Workforce Development*
- Keith Brooks  
*Division Chief of EMS*
- Mike Hilliard  
*Division Sergeant of Community Risk*
- Brad Oser  
*Fire Battalion Chief*
- Mike Caci  
*Chaplain*
- James Hundley  
*Deputy Fire Marshal*
- Robert Sumpter  
*Captain*
- Denise Chapman  
*Accounts Receivable Manager*
- Kevin Jump  
*Division Chief of Facilities and Technology*
- Mike Sutt  
*Deputy Chief of Fire Operations-3<sup>rd</sup> Platoon*
- David Colyer  
*Deputy Chief of Logistics*
- Kent Kruer  
*Deputy Chief of Fire Operations-2<sup>nd</sup> Platoon*
- David Taylor  
*Captain*
- Eric Dryer  
*Fire Battalion Chief*
- David Lawrence  
*Paramedic*
- Kevin Tyler  
*Deputy Chief of Personnel and Safety*
- Jared Durtche  
*Sergeant*
- Ron Maddux  
*Division Chief of Workforce Development*
- Joe Wolfe,  
*Division Chief of Fleet Services*
- Bryan Federico  
*Sergeant*
- Brad Michel, CFO  
*Division Chief of Planning*
- Tony Yurt  
*Firefighter/Paramedic*
- Kyle Galloway  
*Board of Trustees*



Agency Stakeholders

## Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all department members. The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

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



Agency Stakeholders Work Session

**Anchorage Middletown Fire & EMS is committed to serving the dynamic needs of our community by utilizing our core values in a professional and compassionate manner.**

## Values

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

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful to guide the individuals who make up Anchorage Middletown Fire & EMS in accomplishing the goals, objectives, and day-to-day tasks.

## Integrity

**Be honest, trustworthy, and authentic with durable moral principles.**

## Service

**Provide selfless and steadfast help and assistance that benefits others.**

## Pride

**Have a dignifying attitude with whom you are and constantly hold yourself to a higher standard.**

## Respect

**Show consistent admiration for all others and your own abilities, qualities, and achievements.**

## Responsibility

**Take ownership in your moral duty to help and deliver the highest level of service to our internal and external communities.**

## Empowerment

**Act with resolve to make decisions that help achieve the mission and vision of the department.**

## Programs and Services

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

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

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



Agency Stakeholders Work Session

## SWOT Analysis

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

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



Agency Stakeholders Work Session

## Critical Issues and Service Gaps

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

## Strategic Initiatives

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

### Anchorage Middletown Fire & EMS' Strategic Initiatives

- Internal Communications
- External Communications
- Workforce Development
- Workforce Planning
- Financial Sustainability and Transparency
- Accreditation

## Goals and Objectives

To continuously achieve the mission of Anchorage Middletown Fire & EMS, realistic goals and objectives with timelines for completion must be established. These will enhance strengths, address identified weaknesses, provide a clear direction, and address the community’s concerns. These should become a focus of the department’s efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established workgroups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with AMFEMS’ leadership.

|                         |   |   |
|-------------------------|---|---|
| <b>Goal</b>             | <b>Develop effective internal communication processes to disseminate department expectations and procedures to improve clarity.</b>   |   |
| <b>Objective 1A</b>     | <b>Identify methods of communication currently being used by AMFEMS to develop baseline information.</b>  |   |
| <b>Timeframe</b>        | 2 weeks   | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <input type="checkbox"/> Assign a task manager to collect the appropriate information<br><input type="checkbox"/> Compile all informal and formal methods of internal communication.<br><input type="checkbox"/> Report findings/recommendations to the internal communications committee.  |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:  | Consumable Costs:<br>Contract Services Costs: |
| <b>Objective 1B</b>     | <b>Identify and classify the current types of information promulgated by AMFEMS to develop baseline information.</b>  |   |
| <b>Timeframe</b>        | 2 weeks   | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <input type="checkbox"/> Assign a task manager to collect the appropriate information.<br><input type="checkbox"/> Compile all informal and formal types/categories of communication/information promulgated.<br><input type="checkbox"/> Report findings/recommendations to the internal communications committee.   |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:  | Consumable Costs:<br>Contract Services Costs: |
| <b>Objective 1C</b>     | <b>Evaluate the current effectiveness of messages and pathways being utilized by AMFEMS.</b>  |   |
| <b>Timeframe</b>        | 1 month   | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <input type="checkbox"/> Develop a representative sample of the entire organization to interview/survey.<br><input type="checkbox"/> Develop methods to gather data.<br><input type="checkbox"/> Gather data from the developed methodology.<br><input type="checkbox"/> Compile and organize results.<br><input type="checkbox"/> Present findings to the internal communications committee. |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:  | Consumable Costs:<br>Contract Services Costs: |

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|                         |  |   |
|-------------------------|--|---|
| <b>Objective 1D</b>     | <b>Develop a uniform use of terminology and language to provide clear communication and to effect desired behaviors.</b>   |   |
| <b>Timeframe</b>        | 2 weeks  | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <input type="checkbox"/> Assign a task manager to collect the appropriate information within the different areas and operations used by the department.<br><input type="checkbox"/> Identify best practices related to using common terminology.<br><input type="checkbox"/> Report findings/recommendations to the internal communications committee.   |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:   | Consumable Costs:<br>Contract Services Costs: |
| <b>Objective 1E</b>     | <b>Develop and recommend the best program practices gathered from the data to command staff.</b>   |   |
| <b>Timeframe</b>        | 1 month  | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <input type="checkbox"/> Identify possible solutions for performance gaps from findings.<br><input type="checkbox"/> Identify accountability process for identified solutions.<br><input type="checkbox"/> Develop the best program as recommended by the internal communications committee to meet the needs and intent of common terminology.<br><input type="checkbox"/> Present developed findings and recommendations to command staff. |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:   | Consumable Costs:<br>Contract Services Costs: |
| <b>Objective 1F</b>     | <b>Implement the approved program practices organizationally.</b>  |   |
| <b>Timeframe</b>        | 1 month  | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <input type="checkbox"/> Develop training programs for approved program practices.<br><input type="checkbox"/> Identify, revise, and develop policies and procedures.<br><input type="checkbox"/> Deliver training on approved program practices and revised policies/procedures to the organization.<br><input type="checkbox"/> Collect feedback on the conducted training for future revision if needed.                                  |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:   | Consumable Costs:<br>Contract Services Costs: |
| <b>Objective 1G</b>     | <b>Build an evaluation process that analyzes the effectiveness of the program to identify potential changes for improvement.</b>   |   |
| <b>Timeframe</b>        | 6 months/ongoing   | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <input type="checkbox"/> Identify tools and resources available for evaluation.<br><input type="checkbox"/> Recommend and implement an evaluation process(s).<br><input type="checkbox"/> As approved, gather and analyze collected data.<br><input type="checkbox"/> Present findings and recommendations.<br><input type="checkbox"/> Conduct any revisions as authorized.   |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:   | Consumable Costs:<br>Contract Services Costs: |

**Goal** Communicate efficiently, effectively, and timely with community partners and stakeholders to facilitate dissemination and transparency of information concerning AMFEMS’s mission and values.

**Objective 2A** Identify what current methodologies the department uses to communicate information about us to the public.

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|                         |  |   |
|-------------------------|--|---|
| <b>Timeframe</b>        | 1 -3 months  | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <input type="checkbox"/> Take inventory of all methods of external communication currently used by the department.<br><input type="checkbox"/> Create a comprehensive report of findings.<br><input type="checkbox"/> Report the findings to the command staff for further deliberation and guidance moving forward. |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:   | Consumable Costs:<br>Contract Services Costs: |

**Objective 2B Evaluate the effectiveness of the department’s current processes for external communication.**

|                         |   |   |
|-------------------------|---|---|
| <b>Timeframe</b>        | 3-6 months  | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <input type="checkbox"/> Identify who is going to conduct the evaluation.<br><input type="checkbox"/> Determine who the demographic and target audience is for evaluative purposes.<br><input type="checkbox"/> Identify how to determine effectiveness, such as hits on social media.<br><input type="checkbox"/> Develop survey instruments, such as SurveyMonkey, to survey the target audience as part of the evaluation.<br><input type="checkbox"/> Develop live and in-person opportunities, such as the annual fair, to interview the community as part of the evaluation.<br><input type="checkbox"/> Conduct the surveys and interviews as designed and determined.<br><input type="checkbox"/> Process the data gathered from the surveys and interviews.<br><input type="checkbox"/> Analyze the data for trends and outcomes presented by the data.<br><input type="checkbox"/> Report the findings to the command staff for further deliberation and guidance moving forward. |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:  | Consumable Costs:<br>Contract Services Costs: |

**Objective 2C Identify changes needed to improve external communications.**

|                         |   |   |
|-------------------------|---|---|
| <b>Timeframe</b>        | 6-9 months  | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <input type="checkbox"/> As approved or directed, identify who will participate in identifying the needed changes as reflected by the survey and interview data.<br><input type="checkbox"/> Based on the survey and interview data, develop change strategies for the various facets of external communication to include an implementation strategy.<br><input type="checkbox"/> Report the findings to the command staff for further deliberation and guidance moving forward. |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:  | Consumable Costs:<br>Contract Services Costs: |

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|                         |  |   |
|-------------------------|--|---|
| <b>Objective 2D</b>     | <b>Implement approved changes to improve external communication.</b>   |   |
| <b>Timeframe</b>        | 18 months  | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <input type="checkbox"/> Identify who will implement the changes.<br><input type="checkbox"/> Identify and conduct any needed internal training in the proposed changes.<br><input type="checkbox"/> Review and/or establish policies or procedures related to the external communication changes.<br><input type="checkbox"/> Implement the approved changes.   |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:   | Consumable Costs:<br>Contract Services Costs: |
| <b>Objective 2E</b>     | <b>Develop and implement a process to evaluate the effectiveness of the implemented changes.</b>   |   |
| <b>Timeframe</b>        | 3-6 months   | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <input type="checkbox"/> Identify who is going to conduct the evaluation process for effectiveness.<br><input type="checkbox"/> Determine the target audience and demographic that will be used for the evaluation process.<br><input type="checkbox"/> Identify how to determine effectiveness, such as hits on social media.<br><input type="checkbox"/> Develop the evaluation process, utilizing survey instruments and interviews.<br><input type="checkbox"/> Conduct the surveys and interviews as designed and determined.<br><input type="checkbox"/> Process the data gathered from the surveys and interviews.<br><input type="checkbox"/> Analyze the data for trends and outcomes presented by the data.<br><input type="checkbox"/> Report the findings to the command staff for further deliberation and guidance moving forward.<br><input type="checkbox"/> As approved, revise any identified areas to close gaps found in the evaluation. |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:   | Consumable Costs:<br>Contract Services Costs: |

# ANCHORAGE MIDDLETOWN FIRE & EMS 2021 - 2026 STRATEGIC PLAN

## Goal

Provide an industry-leading workforce through performance standards, best practices, and professional development to address the ever-changing needs of our community.

### Objective 3A Identify/research industry standards to increase membership compliance to recognized best practices (industry, HR, Fleet) by 20% annually.

|                       |   |                     |
|-----------------------|---|---------------------|
| <b>Timeframe</b>      | 3 months  | <b>Assigned to:</b> |
| <b>Critical Tasks</b> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Have all division leaders identify best practices/standards to their specific industry through a vetted institution (ex: IFSAC, NREMT, ACE/EVT, SHRM).</li> <li><input type="checkbox"/> Have all division leaders compile a report of employees who meet and do not meet identified certification and standards.</li> <li><input type="checkbox"/> Ensure workforce development instructors have access to best practices to include:                             <ul style="list-style-type: none"> <li>○ Generational learning differences</li> <li>○ Various learning theories</li> <li>○ Continuing education</li> </ul> </li> <li><input type="checkbox"/> Compile a report of all findings.</li> <li><input type="checkbox"/> Report the findings and a strategy to meet the 20% increase in membership compliance to the command staff for further deliberation and guidance moving forward.</li> </ul> |                     |

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| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs: | Consumable Costs:<br>Contract Services Costs: |
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### Objective 3B Identify/obtain necessary resources for workforce development.

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| <b>Timeframe</b>      | 3 months   | <b>Assigned to:</b> |
| <b>Critical Tasks</b> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Create a list of current resources for workforce development.</li> <li><input type="checkbox"/> Create a list of resources needed for outlined courses as identified in Objective 3A.</li> <li><input type="checkbox"/> Identify the most critical resources for each course and apply them to the current budget.</li> <li><input type="checkbox"/> Update the budget for resources relative to:                             <ul style="list-style-type: none"> <li>○ Equipment</li> <li>○ Apparatus</li> <li>○ Instructors</li> </ul> </li> <li><input type="checkbox"/> Follow applicable AMFEMS/KRS bidding process to obtain resources.</li> <li><input type="checkbox"/> Ensure proper training on resources.</li> <li><input type="checkbox"/> Maintain resources according to the manufacturer's recommendations.</li> </ul> |                     |

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| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs: | Consumable Costs:<br>Contract Services Costs: |
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# ANCHORAGE MIDDLETOWN FIRE & EMS 2021 - 2026 STRATEGIC PLAN

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| <b>Objective 3C</b>     | <b>Develop AMFEMS specific performance standards to measure appropriate work-related competencies (i.e., professional certifications, JPR, Fitness, NFPA 1410, EMS, HR, maintenance, etc.)</b>   |   |
| <b>Timeframe</b>        | 6 months   | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <input type="checkbox"/> Ensure supervisors have appropriate training in evaluation practices.<br><input type="checkbox"/> Have supervisors conduct performance standard evaluations annually for certifications and using drills.<br><input type="checkbox"/> Create a plan to ensure employees meet performance standards (if necessary) within six months of identified gap.  |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:   | Consumable Costs:<br>Contract Services Costs: |
| <b>Objective 3D</b>     | <b>Create a career pathway for each bureau/division that would outline steps for advancement.</b>  |   |
| <b>Timeframe</b>        | 6 months   | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <input type="checkbox"/> Identify and/or develop classes needed for each division using best practices/standards identified.<br><input type="checkbox"/> Identify development paths currently available in the department.<br><input type="checkbox"/> Develop a tool to allow members to track their current progression along their decided career path.<br><input type="checkbox"/> Train members in the use of the tool.<br><input type="checkbox"/> Develop future leadership courses to be used by the department.<br><input type="checkbox"/> Have all employees meet with supervisor(s) to create an appropriate timeline using career path. |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:   | Consumable Costs:<br>Contract Services Costs: |

# ANCHORAGE MIDDLETOWN FIRE & EMS 2021 - 2026 STRATEGIC PLAN

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| <b>Objective 3E</b>     | <b>Design a program to cross-train all single role EMS employees to fire within five years.</b>   |   |
| <b>Timeframe</b>        | 6 months  | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <ul style="list-style-type: none"> <li><input type="checkbox"/> Design an in-house program containing the following components: <ul style="list-style-type: none"> <li>○ Identify current single-role EMS employees.</li> <li>○ Identify appropriate instructors for fire instruction.</li> <li>○ Survey instructors for topic preference.</li> <li>○ Ensure members have access to stations/classes.</li> <li>○ Ensure members meet identified work-related competencies/standards.</li> </ul> </li> <li><input type="checkbox"/> Design an in-house/regional paramedic class containing the following components: <ul style="list-style-type: none"> <li>○ Identify the appropriate instructional source.</li> <li>○ Identify current employees interested in the course.</li> <li>○ Ensure, operationally, that staffing allows/accounts for the class.</li> <li>○ Ensure students have access to the course and appropriate instructional materials.</li> <li>○ Ensure students who successfully complete the program transition to paramedic status at AMFEMS.</li> </ul> </li> <li><input type="checkbox"/> Compile a report of all findings.</li> <li><input type="checkbox"/> Report the findings to the command staff for further deliberation and guidance moving forward.</li> </ul> |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:  | Consumable Costs:<br>Contract Services Costs: |
| <b>Objective 3F</b>     | <b>Conduct a third-party evaluation of professional development.</b>  |   |
| <b>Timeframe</b>        | 6 months  | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <ul style="list-style-type: none"> <li><input type="checkbox"/> Build an RFP request that includes but is not limited to instruction on the development of a formal and documented program appraisal process that includes the findings and recommendations.</li> <li><input type="checkbox"/> Conduct research to determine party vendors that meet the scope of the RFP.</li> <li><input type="checkbox"/> Follow applicable AMFEMS/KRS law for selecting/disseminating the selected vendor.</li> <li><input type="checkbox"/> Meet with the evaluators to ensure that the third-party source uses identified department best practices and the strategic plan as a metric.</li> <li><input type="checkbox"/> Build and conduct a validation process to confirm report findings.</li> <li><input type="checkbox"/> Ensure this is done on an annual basis.</li> <li><input type="checkbox"/> Make necessary adjustments to the program based on evaluation findings and any gaps uncovered during the validation process.</li> </ul>  |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:  | Consumable Costs:<br>Contract Services Costs: |



# ANCHORAGE MIDDLETOWN FIRE & EMS 2021 - 2026 STRATEGIC PLAN

|                         |   |   |
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| <b>Goal</b>             | <b>Develop a process to determine the adequate number of personnel needed for each division to meet the ever-changing needs of the community.</b>   |   |
| <b>Objective 4A</b>     | <b>Conduct assessment to determine qualifications and interests of current personnel.</b>   |   |
| <b>Timeframe</b>        | 2 months  | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <input type="checkbox"/> Use the organizational chart to get a list of current personnel.<br><input type="checkbox"/> Use current human resources software to obtain a list of personnel qualifications.<br><input type="checkbox"/> Determine what needs the department has for an effective workforce.<br><input type="checkbox"/> Have supervisors of employees meet with employees to determine interests.<br><input type="checkbox"/> Compile a report of all findings and recommendations.<br><input type="checkbox"/> Report the findings to the command staff for further deliberation and guidance moving forward. |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:  | Consumable Costs:<br>Contract Services Costs: |
| <b>Objective 4B</b>     | <b>Review the current budget to identify resources needed and the current spending force available to meet the mission.</b>   |   |
| <b>Timeframe</b>        | 1 month   | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <input type="checkbox"/> Each division will review the allotted budget and ensure each division's payroll is calculated in divisional budget requests.<br><input type="checkbox"/> Conduct an internal evaluation of each budget cycle to determine if staffing should be adjusted.<br><input type="checkbox"/> Update/adjust the current budget to reflect necessary staffing identified in previous assessments.<br><input type="checkbox"/> Compile a report of all findings.<br><input type="checkbox"/> Report the findings to the command staff for further deliberation and guidance moving forward.                 |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:  | Consumable Costs:<br>Contract Services Costs: |

# ANCHORAGE MIDDLETOWN FIRE & EMS 2021 - 2026 STRATEGIC PLAN

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| <b>Objective 4C</b>     | <b>Identify/obtain appropriate HR metrics to measure the current workforce usage.</b>  |   |
| <b>Timeframe</b>        | 2 months   | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <ul style="list-style-type: none"> <li><input type="checkbox"/> Each division supervisor will use human resources metrics to calculate costs associated with division (Example: absence rates, cost per hire, turnover costs, vacancy costs, staff hours per task, etc.).</li> <li><input type="checkbox"/> Ensure that the metrics used include an internal versus external audit of resource use.</li> <li><input type="checkbox"/> Compile a report of all findings.</li> <li><input type="checkbox"/> Report the findings to the command staff for further deliberation and guidance moving forward.</li> </ul>  |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:   | Consumable Costs:<br>Contract Services Costs: |
| <b>Objective 4D</b>     | <b>Identify gaps to increase the organization's efficiency to better use taxpayer dollars.</b>   |   |
| <b>Timeframe</b>        | 6 months   | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <ul style="list-style-type: none"> <li><input type="checkbox"/> Use the human resource metrics compared to industry best practices to determine staffing options.</li> <li><input type="checkbox"/> Use industry best practices obtained from workforce development strategy to determine workload/staffing needs.</li> <li><input type="checkbox"/> Build in sustainability to allow the organization to get to appropriate staffing needs.</li> <li><input type="checkbox"/> Compile report that includes current saturation, compared to ideal staffing, with various staffing options.</li> <li><input type="checkbox"/> Report the findings to the command staff for further deliberation and guidance moving forward.</li> </ul> |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:   | Consumable Costs:<br>Contract Services Costs: |

# ANCHORAGE MIDDLETOWN FIRE & EMS 2021 - 2026 STRATEGIC PLAN

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| <b>Goal</b>             | <b>Develop and maintain a detailed sustainable financial operating plan supporting the district's mission and transparent to the stakeholders.</b>  |   |
| <b>Objective 5A</b>     | <b>Identify and analyze current processes for developing the financial plan and disseminating the information.</b>  |   |
| <b>Timeframe</b>        | 6 months  | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <input type="checkbox"/> Meet with key division heads, accounts receivable manager, HR manager, and accounts payable manager to review current budget performance.<br><input type="checkbox"/> Review PVA Revenue Projections (preliminary projections – mid-April) and historical data for non-real estate taxes.<br><input type="checkbox"/> Division heads prepare their budget requests and submit on the appropriate form between January and March.<br><input type="checkbox"/> Review and prioritize budget requests.<br><input type="checkbox"/> Review personnel costs and operating expenses.<br><input type="checkbox"/> Create an income and expense line-item draft.<br><input type="checkbox"/> Meet with the Board of Finance Committee to review draft and address requested changes.<br><input type="checkbox"/> Present budget draft to board for approval by June meeting.<br><input type="checkbox"/> Once approved, submit to the Department of Local Government by July 15th.<br><input type="checkbox"/> Post for interdepartmental viewing (currently on SharePoint). |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:  | Consumable Costs:<br>Contract Services Costs: |
| <b>Objective 5B</b>     | <b>Develop a five-year anticipated growth and capital expenditure projection plan.</b>  |   |
| <b>Timeframe</b>        | 6 months/ongoing  | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <input type="checkbox"/> Develop a planning committee made up of a cross-section of internal stakeholders.<br><input type="checkbox"/> Work with Property Value Administration & Inspections, Permits & Licenses to gather data for future development and re-assessment schedules.<br><input type="checkbox"/> Develop a station location and effectiveness study.<br><input type="checkbox"/> Develop a schedule for apparatus and ambulance replacement.<br><input type="checkbox"/> Develop a feasibility study for facility upgrade or replacement.<br><input type="checkbox"/> Prepare a written report for stakeholders.<br><input type="checkbox"/> Review annually by chief's staff prior to budget preparation and update as needed.  |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:  | Consumable Costs:<br>Contract Services Costs: |

# ANCHORAGE MIDDLETOWN FIRE & EMS 2021 - 2026 STRATEGIC PLAN

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| <b>Objective 5C</b>     | <b>Prepare a five-year salary/headcount, benefits, and pension cost analysis.</b>   |   |
| <b>Timeframe</b>        | 6 months/ongoing  | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <input type="checkbox"/> Develop a salary projection plan.<br><input type="checkbox"/> Have annual meetings with insurance brokers to determine cost projections for healthcare, vision, dental, disability, and worker's compensation insurance.<br><input type="checkbox"/> Evaluate annual pension contribution costs.<br><input type="checkbox"/> Evaluate staffing model in relationship to managing overtime costs.<br><input type="checkbox"/> Evaluate self-insurance possibility for health care, a captive clinic, and a captive physician.<br><input type="checkbox"/> Coordinated by deputy chiefs of personnel and operations.<br><input type="checkbox"/> Conduct an annual review of the report before budget. |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:  | Consumable Costs:<br>Contract Services Costs: |
| <b>Objective 5D</b>     | <b>Build an evaluation plan process to measure the effectiveness of the established sustainability plan and make any necessary adjustments.</b>   |   |
| <b>Timeframe</b>        | Monthly/ongoing   | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <input type="checkbox"/> Monthly financial reporting and analysis.<br><input type="checkbox"/> Amend budget as needed & resubmit to Department of Local Government.<br><input type="checkbox"/> Identify any personnel cost changes.<br><input type="checkbox"/> Compare PVA preliminary report to final report.<br><input type="checkbox"/> Evaluate any sudden changes with expenses.   |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:  | Consumable Costs:<br>Contract Services Costs: |

# ANCHORAGE MIDDLETOWN FIRE & EMS 2021 - 2026 STRATEGIC PLAN

**Goal** Prepare for, pursue, achieve, and maintain international accreditation to better serve our community and embrace excellence.

**Objective 6A** Form team or committee structures with management components as needed to pursue and maintain accreditation.

**Timeframe** 30 days **Assigned to:**

- Critical Tasks**
- Identify the needed team or committee structure(s) for the various components of the accreditation process.
  - Create the management oversight positions to lead the teams or committees and the process overall.
  - Establish team or committee member criteria.
  - Determine the composition of the teams or committees.
  - Solicit participation to meet the composition of the teams or committees.
  - Develop and complete the workgroup selection process.
  - Provide the needed educational components available through the Commission on Fire Accreditation International to ensure the relevant members have the needed training.
  - Provide guidance to the established team or committee in constructing a work plan and associated procedures to manage the accreditation process.

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

**Objective 6B** Develop a community-driven strategic plan.

**Timeframe** 3 months and on-going **Assigned to:**

- Critical Tasks**
- Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns, and strengths perceived about the department or agency.
  - Provide agency stakeholder work sessions to evaluate (and update if necessary) the mission, vision, and values; determine internal strengths and weaknesses, external opportunities, and threats.
  - Identify any critical issues and service gaps that exist. Determine specific strategic initiatives around the uncovered gaps.
  - Develop goals, objectives, critical tasks, and appropriate timelines, including measurability levels, to achieve improvement over five years.
  - Create a department or agency vision statement from the developed strategic plan.
  - Publish and distribute the formal strategic plan to stakeholders, including the authority having jurisdiction as determined by the organization.

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

# ANCHORAGE MIDDLETOWN FIRE & EMS 2021 - 2026 STRATEGIC PLAN

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| <b>Objective 6C</b>     | <b>Implement the community-driven strategic plan.</b>  |   |
| <b>Timeframe</b>        | 3 months, on-going   | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <ul style="list-style-type: none"> <li><input type="checkbox"/> Create a strategic planning subcommittee to review the draft strategic plan.</li> <li><input type="checkbox"/> Provide internal stakeholder work sessions to evaluate (and update if necessary) the draft mission, vision, and values; finalize internal strengths and weaknesses, external opportunities, and threats; establish critical issues and service gaps.</li> <li><input type="checkbox"/> Evaluate goals and objectives within the draft plan and further define objectives and critical tasks as needed to ensure clarity with each goal.</li> <li><input type="checkbox"/> Determine a work plan to accomplish each goal and implement the plan.</li> <li><input type="checkbox"/> Continuously evaluate and revise the objectives and tasking as implementation occurs within the plan.</li> <li><input type="checkbox"/> Report annual plan progress to community and agency stakeholders.</li> </ul>  |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:   | Consumable Costs:<br>Contract Services Costs: |
| <b>Objective 6D</b>     | <b>Conduct a comprehensive community hazards and risk assessment and document findings to develop standards of cover.</b>  |   |
| <b>Timeframe</b>        | 6 - 9 months   | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <ul style="list-style-type: none"> <li><input type="checkbox"/> Gather and consider geophysical characteristics data of the jurisdictional responsibilities.</li> <li><input type="checkbox"/> Gather and evaluate population, population demographics, area economics, and socioeconomic data of the jurisdiction.</li> <li><input type="checkbox"/> Gather and consider physical asset development, service, and transportation infrastructure types in the jurisdiction.</li> <li><input type="checkbox"/> Describe the department's programs, services, core deliverables, human and physical resources to establish baseline information.</li> <li><input type="checkbox"/> Determine an appropriate methodology for dividing the area of responsibility into geographical planning zones.</li> <li><input type="checkbox"/> Build a methodology that identifies, assesses, classifies, and categorizes risk in the jurisdiction's response areas.</li> <li><input type="checkbox"/> Document the information collected and the results of the applied methodologies in the risk assessment process.</li> </ul> |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:   | Consumable Costs:<br>Contract Services Costs: |

# ANCHORAGE MIDDLETOWN FIRE & EMS 2021 - 2026 STRATEGIC PLAN

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| <b>Objective 6E</b>     | <b>Develop standards of cover based on community hazards and risk assessment results and combine results to complete the community risk and standards of cover study document.</b>  |   |
| <b>Timeframe</b>        | 3 - 6 months  | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <ul style="list-style-type: none"> <li><input type="checkbox"/> Evaluate historical jurisdictional emergency response performance and coverage to produce baseline data.</li> <li><input type="checkbox"/> Establish benchmark and baseline emergency response service level and performance objectives.</li> <li><input type="checkbox"/> Develop methodologies and policies for qualifying and validating data sets.</li> <li><input type="checkbox"/> Conduct a gap analysis of performance across classes, categories of risk in each of the established planning zones to illuminate opportunities for improvement.</li> <li><input type="checkbox"/> Build a compliance methodology for monitoring, evaluating, and reporting performance of the delivery system.</li> <li><input type="checkbox"/> Utilize the overall system performance data to create short- and long-term plans for maintaining and improving the system's response capabilities.</li> <li><input type="checkbox"/> Combine and publish the community risk assessment and standards of cover study information, performance data, established objectives, and gap analysis results and</li> <li><input type="checkbox"/> Maintain and annually update the community risk assessment-standards of cover document.</li> <li><input type="checkbox"/> Present the CRA/SOC study results as updated annually to the authority having jurisdiction to provide transparency, build consensus, and align expectations.</li> </ul> |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:  | Consumable Costs:<br>Contract Services Costs: |
| <b>Objective 6F</b>     | <b>Achieve agency accreditation by the CFAI.</b>  |   |
| <b>Timeframe</b>        | 4 months  | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <ul style="list-style-type: none"> <li><input type="checkbox"/> Apply for "Candidate Agency" status with the CFAI.</li> <li><input type="checkbox"/> Prepare for CFAI peer assessment team visit.</li> <li><input type="checkbox"/> Upload strategic plan, community risk assessment-standards of cover, and self-assessment documentation for review and comment by the CFAI peer assessment team.</li> <li><input type="checkbox"/> Host the CFAI peer assessment team site visit for accreditation review.</li> <li><input type="checkbox"/> Receive the CFAI peer assessment team recommendation to CFAI for Accredited status.</li> <li><input type="checkbox"/> Review the peer assessment team's recommendations to determine applicability to agency processes or systems to determine the scope of the annual compliance report process.</li> <li><input type="checkbox"/> Receive vote during the CFAI hearings in favor of accredited status.</li> </ul>   |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:  | Consumable Costs:<br>Contract Services Costs: |

# ANCHORAGE MIDDLETOWN FIRE & EMS 2021 - 2026 STRATEGIC PLAN

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| <b>Objective 6G</b>     | <b>Maintain accreditation with the CFAI.</b>   |   |
| <b>Timeframe</b>        | Ongoing  | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <input type="checkbox"/> Continue to collect and evaluate all relevant data to determine continuous improvement opportunities.<br><input type="checkbox"/> Submit initial required annual compliance reports.<br><input type="checkbox"/> Participate in CPSE continuing education offerings.<br><input type="checkbox"/> Participate in the accreditation process by providing “peer assessors” for external department review and identification of possible best practices.<br><input type="checkbox"/> Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies.<br><input type="checkbox"/> Submit annual compliance reports as required by CFAI policies.<br><input type="checkbox"/> Establish succession development of internal accreditation team in preparation for next accreditation cycle. |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:   | Consumable Costs:<br>Contract Services Costs: |

## Vision

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

**"Vision is knowing who you are, where you're going, and what will guide your journey."**

Ken Blanchard

**Our vision is to become a premier provider of emergency services within our industry committed to our community, stakeholders, and fiduciary responsibilities with highly trained and innovative personnel using world class equipment.**

## Performance Measurement

To assess and ensure that an organization is delivering on the promises made in its strategic plan, its leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on assessing progress toward achieving improved output. Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

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

Reinventing Government  
David Osborn and Ted Gaebler

To establish that the department's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

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

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

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

## The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and organization members during the development stage of the planning process. To assist in developing this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon the implementation of the goals and related objectives but on support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

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 agency and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.

## Glossary of Terms, Acronyms, and Initialisms

|                      |  |
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| <b>Accreditation</b> | A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency. |
| <b>ARPA</b>          | American Rescue Plan Act   |
| <b>AHJ</b>           | Authority having jurisdiction. An organization, office, or individual responsible for enforcing the requirements of a code or standard, or for approving equipment, materials, an installation, or a procedure.  |
| <b>CFAI</b>          | Commission on Fire Accreditation International   |
| <b>CMS</b>           | Centers for Medicare and Medicaid Services   |
| <b>CON</b>           | Certificate of Need  |
| <b>CPSE</b>          | Center for Public Safety Excellence  |
| <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>COVID</b>         | Coronavirus Disease  |
| <b>EAP</b>           | Employee Assistance Program  |
| <b>Efficiency</b>    | A performance indication where inputs are measured per unit of output (or vice versa).   |
| <b>EMA</b>           | Emergency Management Agency  |
| <b>EMS</b>           | Emergency Medical Services   |
| <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>HIPAA</b>         | Health Insurance Portability and Accountability Act  |
| <b>Input</b>         | A performance indication where the value of resources is used to produce an output.  |
| <b>ISO</b>           | Insurance Services Office  |
| <b>IT</b>            | Information Technology   |
| <b>JSOC</b>          | Joint Special Operations Command   |
| <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>NFPA</b>          | National Fire Protection Association   |
| <b>Outcome</b>       | A performance indication where qualitative consequences are associated with a program/service, i.e., the ultimate benefit to the customer.   |

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|                            |  |
|----------------------------|--|
| <b>Output</b>              | A performance indication where quality or number of units produced is identified.  |
| <b>PPE</b>                 | Personal Protective Equipment  |
| <b>SOP</b>                 | Standard Operating Procedure   |
| <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>Strategic Goal</b>      | A broad target that defines how the agency will carry out its mission over a specific period. An aim. The final result of an action. Something to accomplish in assisting the agency in moving forward.                  |
| <b>Strategic Objective</b> | A specific, measurable accomplishment required to realize the successful completion of a strategic goal.   |
| <b>Strategic Plan</b>      | A long-range planning document that defines the agency's mission and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.                     |
| <b>Strategic Planning</b>  | The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured. |
| <b>Strategy</b>            | A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.  |
| <b>SWOT</b>                | Strengths, Weaknesses, Opportunities, and Threats  |
| <b>Vision</b>              | An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.   |

## Appendix 1

### Community Expectations

Understanding what the community expects of its fire service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community's needs.

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

#### Community Expectations of Anchorage Middletown Fire & EMS (in priority order)

1. Response times. Response time from initial call as short as possible. Timely medical response. Show up quickly when called. That response will be in a timely manner. Rapid response to a reported fire or 911 health emergency. Quick response for fire and EMS needs. Speed of response. Answer calls for service expeditiously. (85)
2. Proper training. Firefighters should be highly trained and professional. Excellent personnel that are trained and educated. That they are professional and trained as the best. That trained and qualified personnel will be in place to address any fire emergency that arises. Proper training. Technical expertise for hazardous materials challenging rescues. (62)
3. Effective equipment. Using latest equipment. Proper equipment. Have adequate and working equipment. Equipped with the right tools to do the job. State-of-the-art equipment. Equipment including trucks, engines, rescue tools, hoses, and other equipment to be in good working order at all times. working equipment. (26)
4. Maintain staffing levels and training of staff. Proper staffing. Have adequate number of well-trained personnel. Staffed firehouses in rural areas with fire trucks and ambulances. Staffing. Appropriate staffing to meet the needs of the community. (22)
5. Be a tool that can be used by police departments at community events. To be engaged in the business community and the community at large. Continued community interaction with those you serve. Interact with and in the community outside of their fire/EMS duties. Community involvement. Meet the needs of the whole community. To be responsive to the community they serve. (21)
6. Emergency response to fire and medical calls. Respond to runs. To show up and assist people in the community during a home, business, building, and possible emergency. To respond with full complement of trucks and engines to protect me and my property. (20)
7. That taxes will support what is needed for proper functionality. Accountability for funding to taxpayers. Financially responsible. Efficient use of funds (taxpayers \$\$\$). Cost effective. Funding. Efficient stewardship of tax dollars that is cost-effective. (18)
8. Inspections of buildings for fire/safety code violations. Fire prevention enforce codes. Proper inspections. Fire safety inspections and advice. To provide guidance and feedback to the community via inspections or other methods of keeping the building safe. Good at fire prevention. (15)
9. Be role models and conduct themselves honorably at all times. Professional. To treat all members of the community with respect, love, and concern regardless experience of circumstance. Professional. Positive image in the community, especially with children. (15)

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10. Effective fire extinguishment. That the Anchorage Middletown Fire & EMS will keep my community safe if there is a fire or emergency. Fire suppression and EMS competence in reasonable time. (12)
11. Approach all situations calmly and professionally. To have the best, most qualified personnel to deliver service, men and women of character with emotional capacity to serve. Ability to address issue upon arrival. (11)
12. EMS/fire apparatus at nearest station matching community growth. Strategic placed resources. Coverage of all areas with firehouse locations 24/7. Dispatching from our closest station especially for EMS service. (14)
13. That they are knowledgeable about the district and know the most direct routes. Up to date on construction in the area and newer vehicles on the road. That each member or staff is familiar with the community they serve. (9)
14. That they are mentally and physically fit. Rest of personnel. Physically fit. (6)
15. Be prepared for large-scale emergencies, riots social unrest, storms. (5)
16. Fire prevention for children. (4)
17. Ability to bring in additional resources as needed. Coordination and communication with other fire departments. (4)
18. Continued improvement of people and processes. (4)
19. To respond safely to emergency situations. (4)
20. Prefer not volunteer; professional. (4)
21. Approval of expansion or building plans for new growth. (3)
22. Keep community educated on causes of residential fires. Public education. That there will be communication regarding any policy changes. (3)
23. Staff development for future growth. (3)
24. Effective management. (3)
25. The Board of AMFEMS should be representative of the community it serves. (3)
26. Honest investigation of fires. (1)
27. Coordination and communication with local police and LMPD. (1)

## Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

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

### Areas of Community Concern about Anchorage Middletown Fire & EMS (verbatim, in priority order)

1. Do they have enough people? Staffing in the current environment. Staffing. Do they have the team, personnel, etc., to fulfill their mission? Staffing, team shortages? Adequate number of staffing - 24/7. Vacant firehouses, or firehouses not staffed 24/7. That all firehouses be staffed 24/7 in rural areas - more firefighters/EMTs/paramedics. That there may not be enough EMS vehicles or staff for the area. Enough personnel to respond to incidents. Staffing - making sure shifts are covered as fully as possible. Staffing shortages that reduce response to emergencies. (49)
2. Are budgets constrained? Can we meet pension obligations? Their ability to have the necessary revenue for adequate and working equipment. Budget. Adequate funding and pay to recruit and retain professionals. Adequate funding for up-to-date equipment. adequate funding for training. Do they have the financial resources needed? Are we spending too much money - or not enough - on equipment, trucks and engines, and command cars? Are we seeking all grants available through KY Department of Local Government? Whether they have adequate funding. Enough money to purchase equipment needed. Funding to attract and retain staff/employees. Funding to maintain or replace equipment. (49)
3. Lack of communication with "the customer." In the Anchorage Middletown area, are they able to receive feedback from and grow from a diverse group (women/men, all backgrounds, religions, cultures, etc.?) Tell the community about the fire department. Newsletter. Meet and greet. Community events. Unaware of feedback mechanisms for community to express options. Community outreach. (28)
4. Undue influence/lack of support from Louisville Metro. Coordination with other metro fire/EMS agencies. No coordination or communication with other fire departments. Are we coordinating response with Oldham and Shelby EMS/fire services? AMFEMS does not appear to be involved with Louisville Planning Commission as new subdivisions are evaluated and approved. Is AMFEMS a regional leader? Are they sharing their resources with others in our community? (22)
5. Ability to attract/retain professionals in fire and EMS. Ability to recruit and retain personnel. Recruitment/retirement. Not building the pipeline to hire equitably or diversly. (20)
6. Resources for training, equipment, etc. Not enough state-of-the-art equipment. Proper equipment to respond. That their equipment is up-to-date and in working order. (16)
7. Financially responsible. Proper use of funding. Not cost conscience (wasting money). Making sure they are fiscally responsible and don't waste taxpayers' money. (15)
8. Continuing costs increases for CERS contributions. Tax increase in the future. Increasing operating costs. Increasing retirement expenses. (14)

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9. Lack of basic skills to quality for fire and EMS work. Are firefighters keeping up to date and proficient in firefighting skills? Ongoing training, both firefighters and medical services. (12)
10. Response from the best unit to my residence. I pay Oldham County ambulance tax and also the Oldham County Tax District for Anchorage/Middletown - not sure who will respond if I call in an emergency - prefer Anchorage Middletown as they would be closer. Coverage to expanding population areas. (11)
11. Equitable distribution of response across the county. Equal fire protection. (9)
12. Infrastructure - are the roads and technology available for the department to provide the best services. Keeping streets clear of obstructions so fire and EMS can get to emergency locations without any delay. (8)
13. Top-heavy management structure. Organizational structure - have to be careful with titles/positions and need a clear structure. (7)
14. Political interference/collaboration. Need to make state legislators aware of needs impacted by state law. (6)
15. Over-dependence on bureaucracy because of size. (5)
16. Availability of the best and most qualified individuals. (5)
17. Board elections are not well known in the community, which could mean these seats are controlled by a few interest groups. (5)
18. That the merger has allowed for the fire department staff to lose sense of community. (5)
19. Concerned that the fire department can't track my home residence from my cellphone since I no longer have a landline. (5)
20. Dispatching process and algorithms, delays. (5)
21. Getting caught up in a "woke" workforce. No to CRT. (4)
22. What is response time? (4)
23. Growing too big too fast. (4)
24. Staffing at EMA to answer 911 calls. (3)
25. Their ambulances get pulled out of the district and not available for us. (3)
26. Redundancy of equipment/personnel. (3)
27. Limited growth opportunities into management for typical employees. (3)
28. Open records policy. (3)
29. Not understanding the needs of lower-income residents. (3)
30. Diversity in staff and leadership. (3)
31. With expanded district, will you still receive the highest ratings for homeowners' insurance? (2)
32. Morale levels of the members. (2)
33. Know how to get beyond the general responsibilities of emergency services - people skills, community needs, etc. (2)
34. Given the past 20 months, is their department/team able to receive emotional support needed? (2)
35. Would like to see more training for the community on how to help themselves. (2)
36. Our ability to manage a major HazMat issue with CSX and Ford. (1)
37. Inclusivity - from recruitment to delivery. (1)
38. Leadership that has the community issues in mind. (1)

## Positive Community Feedback

The CPSE promotes the belief that the community's view on the organization's strengths must be established for a strategic plan to be valid. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the

organization overcome or offset some identified weaknesses.

## **Positive Community Comments about Anchorage Middletown Fire & EMS (verbatim, in no particular order)**

- Outstanding fire protection and high-quality EMS.
- Continued involvement with City of Middletown activities and events.
- Community involvement and presence.
- No devastating fires that I know of or can remember. Must be doing a good job.
- Fast response.
- Friendly and accessible.
- Competent.
- Good value for the money.
- Positive community image.
- Well placed stations for adequate response times.
- Ambulance service so we get quicker response time in our area.
- Professional and full time, not volunteer.
- Street level staff is well trained.
- Ability of members to work well together.
- Members care about the job/equipment/public perception.
- Strong emphasis on physical fitness.
- Highly skilled chief officers.
- Very well-trained command staff.
- Willingness to address the hard problems.
- Pride in the Anchorage Middletown Fire and EMS brand.
- Strong for us on the primary duties, community safety, emergency medical services.
- Professional, kind.
- Trained, educated.
- Community-focused.
- Leadership is experienced, community-minded, and active.
- Care enough to host a strategic planning event.
- Equipment looks to be in good condition.
- Facilities are up to date.
- Insurance rating is good for insurers.
- EMS presence in area is outstanding.
- They are very courteous and professional when dealing with the public.
- The fire department was instrumental in getting a gate removed, which blocked a street entering our city, which delayed their response.
- Very professional.
- Quick response.
- Knowledgeable.
- They are present and committed.

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- They are responsive.
- Today! It is positive to be willing to receive and move forward based on feedback from the community.
- Equipment always clean, shiny in public.
- Watch firefighters in action, responding as a team to complete fire suppression and rescues.
- Always appear to “know what they are doing” on scene.
- Open door.
- Professional staff.
- Strong fire service skills and training.
- Responsive.
- Very responsive to concerns of residents.
- EMT/paramedics provide superior response times and care.
- Improved responsiveness of emergency medical service.
- Efficiencies gained by merger of small departments.
- Going through this process of strategic planning.
- Prior to merger, most people knew at least one person who was a volunteer member of the fire department. You could call the fire department directly and get help for elderly citizens.
- Community engagement, every year I see them in our community being available to families, etc.
- Firefighters, vast majority of their people are friendly and engaging.
- Training facility appears to be nice (but I don’t know how it compares).
- Love their desire to grow and get better.
- Resource shifts to maintain balanced staff, does appear to be happening.
- EMS services expanded; needs to continue growing.
- Everyone is professional and has the ability to reach out to folks who are traumatized.
- Their community outreach is great. Always there to provide time to work with our youth.
- They are good folks.
- Have a positive public image, professionalism.
- Quick response to emergency calls for service.
- Support for community events.
- Deeply embedded in the community.
- Strive to improve and sets the bar high.
- Community outreach.
- I have never had a personal encounter with the fire department, but they are very visible in the city, and I have seen them often on the streets addressing emergencies.
- Harrod’s Creek Fire Department saved my life by quick response where I had a heart attack six years ago.
- Harrod’s Creek/Prospect excellent response time to all calls.
- EMT service is outstanding in Prospect.

## Other Thoughts and Comments

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

## Other Community Comments about Anchorage Middletown Fire & EMS (verbatim, in no particular order)

- Great job and service to the community. Hope that the rapid expansion of the department does not cause it to lose sight of the community.
- Thank you. I appreciate the women and men who serve their community! Your daily sacrifice is commendable and inspiring. Anchorage Middletown Fire and EMS should focus.
- I believe Anchorage Middletown Fire and EMS needs to play a larger critical role in evaluating needs as new subdivisions are approved to understand resource needs.
- Volunteer departments do great work, but I think public safety is enhanced when we have a paid, professional EMS and fire department. These kinds of departments can also engage in more fire prevention practices.
- Disaster preparedness, program/training with smaller cities.
- Diversity?
- Proud of the department.
- Do departments still go to schools for display, teaching kids, etc.? In past, kids always respond well to this program.
- Each community fire department, i.e., Eastwood, Harrods Creek, on losing their community identity when the community's name of the fire house is removed and replaced with just Anchorage Middletown. It would be very important to have just added Anchorage Middletown rather than to remove the community's name. No one cares whose name is on a truck or station, but they damn sure care whose name is on the building. Eastwood Anchorage Middletown, Harrod Creek Anchorage Middletown, everyone wins, everyone has a sense of pride.
- Glad to be given an opportunity to participate.

## Appendix 2

### Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community and that strengths are consistent with the issues facing the organization. Often, identifying 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 organization's primary function, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the agency stakeholders identified the department's strengths as follows:

- Size of organization- number of staff, diversity (personnel experience), economy of scale purchasing, dedicated divisions, specialization of services, uniformity from 5 to 1
- Diversity of skills in workforce
- Positive community image
- Training facility (size, building, future growth)- dedicated facility
- Experience with staff level and years
- Fleet (diverse, multi-hazard, operational)
- Diversity of resources to respond- boat, JSOC, hazmat, mine, tunnel rescue, ambulances, gator
- Training and professional development opportunities-specific to fire/EMS, outside higher education
- Stable and growing community
- Experience level of staff in years and training.
- Stable and growing community
- Good Bones-structure, facilities, equipment, physical resources
- Positive department image in the community
- Foresight- know we are weak
- Training facility (size, building, future growth, dedicated facility)

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- Culture of safety- safety switch, updated equipment, PPE, push, and support by command
- Hire outside non-personnel for employment, no experience necessary. Previously, weren't able to turn civilians to firefighters
- Mutual aid partners- fire department, EMS, vendors (purchasing and service)
- High saturation of EMS coverage
- Eight ALS companies
- Budget, potential for growth, support benefits and salary, state of the equipment, new apparatus
- Department paid training (tuition)
- Maintenance Division- strength due to size of organization
- Open door policy, all levels
- Multiple career paths available
- Command empowers employees to make decisions
- Resource distribution- allocate of physical stations
- Equipment, diverse- EMS updated newer, evolving and plan to standardize
- Preparedness for large scale incidents through training and equipment, capacity with specialty teams but still needs more work
- Employee benefits- retirement, health, EAP, physical, stress test
- Physical fitness- plan and resources, annual test
- Training opportunities and funding
- Department is close proximity to hospitals for quicker turnaround time and in service for next customer
- Technology for operations, time savings
- Professional development- paramedics on shift (65)
- Employees open to change, care about organization, community, positive attitude
- Command staff values our employees
- Conducting a strategic planning process

## Weaknesses

For any organization to either begin or continue to move progressively forward, it must be able to identify its strengths and 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 agency stakeholders identified the following items as weaknesses:

- Lack of accountability for damage to buildings, equipment, and technology
- Too many policies. Trying to integrate different policies from merging departments.
- Perception of infighting at multiple levels of the organization
- Leadership- lack of clear direction
- Aging career staff (many eligible for retirement)
- Consistency in application of SOPS (sometimes they matter, sometimes they don't)
- Failure to tear down walls between fire and EMS culture, opposing cultures around the merging of various departments
- No formal or documented process for community outreach fire prevention, public education, etc.
- Lack of accountability to standards, policies
- Voicemail not set up and/or checked
- Streamlining approval process (reimbursement, training approvals, etc.)
- Station location difficult to change, not prepared for community growth
- Lack of training planned for areas of responsibilities (being led by training staff)
- Lack of resource and staffing coverage (fire) in 99-6 area and 99-11
- Merging multiple cultures, causing friction
- Negative culture of being on an ambulance
- Aging infrastructure, building design, no plan to address aging buildings
- Lack of/poor communications between shifts
- Failure to act on known problems
- Tactical terminology between shifts, platoons, and stations, not uniform
- Defined schedule for cross training and working between EMS and fire personnel. Bouncing between units
- Not adequately staffed (operations/safety/administrative support)
- Software not utilized (Operative IQ for supply requests)
- Policies don't mimic operations (i.e., outdated or not applicable)
- Lack of communication regarding decisions (number of command cars, policy/staffing changes)
- Technology- outdated and underutilized programs, too slow to do online activities such as entering training, fire rescue academy, etc.
- Interdepartmental communication, minimal, corrections, processes and actions are not being communicated
- Lack of a comprehensive defined career path
- Not using talent pool- use qualified people to help
- Communication, should be shared with people involved or at times right hand doesn't know what left hand is doing
- Lack of structured training curriculum that meets organizational goals
- Lack of administrative urgency in problem solving (updated policies for issues, discipline)
- Branding doesn't reflect the merging departments communities (didn't have choice)
- Top heavy organizational structure
- No personal performance evaluations
- Lack of structured professional development for staff in new positions
- Lack of physical fitness requirements
- Cost of operations and reaching a tax base ceiling

## Opportunities

The opportunities for an organization depend on identifying strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service but on expanding and developing

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new possibilities inside and beyond the traditional service area. The agency stakeholders identified the following potential opportunities:

- Federal aid- CMS funding, ARPA funding
- Perception of the public- need for more education about what we do
- Federal and state legislation- cancer presumption laws
- Employee recruitment- drill school, increased diversity
- Private sector networking- for training methodology, IT programs. Can we become a beta site for testing?
- Merger- Other Chapter 75 districts
- Federal/state legislation- educating the public pushing updated tax laws and pensions
- District growth- fast-growing, developing in many portions of the district
- Growing community- more tax dollars
- Use media to benefit, engage the community
- Grants- federal, state, local, private
- District growth- residential, commercial, infrastructure, tax base
- Innovation because of our size
- Be the standard by which others are measured
- Networking- involving outside agencies to better serve the community (i.e., wrecker service teaching training, boat tow service instead of 911, EMA, etc.)
- Industry leader- large enough to do so, applies to fire and EMS, technology, etc.
- Ability to positively affect the community, health (flu shots/COVID vaccination). Perception.
- Connect with the local community with identity, names, locale

## Threats

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

- Pension system- budget threat
- Revenue limitations- bound by Chapter 75
- Decrease in the employment pool
- Chapter 75- liability to discipline internally
- Office of Inspector General actions resulting in civil monetary penalties, Department of Justice criminal referral
- Pandemic (second)
- Making EMS runs outside our community
- Economic stability, housing market bubble
- Lack of district growth- land locking, no more building within the district
- ISO ratings, insurance service organization decrease, public perception of decreased service
- Litigation (compliance, medical, from the community, etc.)
- Political influence (pressure affecting decisions impacting district)
- Rival organizations offering better benefits or compensation
- Increased call volume/workload, influencing the growth density
- Change of generational expectations of the fire and EMS service
- Aging population increasing run volume
- Office of Civil Rights- policies HIPAA
- Increased health insurance premiums
- NFPA standards- manufacturer requirements
- Inflationary pressures could impact budget
- CMS audits/medical services
- Supply chain issues- parts for vehicles, supplies, diesel exhaust, fluid, etc.
- Enterprise zones- companies don't pay taxes
- Environment- i.e., ice storm affects operations
- Apparatus and equipment costs
- Adverse legislation that can affect tax revenue, potential loss of district area
- Public perception, pendulum swing, see how departments are seen at a given time
- Meeting the demand of technology
- Large scale disaster management- river, WMD, civil unrest, etc.
- Meeting the changing societal expectations
- Legislation affecting resource deployment (CON laws, mutual aid, etc.)
- Impact of work on family
- Environmental risks

## Appendix 3

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

### Critical and Service Gap Issues Identified by the Agency Stakeholders

| Initiative Link                | Group 1  | Group 2  |
|--------------------------------|--|--|
| <b>Internal Communications</b> | <b>Internal Communications</b> <ul style="list-style-type: none"> <li>○ Dissemination</li> <li>○ Transparency</li> <li>○ Voicemail no setup/checked</li> <li>○ Software not utilized (10-full)</li> <li>○ Divide between fire/EMS</li> <li>○ Leadership lack of direction</li> <li>○ Right hand doesn't know what the left hand is doing</li> <li>○ Poor communication between shifts</li> <li>○ Communication of training process</li> <li>○ Conveying expectations</li> </ul>  | <b>Internal Communications</b> <ul style="list-style-type: none"> <li>○ Terminology</li> <li>○ Feedback</li> <li>○ Interpretation</li> <li>○ Single source</li> <li>○ Chain of command</li> <li>○ Audience</li> </ul>  |
| <b>External Communications</b> | <b>External Communications</b> <ul style="list-style-type: none"> <li>○ Phone calls (answering)</li> <li>○ Decisions to public and partner agencies</li> <li>○ General communication with customers, stakeholders</li> <li>○ Social media</li> <li>○ Newsletters</li> </ul>  | <b>External Communications</b> <ul style="list-style-type: none"> <li>○ P10 (humble)</li> <li>○ Low volume</li> <li>○ Website</li> <li>○ Media/social</li> </ul> <b>Branding/name</b> <ul style="list-style-type: none"> <li>○ Community</li> <li>○ Legacy</li> <li>○ Ownership</li> </ul> |
| <b>Workforce Development</b>   | <b>Training</b> <ul style="list-style-type: none"> <li>○ Software not utilized</li> <li>○ Training on SOP/SOG's</li> <li>○ Cross-training fire/EMS</li> <li>○ Tactical terms between everyone</li> <li>○ Generational learning</li> <li>○ Training curriculum</li> <li>○ Tech underutilized</li> <li>○ Lack of fitness standards</li> <li>○ Professional development (continuing education)</li> <li>○ Resources for training</li> <li>○ Large scale disaster/recovery</li> </ul> <b>Leadership</b> <ul style="list-style-type: none"> <li>○ Lack of accountability (to SOP/SOG)</li> <li>○ Lack of vision/direction for the organization</li> <li>○ Bouncing between units (company level)</li> <li>○ Lack of defined areas of responsibility</li> <li>○ Consistency in application of SOP</li> <li>○ Failure to remove fire/EMS walls/divide</li> <li>○ SOP's do not mimic operations</li> <li>○ Good fiduciary</li> </ul> | <b>Professional Development</b> <ul style="list-style-type: none"> <li>○ Diverse expectations</li> <li>○ Career path goals</li> <li>○ Career roles</li> <li>○ CEU's</li> <li>○ Lack of evaluations (internal and external)</li> </ul>  |

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| Initiative                                    | Group 1   | Group 2   |
|---|---|---|
| <b>People</b>                                 | <b>Staffing</b> <ul style="list-style-type: none"> <li>○ Lack of community outreach- public education</li> <li>○ Support roles (training/ops/administration)</li> <li>○ Personnel to enact SOP (on scene #/NFPA)</li> <li>○ Coverage for stations 99-6 &amp; 99-11</li> </ul>   | <ul style="list-style-type: none"> <li>○ Not using talent pool</li> <li>○ Workforce development numbers (1403)</li> <li>○ Coverage for training (units 005)</li> <li>○ Failure to act on known problems (support staff)</li> <li>○ Retaining/recruiting</li> </ul>                            |
| <b>Financial Sustainability/ Transparency</b> | <b>Financial Sustainability/Transparency</b> <ul style="list-style-type: none"> <li>○ Fiduciary responsibility</li> <li>○ Pension constraints/increases</li> <li>○ Cost conscience/cost of operations</li> <li>○ Tax cap (\$0.20 current \$0.16)</li> <li>○ Staffing</li> <li>○ Station locations/community growth</li> <li>○ Sick leave funding</li> </ul> | <ul style="list-style-type: none"> <li>○ Lack of coverage 99-6/99-11</li> <li>○ Out of date technology/software</li> <li>○ Aging structures/apparatus/equipment</li> <li>○ Grants/alternate funding</li> <li>○ Recruiting/maintaining personnel</li> <li>○ Increased benefit costs</li> </ul> |

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

## Critical and Service Gap Issues Identified by the Agency Stakeholders

| Topic            | Group 1  | Group 2 |
|------------------|--|---------|
| <b>Emergency</b> | <b>Emergency</b> <ul style="list-style-type: none"> <li>○ Tactical terms between shifts are not uniform</li> </ul>   | N/A     |
| <b>Processes</b> | <b>Processes</b> <ul style="list-style-type: none"> <li>○ Lack of accountability to standards/SOPS</li> <li>○ Schedule for cross-training between fire/EMS</li> <li>○ Updated SOP for discipline</li> <li>○ Not using talent pool, use in house people</li> <li>○ Aging infrastructure, buildings</li> <li>○ Transparency of budget/spending</li> <li>○ Streamline the approval process (training, etc.)</li> <li>○ SOPs don't mimic operations</li> <li>○ Lack of structured training to meet organizational goals</li> <li>○ Failure to act on known problems (timely)</li> <li>○ Personnel performance evaluations</li> </ul> | N/A     |

# ANCHORAGE MIDDLETOWN FIRE & EMS 2021 - 2026 STRATEGIC PLAN

| Topic       | Group 1 | Group 2  |
|-------------|---------|--|
| New Culture | N/A     | New Culture <ul style="list-style-type: none"> <li>○ Legacy</li> <li>○ North and south</li> <li>○ Accountability</li> <li>○ Training/tactics</li> <li>○ Logistics</li> <li>○ Expectations vs. reality</li> <li>○ Empowerment</li> <li>○ Geographical challenges</li> <li>○ “Name”</li> </ul> |
| Fire & EMS  | N/A     | Fire & EMS <ul style="list-style-type: none"> <li>○ Tradition/perception</li> <li>○ Different standards</li> <li>○ Communication</li> <li>○ Accountability</li> <li>○ Buy in of employees</li> </ul>   |



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