



2021-2026

Strategic Plan

INTRODUCTION

Strategic Plan 2021-2026

The Mobile Fire-Rescue Department provides fire suppression, technical rescue, emergency medical services, hazardous material mitigation, disaster preparedness planning and response, marine operations, aircraft rescue, fire inspection, code enforcement, fire investigation, and public education to the City of Mobile, Alabama. The Mobile Fire-Rescue Department provides these core services with the highest professional standards and efficiency to the community it serves. The Mobile Fire-Rescue Department is currently seeking accreditation through the Center for Public Safety Excellence (CPSE). This plan is written in accordance with the guidelines set forth in the Commission on Fire Accreditation International (CFAI) Fire and Emergency Service Self-Assessment Manual, 10th edition.

The process of developing the Mobile Fire-Rescue Department Strategic Plan went beyond merely developing a document. Input from Internal Stakeholders was sought so that members could look at how the Mobile Fire-Rescue Department conducts its business by critically assessing and challenging the Department's processes, paradigms, values, and belief systems. They were also given the opportunity to provide input on the Department's long-term direction. Furthermore, External Stakeholders were given the opportunity to provide feedback on their fire department and to provide insight from the "customer's" perspective. Both groups' involvement was invaluable to the process of building this plan.

This plan is the embodiment of the Mobile Fire-Rescue Department's future. It contains the Department's mission statement and its vision statement that provides for a clear path to the future. This strategic plan also contains the Department's core values, which will act as a guide toward the fulfillment of the mission. Lastly, contained in this document are the goals and objectives, which will facilitate the realization of our vision.

LETTER FROM PUBLIC SAFETY DIRECTOR

Public Safety Executive Director Lawrence Battiste


The City of Mobile Department of Public Safety is strongly committed to the safety and security of our community. Our team is focused on engaging our community in partnership, creating opportunities for ownership, and focusing on collaborative problem solving. We work diligently with our community to build and maintain partnerships for a safer city. To that end, we offer a variety of services, programs, and resources to engage in meeting the collective public safety needs and concerns of our community. We are focused on creating an environment wherein national standards and industry best practices for public safety are followed, elevating the level of service we provide to our community.



I am excited to present our Fire-Rescue Department 2021-2026 Strategic Plan which reflects the goals of the City's Department of Public Safety. A Strategic Plan must represent not only the aspirations and goals of the department, but more importantly it must represent the needs and goals of the community served. This plan represents an inclusive process, involving members of our department as well as voices from residents and the local business community. Our leadership team is committed to ensuring we remain on track and on task in terms of our strategic goals moving forward.

As a department, our team is committed to the tenets of this document and ensuring that we are regularly re-visiting the plan to ensure we are aligned with national best practices, and with the overall strategic plans of the city as a whole.

We look forward to working together in partnership towards making the City of Mobile an even safer place to live, work, and visit.


Lawrence Battiste

LETTER FROM THE FIRE CHIEF

Mobile Fire-Rescue Department Fire Chief Jeremy Lami

I was afforded the honor to lead the Mobile Fire-Rescue Department after my appointment in August of 2020. One of the first goals I set, was to conduct a realistic internal and external evaluation of the organization that would provide us with a template from which we could improve our operations and maintain the standards of service that our residents and visitors have come to expect. To provide quality emergency services to everyone, the Mobile Fire-Rescue Department must proactively respond to changes, solve problems, collaborate on issues, assess community needs, and develop realistic solutions.



To accomplish this goal our organization developed the following Strategic Planning document. This report is designed to provide the organization, citizens of the community, and political leaders with a living, breathing five (5) year planning document capable of being evaluated, reviewed, and refined on an annual basis dependent on our ability to meet the objectives listed in the plan. It is a known fact that Fire and EMS services continue to change on a daily basis. The dynamic nature of community demands, staffing issues, and economic conditions require departments assume a positive stance in planning short, medium, and long-term organizational goals. We believe it is important to take the initiative and design a framework that will guide us in our efforts to meet future challenges.

In closing, I thank the members of the department and our community for providing me the opportunity to facilitate the development of a plan that will guide the future of the Mobile Fire-Rescue Department. As an organization, we stand committed to accepting the challenge of these strategic goals, enhancing the services we offer our residents, and meeting the demands of the future.

Jeremy P. Lami
Chief Jeremy Lami

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ORGANIZATIONAL BACKGROUND

Mobile history and formation of the Fire Department

One of the oldest cities in the United States, Mobile is the seat of Mobile County in the southwestern corner of Alabama along the banks of the Mobile River.

As a port city, its influences were shaped by the varied cargoes and exotic travelers that constantly passed through.

Mobile was founded as the capital of colonial French Louisiana in 1702 and remained a part of New France for over 60 years. In 1763, Britain took control of the colony following their victory in the Seven Years' War. Following the American Revolutionary War, Mobile did not become a part of the United States, as it was part of territory captured by Spain from Great Britain in 1780.

Mobile first became a part of the United States in 1813, when it was captured by American forces and added to the Mississippi Territory, then later re-zoned into the Alabama Territory in August 1817. Finally, on December 14, 1819, Mobile became part of the new 22nd state, Alabama, one of the earlier states of the U.S.



The formation of the Fire Department and its authority to provide emergency response to the City of Mobile was initially establishing through the *Code of Ordinances of the City of Mobile, 1859*. This document authorizes the establishment and regulation of fire wards

and fire companies within the jurisdiction and provided the authority to act.

The Paid Department was established in 1888 and has evolved over its 133-year history into a true all-hazards response agency that includes fire suppression, emergency medical, and technical services.

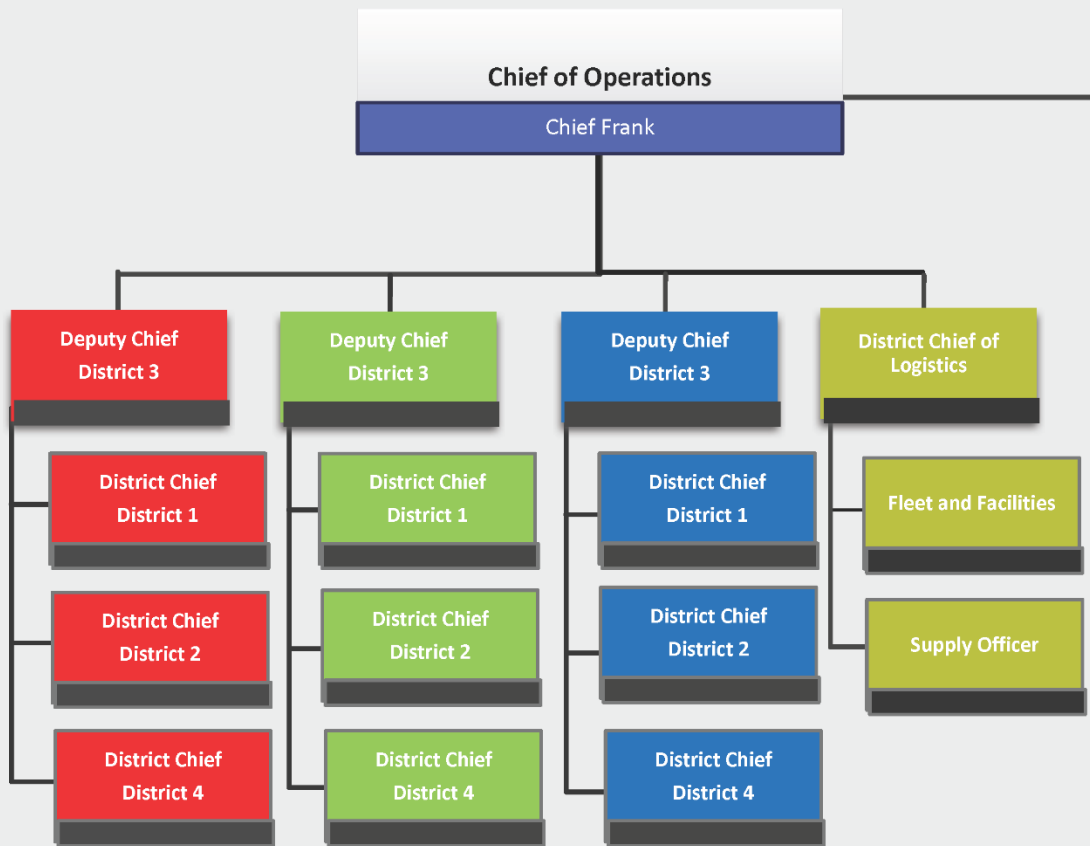
ORGANIZATIONAL MILESTONES

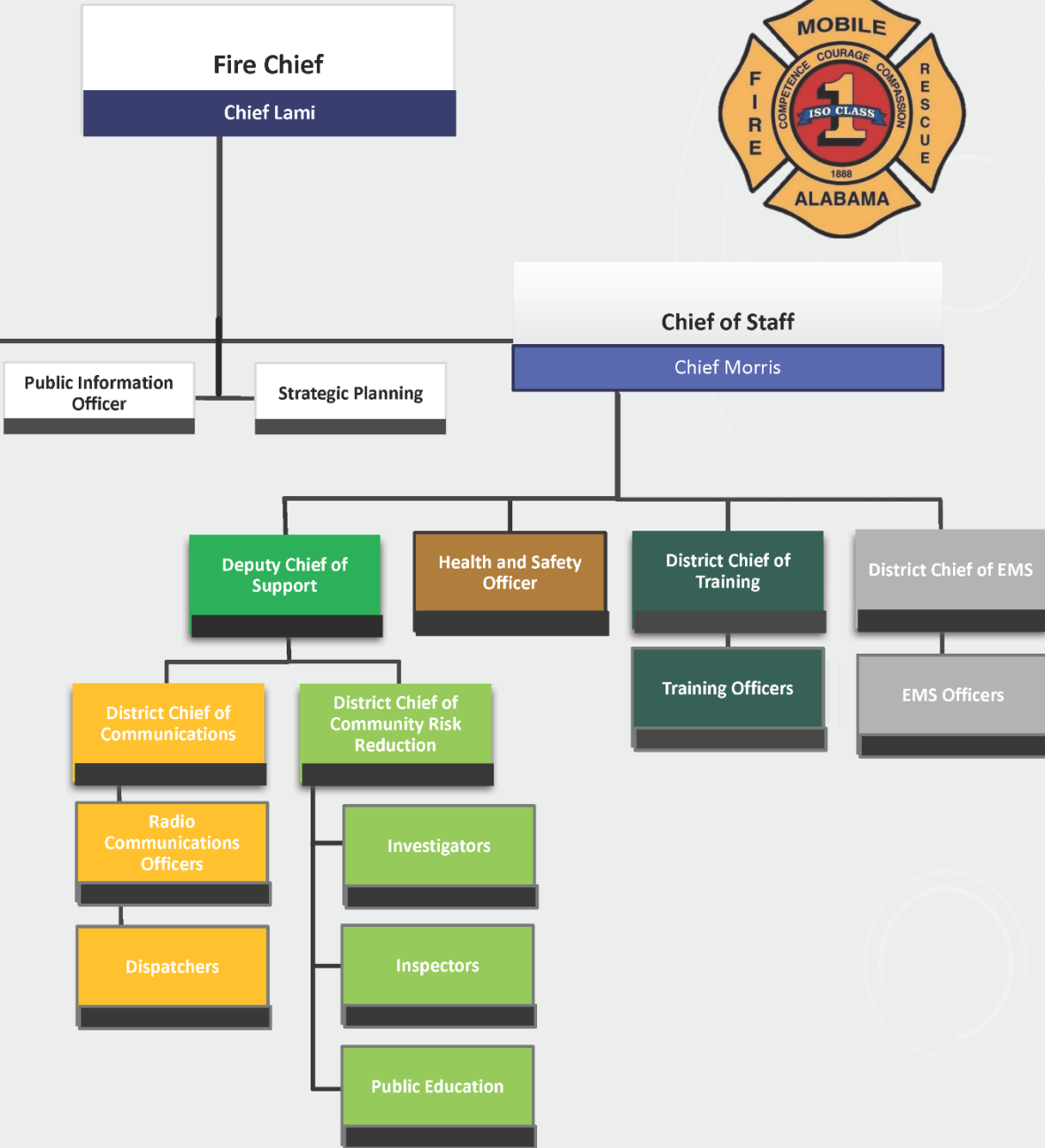
Timeline of major events

- 1819** ● First Volunteer Fire Stations Opened
- 1840** ● Public Water System Established
- 1888** ● Paid Department Established
- 1923** ● Last Horse Drawn Apparatus Replaced with Motorized Equipment
- 1961** ● First Black Firefighter Hired
- 1962** ● Bureau of Fire Prevention Established
- 1965** ● First Fire Boat Unit Commissioned
- 1971** ● Fire Department Integrated
- 1975** ● Paramedic Services Added
- 1985** ● Hazardous Materials Response Unit
- 1987** ● First Female Firefighter Hired
- 1989** ● Incident Command System Adopted
- 1991** ● Emergency Medical Transport Units
- 1992** ● Technical Rescue Response Unit
- 2002** ● State Urban Search & Rescue Team Established
- 2018** ● Achieved ISO 1 Status

ORGANIZATIONAL STRUCTURE

MOBILE FIRE-RESCUE DEPARTMENT ORGANIZATION CHART





COMMUNITY-DRIVEN STRATEGIC PLAN

A collaborative process

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A "community-driven organization" is defined as one that maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided. In order to ensure that the community remains the focus of our organization's direction, community input in the strategic planning process was used to develop this strategic plan.



The Mobile Fire Rescue Department must ensure that its core services are in line with the demands and expectations of the community. Private citizens and businesses alike must have a chance to make

their voices heard. Therefore, the Mobile Fire Rescue Department has used an approach that involves the community in its planning process. This allows the planning process to be specifically targeted to the wants and needs of the customer by focusing precious resources while reducing risk and wasted effort.

In 2019, the Mobile Fire Rescue Department attended multiple community group meetings with members of the residential community. There were also meetings held with members from the business and industrial community. Each group was asked to complete a questionnaire from which we obtained the information needed to assist in our Strategic Plan. Due to covid restrictions, the Department was unable to facilitate physical meetings in 2020 and 2021, in an effort to ensure continued community input a survey was developed and distributed through multiple platforms.

The Community-Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with 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 for, and potential Threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish realistic goals 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.

External Stakeholders

For the purposes of this Strategic Plan, the Mobile Fire-Rescue Department focused on 3 groups for feedback: residential, commercial, industrial organizations.

Feedback Responses

The overwhelming responses and comments were very positive as to the performance and professionalism of the Mobile Fire Rescue Department.

The last three years has seen a marked improvement in engagement of the Mobile Fire-Rescue Department as expressed by the stakeholders. There are many examples of proactive activities between the Mobile Fire Rescue Department and commercial/institutional organizations. They are also encouraged by the accreditation effort and long-term strategic planning.

Internal Stakeholders

Small and large group meetings were used in the development of this plan. An initial meeting, conducted by the Accreditation Manager, with the executive staff was utilized to lay out the overarching strategic initiatives for the Department. Once these parameters were established staff meetings were held to share the initiatives with supervisors from each departmental division. These sessions served to discuss the Department's approach to community-driven strategic planning, with focus on the department's Mission, Vision, Values, Core Programs and Support Services, as well as the organization's perceived Strengths, Weaknesses, Opportunities, and Threats. These meetings included question-and-answer sessions in which individual participants could share their thoughts and have questions answered. The division heads were then tasked with sitting down with their assigned personnel and developing goals/objectives that would serve to support the identified initiative(s).

The Accreditation Manager then met with each Division individually to assist with fleshing out clearly defined goals and objectives as well as the tasks necessary to accomplish the stated goals. The work sessions involved participation by a broad range of department personnel from all ranks and seniority levels.

Mission

The Mobile Fire Rescue Department is committed to mitigating the challenges of fire, medical emergencies, rescue, hazardous materials, disaster preparedness, and risk reduction while protecting our own health.

Guiding Values

Competence Knowing every aspect of our job. Being an expert on the many hazards that we face.

Courage The commitment to protect the community and our organization against all adversity.

Compassion Placing needs of the community and our department above our own personal needs.

Vision Statement

To create the safest city in America by setting the standard for preparedness and emergency response.

PROVIDED SERVICES

All-hazards response agency

The Mobile Fire-Rescue Department serves as the all-hazards response agency for the City of Mobile.



As such, the public and local leaders expect the Department to be the lead city agency for the prevention, mitigation, preparedness, response, and recovery for all types of emergencies. The more substantial the incident or disaster, the greater the need for assistance delivered by the Department. To accomplish this mission, the Department is trained and equipped for response to a multitude of emergencies. Services provided include:

- ❖ Fire Suppression
 - Structural
 - Transportation
 - Wildland
- ❖ Emergency Medical Services
 - ALS Medical
 - ALS Trauma
- ❖ Technical Rescue
 - Rope Rescue
 - Confined Space Rescue

- Trench Rescue
- Structural Collapse
- Surface Water Rescue
- Swiftwater Rescue
- ❖ Hazardous Materials
 - Transportation
 - Fixed Facility
 - Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE)
- ❖ Marine
 - Fire
 - Rescue
- ❖ ARFF
- ❖ Disaster Response
 - Manmade
 - Natural
- ❖ Inspections
 - Residential
 - Commercial
 - Industrial
- ❖ Fire Investigation
- ❖ Public Education
- ❖ Communications

STRATEGIC INITIATIVES

Summary

Following the identification and review of the agency's SWOT, Department leadership met to identify nine (9) primary strategic initiatives.

Strategic Initiative #1: Personnel Development

The Mobile Fire-Rescue Department will be an organization of the most highly trained and prepared professionals by providing for the health, safety, and development of our personnel.

Strategic Initiative #2: Improve Internal Processes

The Mobile Fire-Rescue Department will implement and maintain internal processes that provide the most efficient and effective services to our employees, city government, and the citizens we serve.

Strategic Initiative #3: Staffing

The Mobile Fire-Rescue Department will meet staffing goals through the recruitment and retention of quality personnel that reflect the community we serve.

Strategic Initiative #4: Facilities

The Mobile Fire-Rescue Department will replace and/or upgrade our facilities to meet the growing needs of our personnel and those we serve.

Strategic Initiative #5: Equipment and Apparatus

The Mobile Fire-Rescue Department will have replacement and upgrade plans to ensure the best equipment and apparatus are available to provide for the safety of our personnel and those we serve.

Strategic Initiative #6: Outreach Programs

The Mobile Fire-Rescue Department will have well established outreach programs that inform and educate the public.

Strategic Initiative #7: Funding

The Mobile Fire-Rescue Department will establish consistent funding to provide for competitive pay and benefits for our employees.

Strategic Initiative #8: Response Service

The Mobile Fire-Rescue Department will institute data-driven measures to reduce response times and ensure equitable coverage for the community we serve.

Strategic Initiative #9: Accreditations

The Mobile Fire-Rescue Department will emphasize quality assurance and a commitment to continued improvement by obtaining and maintaining nationally recognized emergency services accreditations and standards.

Personnel Development

The Mobile Fire-Rescue Department will be an organization of the most highly trained and prepared professionals by providing for the health, safety, and development of our personnel.

Goal 1.1: Improve Employee Development

Objective 1.1A: Institute a Professional Development Program

Timeframe: 24 months

Assigned to: Chief of Training

Performance Measures

- Conduct job task analysis for each rank/position
- Update position descriptions for each rank/position
- Develop list of certifications that support rank/position expectation
- Build plan
- Establish program

Objective 1.1B: Improve Department's Incident Command System

Timeframe: 48 months

Assigned to: Chief of Training

Performance Measures

- Research available systems/curriculums/courses
- Develop training plan for all personnel
- Develop training plan to provide enhanced ICS for all Chief Officers
- Identify internal and external instructors
- Build training schedule

Objective 1.1C: Obtain Chief Fire Officer Designation for all Chief Officers

Timeframe: 24 months

Assigned to: Fire Chief

Performance Measures

- Research CPSE requirements
- Educate Chief Officers about the program
- Develop training/guidance/process plan
- Secure funding
- Establish schedule for completion

Objective 1.1D: Improved NFA Participation for all Chief Officers

Timeframe: Ongoing

Assigned to: Fire Chief

Performance Measures

- Identify available/recommended courses
- Educate Chief Officers
- Develop training/guidance/process plan
- Submit applications
- Establish schedule

Objective 1.1E: Develop Improved Relief Driver Training Program

Timeframe: 24 Months

Assigned to: Chief of Training

Performance Measures

- Identify available/recommended courses
- Develop training/guidance/process plan
- Educate Department
- Establish schedule

Goal 1.2: Maintain Employee Proficiencies

Objective 1.2A: Develop Continuing Education Program for Specialty Response Teams

Timeframe: 18 Months

Assigned to: Chief of Operations

Performance Measures

- Identify required annual hours to maintain proficiency
- Develop training/guidance/process plan
- Educate assigned personnel
- Identify/develop instructor cadre
- Establish schedule

Objective 1.2B: Update Training Manual

Timeframe: 18 Months

Assigned to: Chief of Training

Performance Measures

- Identify recommended best practices
- Secure/Develop curriculum
- Identify/develop instructor cadre
- Integrate new practices into suppression training sessions
- Establish schedule for implementation

Objective 1.2C: Redefine requirements for new officer/driver training

Timeframe: 24 Months

Assigned to: Chief of Training

Performance Measures

- Identify recommended best practices
- Establish minimum required hours
- Secure/Develop curriculum
- Identify/develop instructor cadre
- Establish schedule and process for implementation

Objective 1.2D: Improved Inspection Training for Officers/Acting Officers

Timeframe: 24 Months

Assigned to: Chief of Training

Performance Measures

- Identify recommended best practices
- Establish minimum required hours
- Secure/Develop curriculum
- Identify/develop instructor cadre
- Establish schedule and process for implementation

Objective 1.2E: Develop Training for High-Risk Low Occurrence Incidents

Timeframe: Ongoing

Assigned to: Chief of Operations

Performance Measures

- Active Shooter Incidents
- Riot/Civil Disturbance
- Disaster response
- Establish schedule and process for implementation

Objective 1.2F: Develop Data Driven EMS Training Program

Timeframe: 24 Months

Assigned to: Chief of EMS

Performance Measures

- Examine response outcome data to identify service deficiencies
- Secure/Develop curriculum to address identified issues
- Identify/develop instructor cadre
- Establish schedule and process for implementation

Improve Internal Processes

The Mobile Fire-Rescue Department will implement and maintain internal processes that provide the most efficient and effective services to our employees, city government, and the citizens we serve.

Goal 2.1: Develop Standardization Manuals for Recurring Administrative Functions

Objective 2.1A: Update Recruit Manual

Timeframe: 12 Months

Assigned to: Chief of Training

Performance Measures

- Identify external requirements
- Identify internal requirements
- Develop standardized procedures
- Develop standardized schedule
- Create Manual

Objective 2.1B: Develop Administrative Manual

Timeframe: 12 Months

Assigned to: Chief of Staff

Performance Measures

- Analyze administrative internal/external functions
- Identify external administrative processes
- Identify internal administrative processes
- Develop written procedures for each identified function
- Produce manual

Objective 2.1C: Prepare and Distribute Annual Stakeholders Report

Timeframe: Ongoing

Assigned to: Planning

Performance Measures

- Identify information for inclusion
- Develop database for information collection
- Develop formatting
- Develop distribution list
- Produce manual

Goal 2.2: Reform Existing Systems to Improve Workflow and Enhance Data Collection

Objective 2.2A: Develop Standardized Quality Assurance Program for All Divisions

Timeframe: 48 Months

Assigned to: Chief of Staff

Performance Measures

- Determine individual division needs
- Develop standard procedures
- Establish minimum review criteria
- Establish schedule for annual submission

Objective 2.2B: Improve Training Division Data Collection

Timeframe: 12 Months

Assigned to: Chief of Training

Performance Measures

- Determine Target Solutions capabilities
- Develop system for course records
- Develop system for inventory tracking
- Develop Special Operations training database

Objective 2.2C: Improve Business Inspection Data Collection

Timeframe: 24 Months

Assigned to: Chief of Community Risk Reduction

Performance Measures

- Develop single system for all inspection data
- Integrate MobileEyes system with EnerGov
- Develop forms to improve information gathering during inspection process

Objective 2.2D: Develop More Efficient Supply Ordering System

Timeframe: 12 Months

Assigned to: Chief of Logistics

Performance Measures

- Analyze current ordering system to identify inefficiencies
- Research available systems and capabilities
- Develop specifications for purchase
- Secure funding
- Train personnel
- Integrate new system

Objective 2.2E: Update Technical Rescue Plan

Timeframe: 12 Months

Assigned to: Chief of Operations

Performance Measures

- Analyze current plan to identify inefficiencies
- Clear define existing capabilities/limitations
- Research other department systems
- Update existing plan
- Train personnel

Objective 2.2F: Improve Accident/Injury Data Collection

Timeframe: 12 Months

Assigned to: Health & Safety Officer

Performance Measures

- Analyze current system to identify inefficiencies
- Work with City Risk Manager to access Safety Plus system
- Develop Departmental reports within system
- Train/Educate personnel on system usage
- Implement Safety Plus system for all health and safety data

Objective 2.2G: Take Measures to Address Identified Data Collection Issues

Timeframe: 12 Months

Assigned to: Planning

Performance Measures

- Analyze current systems to identify inefficiencies
- Work with CAD provider to clean up dispatch categories
- Work with city GIS Department to add additional datapoints to existing systems
- Train/Educate personnel on system usage

Objective 2.2H: Develop Formalized Investigation Program

Timeframe: 12 Months

Assigned to: Chief of Community Risk Reduction

Performance Measures

- Analyze current systems to identify inefficiencies
- Develop policies and procedures that define current expectations
- Develop education plan for investigators and operations personnel

Staffing

The Mobile Fire-Rescue Department will meet staffing goals through the recruitment and retention of quality personnel that reflect the community we serve.

Goal 3.1: Secure Adequate Staffing to Meet Departmental Needs

Objective 3.1A: Develop New Hire Plan That Addresses Operational Staffing Stability

Timeframe: Ongoing

Assigned to: Fire Chief

Performance Measures

- Identify optimal operational staffing
- Identify projected shortfalls
- Develop hiring plan to address projected shortfalls
- Pursue funding necessary to execute plan (budget/grants)

Objective 3.1B: Expand Programs for Paramedic Recruitment, Retention, and Training

Timeframe: Ongoing

Assigned to: Chief of EMS

Performance Measures

- Develop manual defining the recruitment, retention, and training processes
- Clearly define employee responsibilities and employer expectations
- Utilize existing public safety recruitment

Objective 3.1C: Create Professional Development Training Officer Position

Timeframe: 24 Months

Assigned to: Chief of Training

Performance Measures

- Conduct job task analysis for position
- Create position description outlining role and responsibilities
- Select/interview qualified personnel

Objective 3.1D: Develop Recruitment/Retention Program for Dispatch Personnel

Timeframe: 60 Months

Assigned to: Chief of Communications

Performance Measures

- Update job description
- Develop advertising plan
- Develop better defined application process
- Identify target audiences and locations

Objective 3.1E: Achieve and Maintain Fully Staffed Dispatch Center

Timeframe: Ongoing

Assigned to: Chief of Communications

Performance Measures

- Utilize existing public safety recruitment
- Leverage job fairs
- Social Media advertising

Objective 3.1F: Improve Non-sworn Employee Recognition Program

Timeframe: 60 Months

Assigned to: Chief of Staff

Performance Measures

- Review current program
- Research other external agency programs
- Conduct survey of current non-sworn staff for recommendation
- Develop defined process

Goal 3.2: Ensure Diversity and Inclusion are Integral in The Departments Hiring Processes and Functions

Objective 3.2A: Ensure a Workplace Environment That Supports Diversity

Timeframe: Ongoing

Assigned to: Fire Chief

Performance Measures

- Encourage diversity from the highest level of leadership down
- Increase employee awareness of the need for diversity
- Provide education on the value of diversity

Objective 3.2B: Utilize Recruitment to Develop a Workforce That is Reflective of the Community We Serve

Timeframe: Ongoing **Assigned to: Fire Chief/Recruitment Coordinator**

Performance Measures

- Analyze effectiveness of current programs annually
- Implement new programs as needed

Objective 3.2C: Develop Program for Early Academic Intervention & Remediation

Timeframe: 12 Months **Assigned to: Chief of Training**

Performance Measures

- Develop standardized process for academic intervention to ensure equitable treatment
- Educate Training Staff

Facilities

The Mobile Fire-Rescue Department will replace and/or upgrade our facilities to meet the growing needs of our personnel and those we serve.

Goal 4.1: Replace/Upgrade Existing Facilities

Objective 4.1A: Develop and Execute Training Center Master Plan

Timeframe: 60 Months

Assigned to: Chief of Logistics

Performance Measures

- Assess existing facility
- Identify Training Facility Needs
- Prioritize construction projects
- Secure Funding

Objective 4.1B: Develop Existing Station Replacement Plan

Timeframe: 24 Months

Assigned to: Chief of Logistics

Performance Measures

- Assess existing facility
- Prioritized construction projects based on facility condition
- Identify optimal replacement locations based on response needs/ISO impacts
- Secure Funding

Objective 4.1C: Develop Existing Facility Repair Plan

Timeframe: Ongoing

Assigned to: Chief of Logistics

Performance Measures

- Assess existing facilities
- Prioritized repair projects by critical needs.
- Determine internal projects vs external contractor projects
- Secure Funding

Goal 4.2: Additional Facilities

Objective 4.2A: Determine Additional Support Facility Needs

Timeframe: 12 Months

Assigned to: Chief of Logistics

Performance Measure

- Assess existing facilities
- Determine additional facility needs
- Identify lease/purchase/construction options
- Secure Funding

Objective 4.2B: Develop Additional Station Placement Plan

Timeframe: 24 Months

Assigned to: Planning Division

Performance Measures

- Assess existing station placement
- Determine additional station needs based on response data and ISO requirements
- Identify lease/purchase/construction options
- Secure Funding

Equipment and Apparatus

The Mobile Fire-Rescue Department will have replacement and upgrade plans to ensure the best equipment and apparatus are available to provide for the safety of our personnel and those we serve.

Goal 5.1: Improve Fleet Availability and Efficiency

Objective 5.1A: Revise Fleet Replacement Plan

Timeframe: 24 Months

Assigned to: Chief of Logistics

Performance Measures

- Assess existing fleet
- Develop a realistic replacement schedule
- Secure Funding

Objective 5.1B: Secure Maintenance Contracts for All Non-Warranted Apparatus

Timeframe: 24 Months

Assigned to: Chief of Logistics

Performance Measures

- Assess existing non-warranted fleet
- Research availability of local options
- Analysis Co-Op vs competitive bid
- Develop specifications package
- Secure Funding

Objective 5.1C: Establish Plan for Outsourcing of Non-Warranty Repairs

Timeframe: 36 Months

Assigned to: Chief of Logistics

Performance Measures

- Determine exist annual cost
- Research cost and availability of local options
- Develop Specifications for competitive bid
- Secure Funding

Objective 5.1D: Upgrade Drive Cam System to Include Realtime Telemetry

Timeframe: 48 Months

Assigned to: Chief of Logistics

Performance Measures

- Research system options
- Research cost and availability
- Develop Specifications for competitive bid
- Secure Funding

Objective 5.1E: Upgrade Marine Response Capability

Timeframe: 48 Months

Assigned to: Chief of Operations

Performance Measures

- Research available fire boat options with CBRNE capabilities
- Research cost and availability
- Develop Specifications for competitive bid
- Secure Funding

Objective 5.1F: Upgrade Emergency Scene Personnel Rehabilitation Capability

Timeframe: 36 Months

Assigned to: Health & Safety Officer

Performance Measures

- Research available rehab unit options
- Research cost and availability
- Develop Specifications for competitive bid
- Secure Funding

Goal 5.2: Provide Updated Equipment in a Timely and Efficient Manner

Objective 5.2A: Improve Purchasing Process

Timeframe: 60 Months

Assigned to: Chief of Logistics

Performance Measures

- Establish guidelines for expanded use of emergency contracts
- Develop presentation to pursue expanded use of co-ops for purchasing
- Establish expanded maintenance contracts for high value items
- Secure Funding

Objective 5.2B: Improve EMS Services Through Equipment Upgrades

Timeframe: 36 Months

Assigned to: Chief of EMS

Performance Measures

- Replace standard stretchers with power stretchers
- Upgrade laryngoscopes with video enhancement
- Purchase equipment for improved ambulance decontamination practices
- Field test ultrasound technologies

Objective 5.2C: Replace/Upgrade Extrication Equipment

Timeframe: 24 months

Assigned to: Chief of Logistics

Performance Measures

- Research system options
- Research cost and availability
- Develop Specifications for competitive bid
- Secure Funding

Objective 5.2D: Update Fire Investigator Safety Equipment

Timeframe: 12 Months

Assigned to: Chief of Community Risk Reduction

Performance Measures

- Identify equipment needs
- Research cost and availability
- Explore feasibility of MPD support
- Develop Specifications for competitive bid
- Secure Funding

Objective 5.2E: Improve Communication Equipment Repair/Maintenance Program

Timeframe: 12 Months

Assigned to: Chief of Communications

Performance Measures

- Research repair/maintenance services available through MCCD
- Purchase required specialty tools
- Establish preventive maintenance schedule for radios
- Develop streamlined process for communications equipment repairs

Objective 5.2F: Upgrade Dispatch Computer System to Ensure Compatibility with Locution Requirements

Timeframe: 48 Months

Assigned to: Chief of Communications

Performance Measures

- Research current and future Locution requirements
- Identify available programs and capabilities
- Develop specifications for replacement system
- Research availability of M CCD funding
- Develop plan and schedule for upgrade installation
- Secure Funding

Objective 5.2G: Upgrade Current Knox Box Program

Timeframe: 12 Months

Assigned to: Chief of Community Risk Reduction

Performance Measures

- Evaluate current system
- Research new system capabilities, availability, and cost
- Prepare recommendations for administrative approval
- Develop plan for replacement/implementation

Outreach Programs

The Mobile Fire-Rescue Department will have well established outreach programs that inform and educate the public.

Goal 6.1: Improve and Implement Community Risk Reduction Programs to Increase Public Awareness

Objective 6.1A: Adopt Newest Available Fire Code and Ensure it Remains Current

Timeframe: 12 Months Assigned to: Chief of Community Risk Reduction

Performance Measures

- Work within current adoption process to update code
- Work with local stakeholders to develop new code adoption process
- Submit to Council for approval

Objective 6.1B: Evaluate Outcomes from Current Risk Reduction Programs

Timeframe: 12 Months Assigned to: Chief of Community Risk Reduction

Performance Measures

- Identify and evaluate current programs
- Prioritize programs based on evaluation results
- Develop documentation and feedback processes

Objective 6.1C: Develop Data Driven Loss Reduction Program

Timeframe: 24 Months Assigned to: Chief of Community Risk Reduction

Performance Measures

- Identify target areas based on fire data
- Develop smoke detector and home inspection program for identified areas
- Develop fire unit smoke detector/home inspection program to include training and expectations

Objective 6.1D: Develop Standardized Access Road Approval Process

Timeframe: 12 Months Assigned to: Chief of Community Risk Reduction

Performance Measures

- Identify and evaluate current requirements

- Develop updated guidelines to reflect all options
- Produce information delivery materials
- Develop documentation and feedback processes

Objective 6.1E: Develop Program to Increase Availability of Public AEDs

Timeframe: 12 Months

Assigned to: Chief of EMS

Performance Measures

- Identify and evaluate current status
- Develop guidelines
- Develop criteria for prioritized selection
- Develop advertisement plan
- Develop documentation and feedback processes

Funding

The Mobile Fire-Rescue Department will establish consistent funding to provide for competitive pay and benefits for our employees.

Goal 7.1: Evaluate Current Employee Compensation Packages

Objective 7.1A: Conduct Competitive Pay Analysis (Response Personnel)

Timeframe: 24 Months

Assigned to: Fire Chief

Performance Measures

- Develop specifications for project
- Research service providers
- Secure project funding

Objective 7.1B: Expand Specialty Incentive Pay

Timeframe: 60 Months

Assigned to: Fire Chief

Performance Measures

- Determine feasibility of expanded specialty pay within current budget
- Conduct cost analysis
- Define eligibility requirements

Objective 7.1C: Conduct Competitive Pay Analysis (Dispatchers)

Timeframe: 24 Months

Assigned to: Fire Chief

Performance Measures

- Develop specifications for project
- Research service providers
- Secure project funding

Goal 7.2: The Department Will Ensure Efficiency in Billable Services and Aggressively Pursue Available External Funding Sources

Objective 7.2A: Pursue Outside Funding for Large Ticket Purchases

Timeframe: Ongoing

Assigned to: Chief of Staff

Performance Measures

- Submit packages for all eligible grants
- Research public/private partnership opportunities

Objective 7.2B: Update Hazardous Materials Response Billing

Timeframe: 12 Months

Assigned to: Chief of Staff

Performance Measures

- Research allowable billing options
- Standardize system to address responsible party vs no responsible party
- Create system to receive recovered funds

Objective 7.2C: Analyze Current EMS Billing for Deficiencies

Timeframe: 12 Months

Assigned to: Chief of EMS

Performance Measures

- Review current billing collections
- Identify gaps and potential causes
- Develop plan to address identified deficiencies

Response Service

The Mobile Fire-Rescue Department will institute data driven measures to reduce response times and ensure equitable coverage for the community we serve.

Goal 8.1: The Department Will Take Measures to Establish Response Standards

Objective 8.1A: Develop a Traffic Mitigation Plan

Timeframe: 12 Months

Assigned to: Planning

Performance Measures

- Conduct a study of response times by established planning zones
- Analyze traffic issues by intersection/time of day/day of week in identified areas
- Conduct pilot program to test effectiveness of traffic mitigation devices
- Secure Funding
- Install devices where applicable
- Monitor impacts

Objective 8.1B: Identify and Develop Measures to Address Areas of Inequitable Coverage

Timeframe: Ongoing

Assigned to: Accreditation Manager

Performance Measures

- Conduct a study of response times by established planning zones
- Analyze calls for service by block/time of day/day of week in identified area(s)
- Analysis demographics within identified area(s)
- Develop public education plan for identified area(s)
- Develop optimum unit utilization plan for identified area(s)
- Conduct pilot program to test effectiveness
- Monitor impacts

Objective 8.1C: Develop Initiatives to Improve Dispatch to En Route Times

Timeframe

Assigned to: Chief of Operations

Performance Measures

- Monitor muster times
- Develop system to provide personnel with muster times via station monitors

- Research cause of time disparities during dispatches
- Develop program to address identified deficiencies
- Develop recognition program for positive results

Objective 8.1D: Improve Response Reliability of Private Service Providers

Timeframe: Ongoing

Assigned to: Chief of EMS

Performance Measures

- Monitor private provider availability
- Establish formal meeting schedule
- Develop action plan to improve identified deficiencies

Goal 8.2: The Department Will Take Measures to Improve Efficiency of Emergency Operations

Objective 8.2A: Formalize Department Drone Program

Timeframe: 24 Months

Assigned to: Chief of Operations

Performance Measures

- Acquire needed equipment
- Train personnel
- Develop standardized procedures for use
- Develop public education plan
- Place unit in service
- Monitor impacts

Objective 8.2B: Develop Data Based Approach to Improve Unit Utilization

Timeframe: Ongoing

Assigned to: Chief of Operations

Performance Measures

- Create operational committee to examine current unit utilization model
- Use CRA/SOC data to identify inefficiencies
- Develop plan to address identified issues
- Monitor progress

Objective 8.2C: Define and Formalize External Hazardous Materials Response Expectations

Timeframe: 36 Months

Assigned to: Chief of Operations

Performance Measures

- Create operational committee to examine current response model
- Coordinate with neighboring jurisdictions to establish expectations/limitations
- Work with County Emergency Management to establish parameters
- Educate Department on any changes

Accreditations

The Mobile Fire-Rescue Department will emphasize quality assurance and a commitment to continued improvement by obtaining and maintaining nationally recognized emergency services accreditations and standards.

Goal 9.1: The Department Will Maintain ISO Class 1

Objective 9.1A: Develop Plan to Maintain Current ISO Requirements

Timeframe: Ongoing

Assigned to: Accreditation Manager

Performance Measures

- Perform semiannual ISO documentation review
- Meet annually with Mobile Area Water & Sewer System
- Develop procedures and schedule for monitoring critical criteria

Objective 9.1B: Develop ISO Improvement Plan to Increase Current Score

Timeframe: 12 Months

Assigned to: Accreditation Manager

Performance Measures

- Identify areas for improvement
- Develop plan to address identified deficiencies in fire score
- Develop plan to address identified deficiencies in water score
- Develop plan to address identified deficiencies in CRR score

Goal 9.2: The Department Will Prepare for, Pursue, and Achieve National Accreditations

Objective 9.2A: Develop Plan to Obtain CAAS Accreditation for EMS System

Timeframe: 12 Months

Assigned to: Chief of EMS

Performance Measures

- Review CAAS requirements
- Submit application
- Utilize process to address identified deficiencies
- Prepare submission
- Submit prepared package
- Schedule and prepare for on-site evaluation

Objective 9.2B: Achieve and Maintain AHA Mission Lifeline Gold Status

Timeframe: 12 Months

Assigned to: Chief of EMS

Performance Measures

- Review requirements
- Develop process to address identified deficiencies
- Develop procedures and schedule to ensure compliance
- Prepare report
- Submit report

Objective 9.2C: Prepare for CFAI Accreditation

Timeframe: 12 Months

Assigned to: Accreditation Manager

Performance Measures

- Review CFAI requirements
- Submit application
- Utilize process to address identified deficiencies

Objective 9.2D: Prepare Required Documents for CFAI Accreditation

Timeframe: 12 Months

Assigned to: Accreditation Manager

Performance Measures

- Establish planning zones
- Conduct Community Risk Assessment
- Develop Standard of Cover
- Build Strategic Plan
- Complete FESSAM

Objective 9.2E: Make Submission for Candidate Agency Status

Timeframe: 12 Months

Assigned to: Accreditation Manager

Performance Measures

- Submit application and required documents for review
- Make any adjustments specified by CPSE
- Schedule and prepare for on-site evaluation

PERFORMANCE MEASUREMENT

In order to determine if the Department's strategic plan is achieving desired results, progress will be tracked through monthly staff meeting updates, quarterly progress reports provided to the Fire Chief and his executive staff, and an annual review of the plan for revisions. During the annual review the following metrics will be reviewed to determine the impacts actions have had on our department and services.

- Call Volume
- Response Reliability
- Response Outcomes (Loss/Save)
- Resource Utilization/Allocation
- Accident/Injury Statistics
- Customer Satisfaction



THE SUCCESS OF THE STRATEGIC PLAN

The success of this strategic plan and the Department's planning process will be measured by the level of progress the organization makes toward achieving its vision and the support received by our members, elected officials, and the community.

The development of this plan was accomplished through input from multiple internal and external stakeholders and has served to bring them together to work towards a common purpose. The level of success in achieving the goals outlined in this plan is dependent on the continued collaboration of these stakeholders.

Going forward the Department hopes the strategic planning process will serve to unify our stakeholders by ensuring everyone understands our organizational direction and defining the roadmap for how we are going to get there.

*"Planning is bringing the future into the present
so that you can do something about it now."*

ALAN LAKEIN



GLOSSARY OF TERMS/ACRONYMS

AHA	American Heart Association
AED	Automated External Defibrillator
CAD	Computer Aided Dispatch
CFAI	The Commission on Fire Accreditation International
CPSE	Center for Public Safety Excellence
CRA	Community Risk Assessment
FESSAM	Fire and Emergency Service Self-Assessment Manual
GIS	Geographic Information System
Jurisdiction	The territory over which authority is exercised.
MAWSS	Mobile Area Water & Sewer System
MCCD	Mobile County Communications District
MFRD	Mobile Fire-Rescue Department
Muster Time	Portion of emergency response time from unit dispatch to enroute
Mitigation	The act of making a condition or consequence less severe.
Performance Measures	The process of collecting, analyzing and/or reporting information regarding the performance of an individual, group, organization, system, or component.
Preparedness	Planning, training, and equipping for events that cannot be mitigated.
Prevention	To keep from occurring; avert; hinder.
Recovery	Restoration or return to any former and better state or condition.
Response	Actions performed in an effort to prevent further loss or damage.
SOC	Standard of Cover

Stakeholder	Any person, group, or organization that has an interest in or expectation of an organization.
Strategic Goal	A broad target that defines the result or achievement toward which effort is directed.
Strategic Initiative	The means through which an organization translates its goals and visions into practice.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a goal.
Strategic Plan	A long-range planning document that defines the mission of an organization and broadly identifies how it will be accomplished.
Strategic Planning	The continuous and systematic process whereby an organization makes decisions about its future, develops plans and procedures to achieve that future, and determines how success will be measured.
Strategy	A plan or methodology for achieving a goal.
Vision	An idealized view of an achievable future.
SWOT Analysis	A strategic planning technique used to help an organization identify strengths, weaknesses, opportunities, and threats related to project planning.

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APPENDIX A (CUSTOMER SURVEYS)

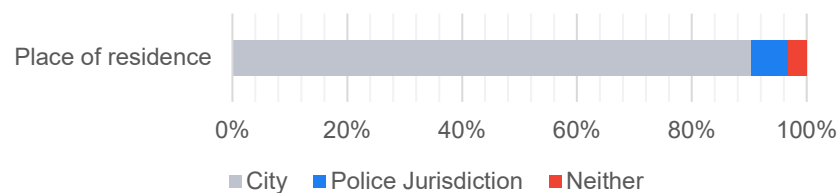
For many successful organizations, the voice of the community drives their operations and charts the course for their future. A "community-driven organization" is defined as one that maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided. In order to ensure that the community remains the focus of our organization's direction, community input in the strategic planning process was used to develop this strategic plan.

The Mobile Fire Rescue Department must ensure that its core services are in line with the demands and expectations of the community. Private citizens and businesses alike must have a chance to make their voices heard. Therefore, the Mobile Fire Rescue Department has used an approach that involves the community in its planning process. This allows the planning process to be specifically targeted to the wants and needs of the customer by focusing precious resources while reducing risk and wasted effort.

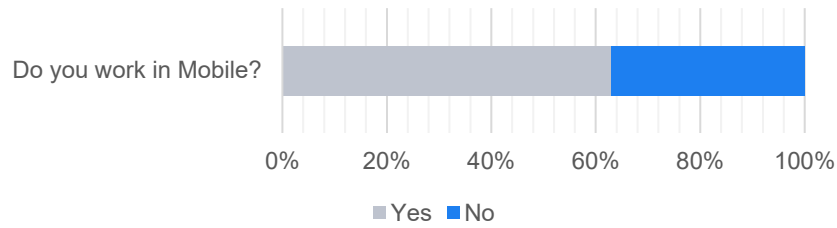
In 2019, the Mobile Fire Rescue Department attended multiple community group meetings with members of the residential community. There were also meetings held with members from the business and industrial community. Each group was asked to complete a questionnaire from which we obtained the information needed to assist in our Strategic Plan. Due to covid restrictions, the Department was unable to facilitate physical meetings in 2020 and 2021, in an effort to ensure continued community input a survey was developed and distributed through multiple platforms.

Following are the questions/responses of the stakeholders.

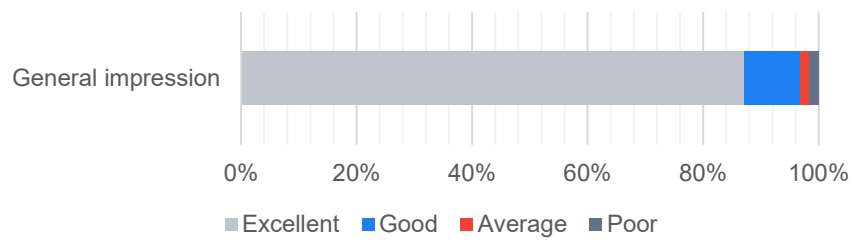
Q1. Do you live in the City of Mobile or its Police Jurisdiction?



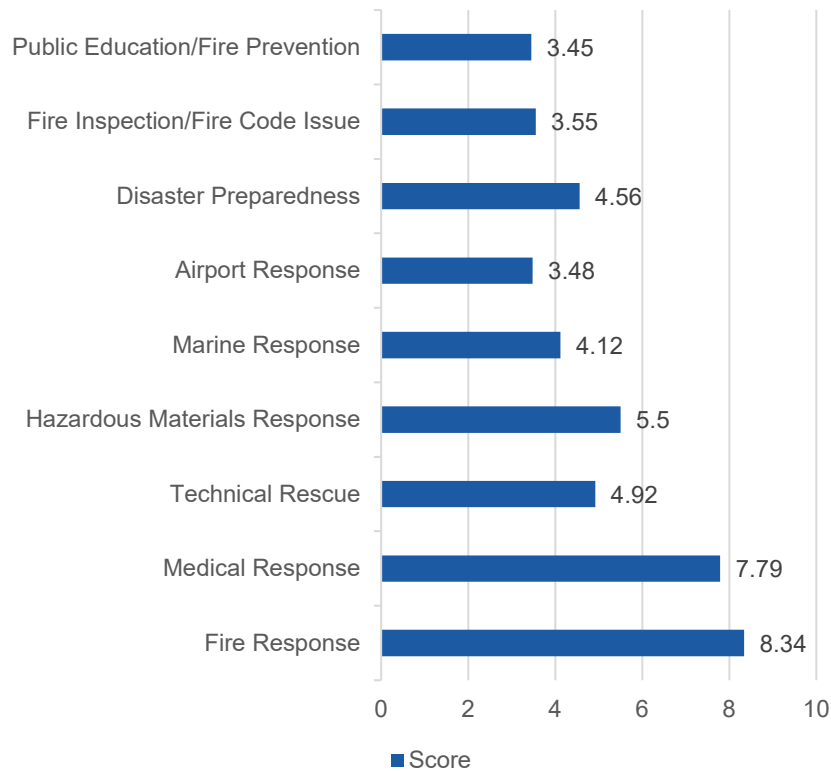
Q2. Do you work in the City of Mobile?



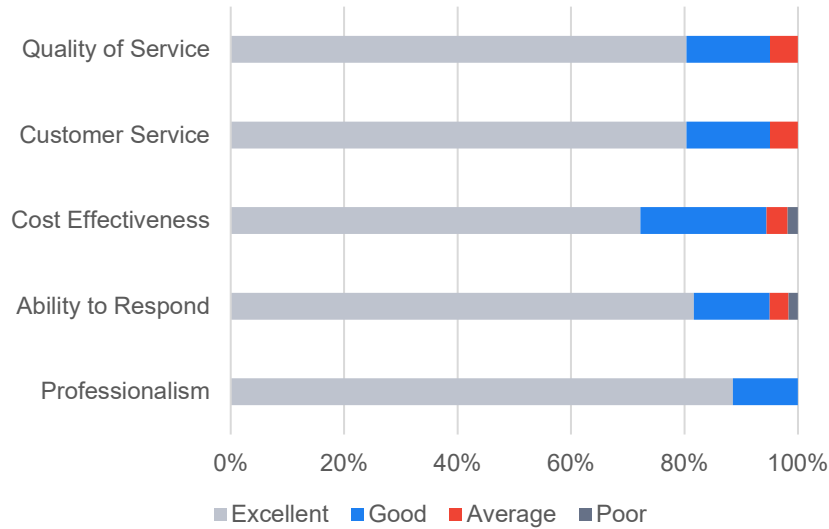
Q3. What is your general impression of the Mobile Fire-Rescue Department?



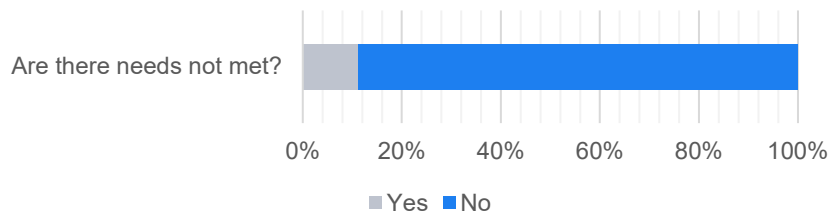
Q4. Please rate the services provided by Mobile Fire-Rescue in order of priority for you.



Q5. How would you rate the Mobile Fire-Rescue Department in the following areas?



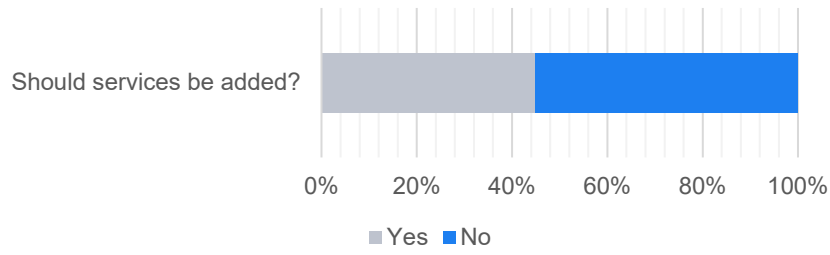
Q6. Do you feel there are emergency service needs that are not currently provided by the Mobile Fire-Rescue Department?



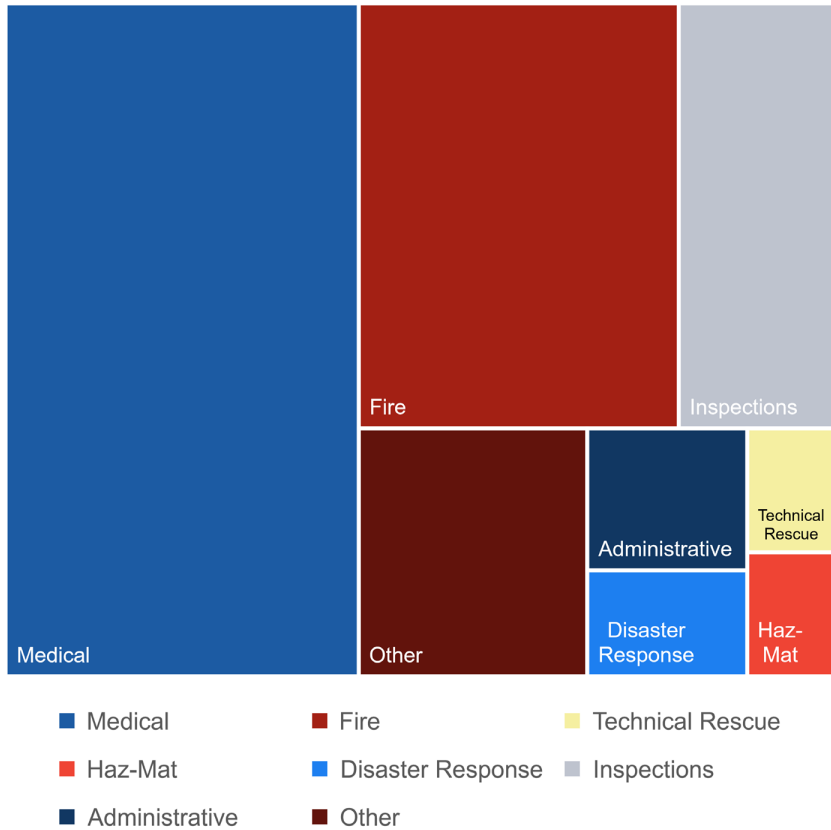
Suggestions:

- Create a Mobile area ambulance strike team program
- Provide car seat installation training
- Develop public notice system for medical emergencies
- Provide EMS coverage in police jurisdiction
- Increased public education
- Greater community involvement
- Work with local hospitals to reduce wait times

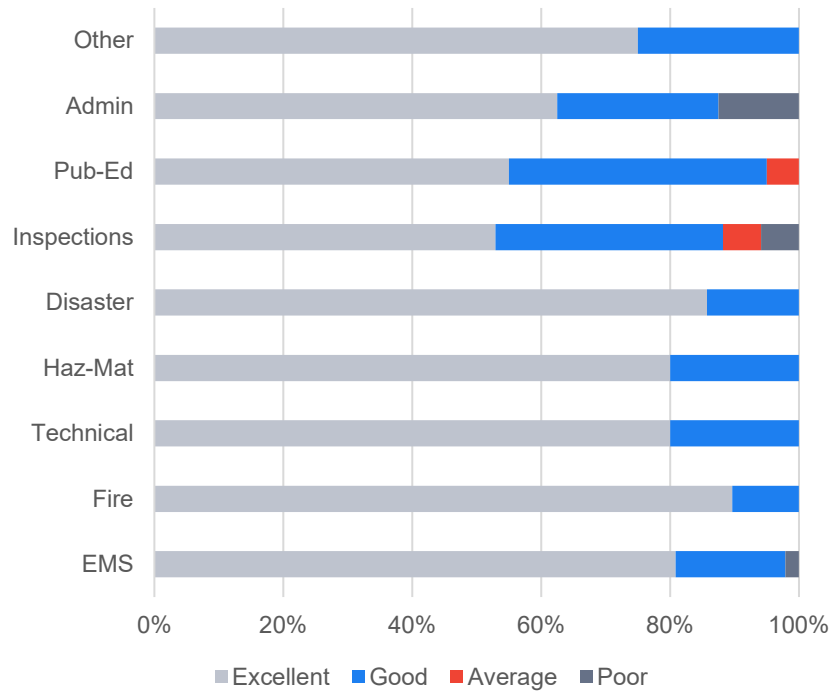
Q7. Would you like the Department to consider adding these services in the future?



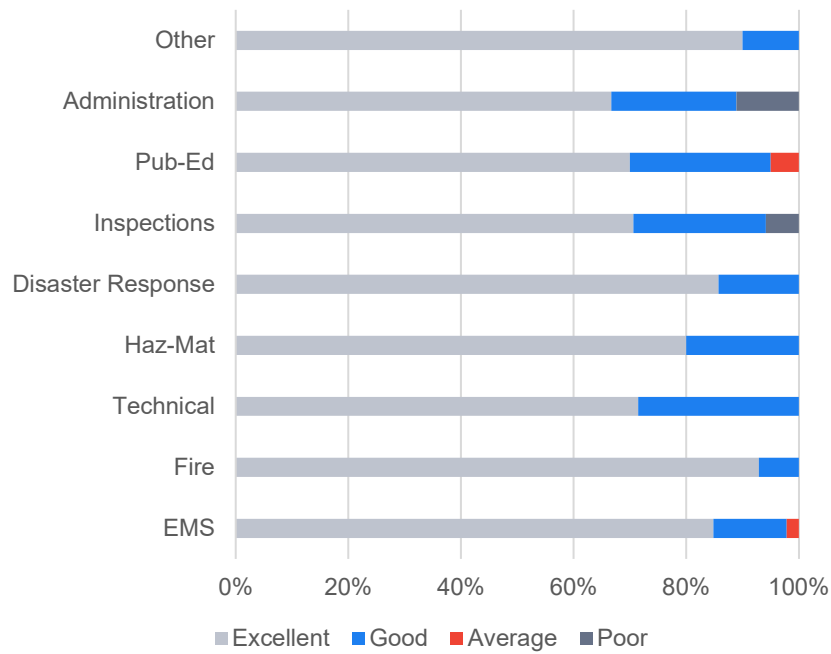
Q8. What type of Mobile Fire-Rescue service(s) have you received? Please check all that apply.



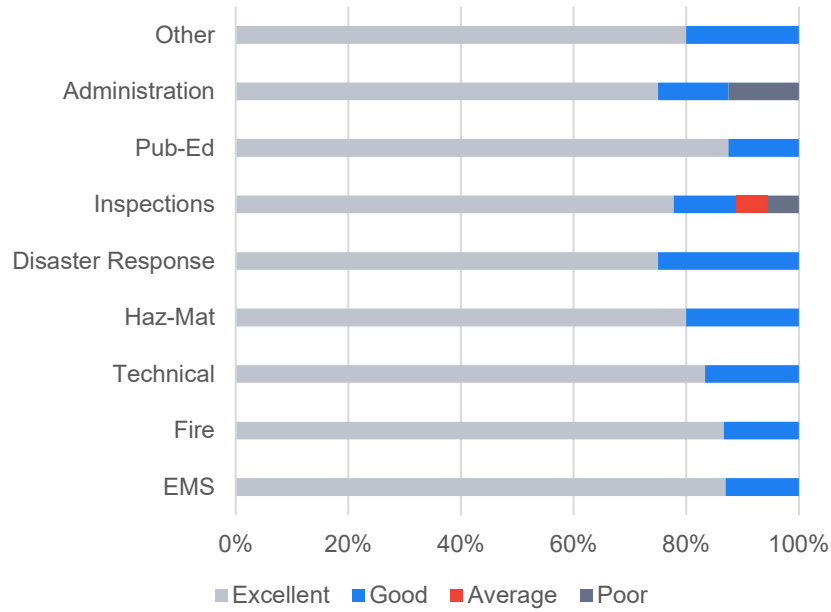
Q9. Please rate the service / RESPONSE TIME that you received.



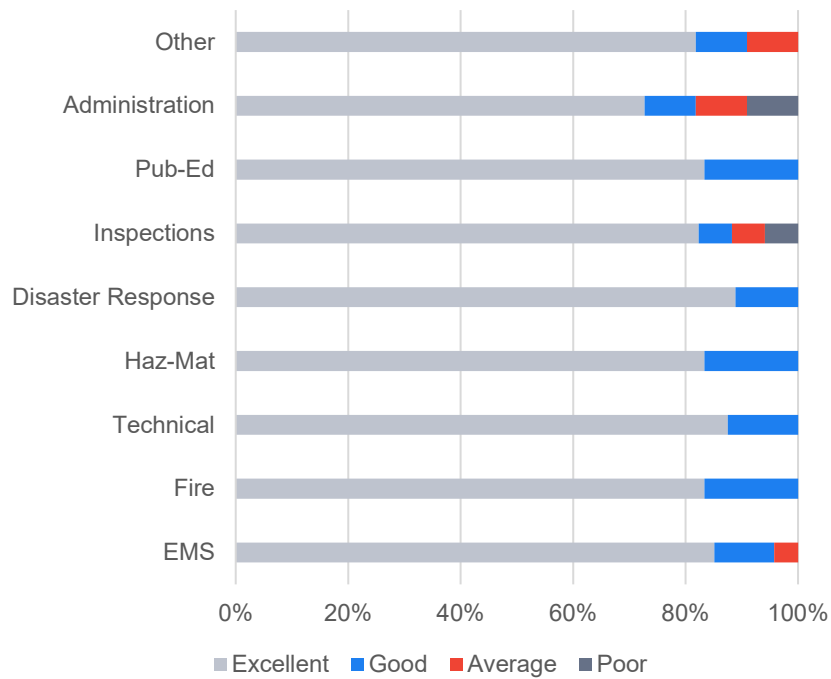
Q10. Please rate the QUALITY of service you received.



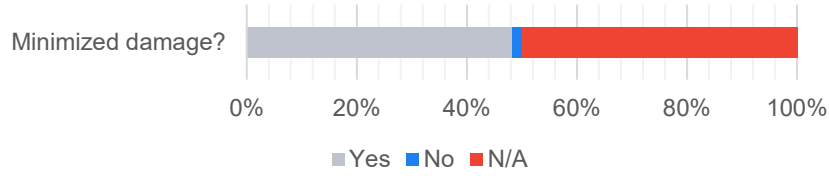
Q11. Please rate the PROFESSIONAL CONDUCT of the service providers.



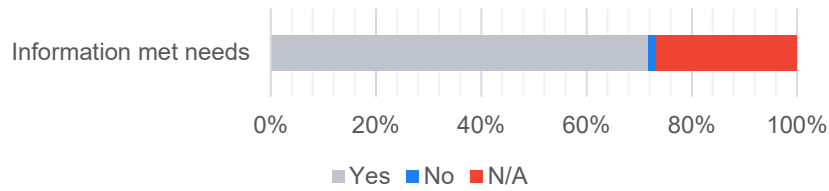
Q12. Please rate the FRIENDLINESS of the service providers.



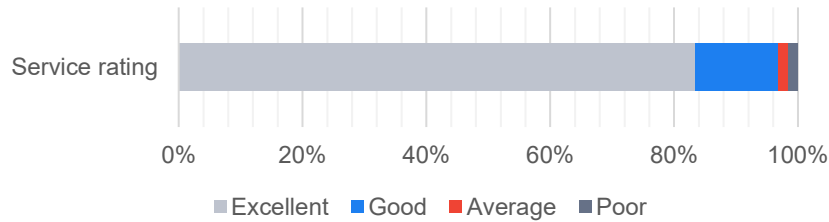
Q13. If the services you received were for a fire, do you feel that the firefighters did everything they could to minimize damage to the structure and its contents?



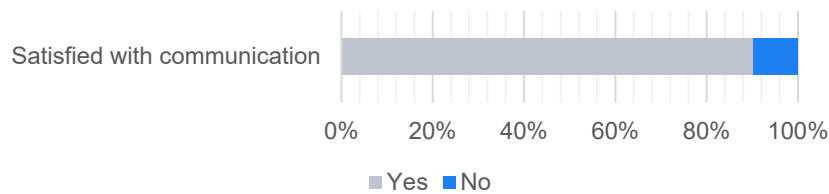
Q14. Were you provided information to meet your needs?



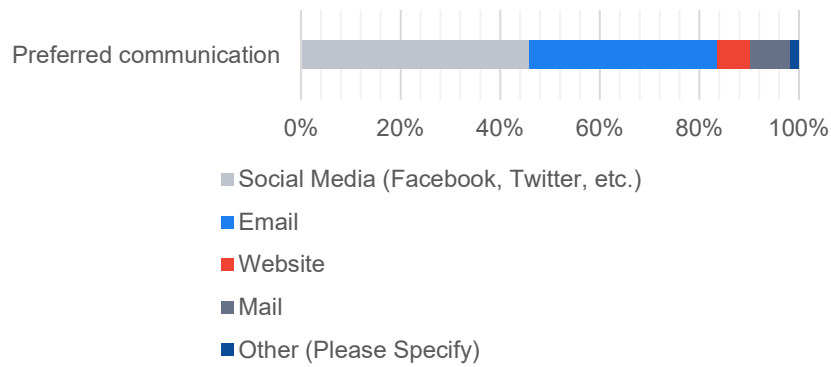
Q15. Overall, how would you rate the service provided by fire department personnel?



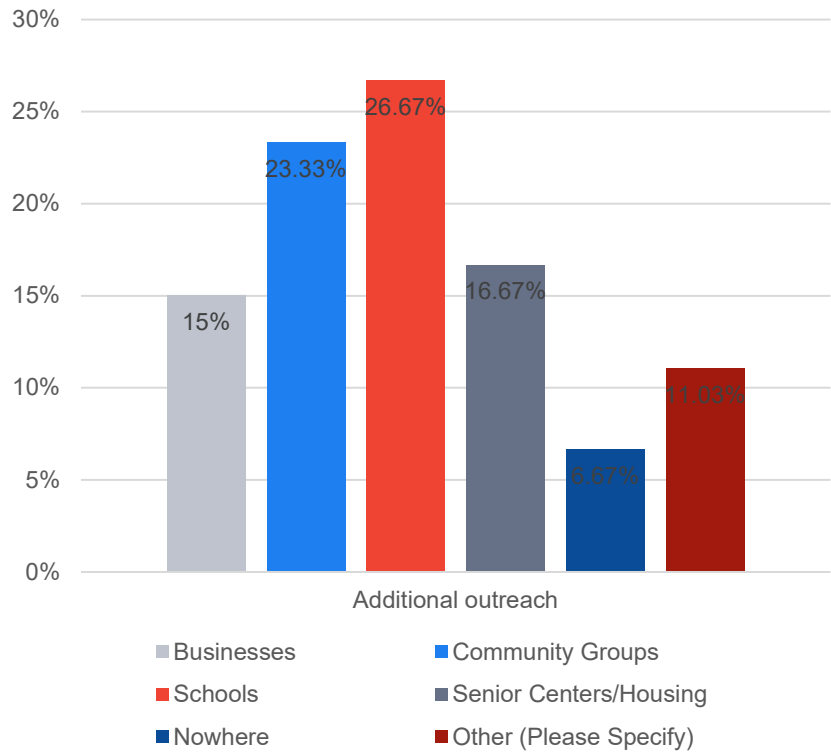
Q16. Are you satisfied with the Mobile Fire-Rescue Department's communications with the community?



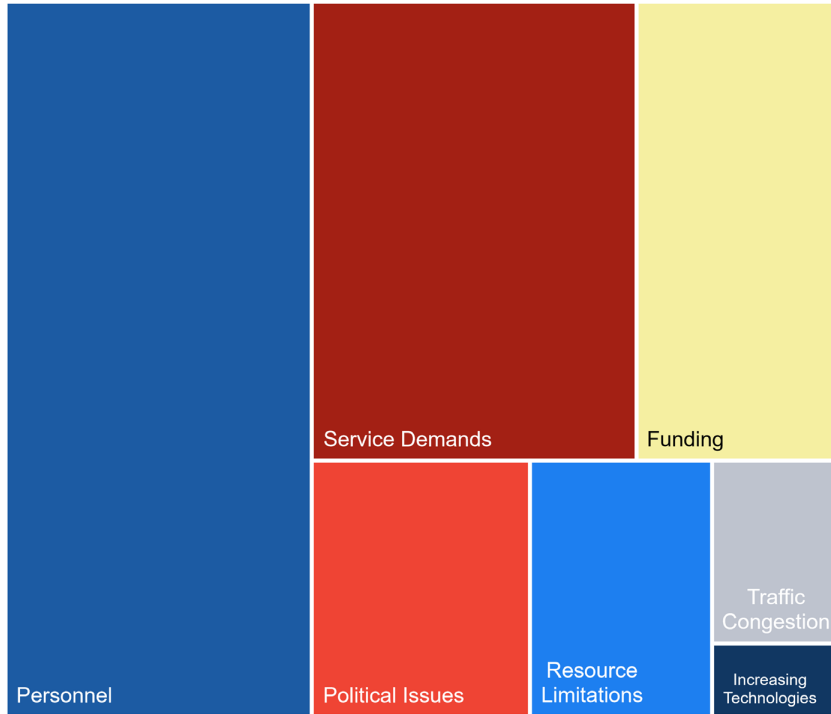
Q17. How would you like the Mobile Fire-Rescue Department to communicate with you?



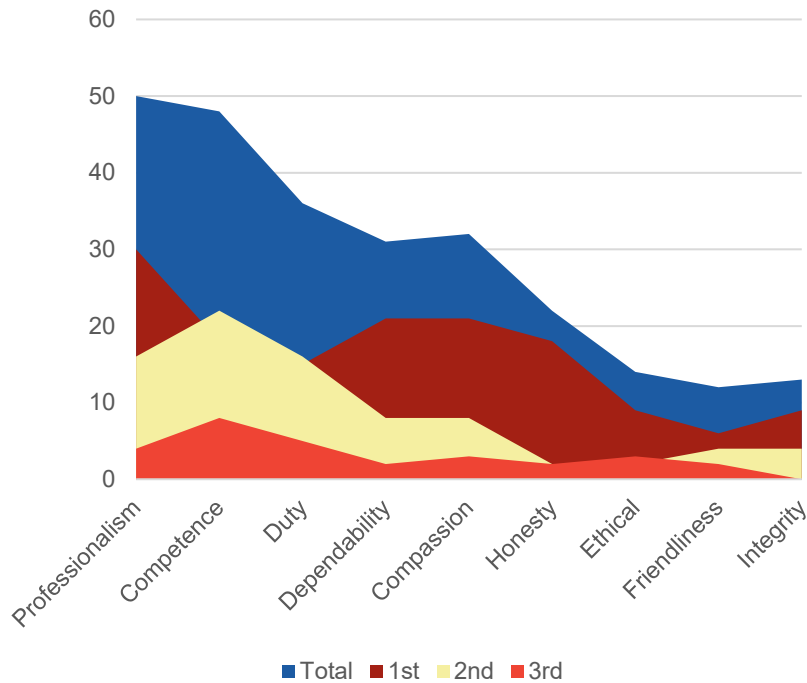
Q18. Where would you recommend the Mobile Fire-Rescue Department provide additional fire and life safety community outreach?



Q19. List two challenges that you see the Mobile Fire-Rescue Department facing in the next five years.



Q20. List three values that you feel are essential for Mobile Fire-Rescue Department employees to adhere to.



Q21. What do you feel the Mobile Fire-Rescue Department can do to improve itself?



External Stakeholders

For the purposes of this Strategic Plan, the Mobile Fire-Rescue Department focused on 3 groups for feedback: residential feedback from customer surveys, commercial feedback from members of the local Opportunity Club of Mobile, and the Local Emergency Planning Committee group comprised of representative industrial organizations.

Feedback Responses

The overwhelming responses and comments were very positive as to the performance and professionalism of the Mobile Fire Rescue Department.

Commercial/Industrial Group

The following businesses contributed information to this plan.

- Dow Performance Silicones
- Evonik
- Rogers and Willard Inc.
- Austal USA
- Mobile Rosin and Oil

- Bender Shipbuilding and Repair
- Kimberly-Clark
- Mitsubishi Polycrystalline
- Pleasant Valley Opportunity Club
- Mobile County Public School System

Overall Perception

"The Mobile Fire Rescue Department and personnel are very professional and knowledgeable; they know their individual jobs; they are compassionate; they have state of the art equipment; they are well trained."

"They are proactive in inspections, school education, presence throughout the community."

"Many are encouraged by being included in their long-term planning process."

"The Mobile Fire Rescue Department has very good response time to fire and medical emergencies for employees and customers."

"The school system has a great relationship with the Mobile Fire Rescue Department."

"Recently, there is more "hands on" involvement with business facilities."

The last three years has seen a marked improvement in engagement of the Mobile Fire-Rescue Department as expressed by the stakeholders. There are many examples of proactive activities between the Mobile Fire-Rescue Department and commercial/institutional organizations. They are also encouraged by the accreditation effort and long-term strategic planning.

Citizens of the Mobile Community

Due to concerns for citizen safety as well as the safety of our personnel during the pandemic, in person committee meetings were not feasible during the development of the most current strategic plan. Because the Department feels civilian input and involvement are critical to ensure our plans are as comprehensive as possible, a customer survey was developed and distributed to enable us to capture citizen feedback and recommendations for inclusion.

Overall Perception

"Continue feeling PRIDE in the Great Service you provide to Mobile- know that we really APPRECIATE MOBILE FIRE-RESCUE. You are doing A GREAT job ladies and gentlemen."

"Hire, train and retain the most qualified citizens to take care of their city."

"I ran a small business in this town for 40 years and never remember a proactive contact or inspection from MFRD."

"I am Happy with the Service I have gotten and Pray for Our Firemen and Policemen to be able to take care of whatever is thrown their way!!!"

"The Fire-Rescue Department is top notch!"

"I have been completely satisfied with the interactions I have had with the MFRD. Thankfully I have not been in a fire. I am very thankful for these people."

"Just keep doing what you're doing as well as you already are. You are so essential to us, and we are grateful that you are there to help us in emergencies."

"The city needs to secure more funding for more ambulance type vehicles so that they never have to scramble an engine for a medical emergency."

"Fridays at the Firehouse was awesome, and I hope you continue this program. Thanks for all that you do! We appreciate each of you."

"Y'all have been great. I'm a community healthcare worker and have had many patients have to call for falls/help and every time the families comment on how nice and professional and caring the fire department has been."

"My experience has always been outstanding. Had a family member with ALS and fire department was a life saver."

"They have been so great every time my husband fell and couldn't get up. They came and got him up and settled before they left. Always polite and considerate of his problems."

"The Department needs to train more on how to deal with people with mental illness."

"The Department needs to get out in the community more. Show up at all community events and offer training and information."

APPENDIX B (SWOT ANALYSIS)

SWOT Analysis

The Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis is designed to have an agency candidly identify their positive and less-than-desirable attributes. The Department utilized its current leadership group to conduct this analysis to identify current strengths and weaknesses, as well as the possible opportunities and potential threats.

Strengths

It is important for any organization to identify their strengths in order to assure that they are capable of providing the services requested by customers and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths or the primary function of the organization should be seriously reviewed to evaluate the rate of return on precious staff time. Through a consensus process, the Internal Stakeholders identified the strengths of MFRD as follows:

Strength Results					
Item	Respondent Percentage	Strength Mean	Strength Median	Strength Mode	Strength Range
Working Conditions	93%	3.9	4	1	8
Equipment	93%	5	5	4	6
Leadership	86%	2.7	3	3	7
Response Readiness	86%	4.3	4	4	6
Response Capability	80%	4	3	3	7
Personnel Training and Qualifications	80%	3	4	4	4
Apparatus	74%	4.8	5	7	8
Human Resources	72%	4.25	7	7	5
Morale	58%	3.1	3	2	5
Financial Situation	58%	6.1	5	5	5
Facilities	20%	6.3	6	6	1

Based on the data from the developed matrix the following 5 strengths were identified for the Department:

Strengths	
Leadership	Working Conditions
Personnel Training and Qualifications	Response Capability
Morale	

Weaknesses

Performance or lack of performance within an organization depends on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization's overall problems, it is unusual for organizations to be able to identify and deal with these issues effectively on their own. For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. The following items were identified by the Internal Stakeholders as weaknesses:

Weakness Results					
Item	Respondent Percentage	Weakness Mean	Weakness Median	Weakness Mode	Weakness Range
Facilities	80%	2.5	2	1	5
Morale	42%	3	3	3	4
Financial Situation	42%	2.6	3	3	4
Human Resources	28%	2.4	2	1	3
Apparatus	26%	2.75	2	2	3
Response Capability	20%	4	4	n/a	2
Personnel Training and	20%	1.6	2	2	1
Response Readiness	14%	3	3	3	0
Leadership	14%	1	1	1	0
Working Conditions	7%	1	1	1	0
Equipment	7%	0	0	0	0

Based on the data from the developed matrix the following 5 weaknesses were identified for the Department:

Weaknesses	
Human Resources	Apparatus
Facilities	Morale
Financial Situation	

Opportunities

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

and developing new possibilities both inside and beyond the traditional service area. Many opportunities exist for MFRD. The Internal Stakeholders identified the following opportunities:

Opportunity Results					
Item	Respondent Percentage	Opportunity Mean	Opportunity Median	Opportunity Mode	Opportunity Range
New initiatives	93.30%	3.5	3	3	6
New Technologies	93.30%	3.7	4	4	3
Budgeting	86%	2.6	2	2	4
Apparatus	86%	4.6	5	6	8
Municipal Support	80%	2.6	2	2	5
Economic Developments	65%	3.5	4	5	6
Changing social & cultural norms	54%	4	6	6	9
Changing laws, regulations, & standards	54%	5.5	6	6	6
Redistricting	50%	6.8	8	10	9
Political Developments	20%	7.6	8	8	1

Based on the data from the developed matrix the following 5 opportunities were identified for the Department:

Opportunities	
Budgeting	Economic Developments
Municipal Support	New Technologies
New initiatives	

Threats

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in the strategic planning process. By recognizing 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 Internal Stakeholders were as follows:

Threat Results					
Item	Respondent Percentage	Threat Mean	Threat Median	Threat Mode	Threat Range
Political Developments	80%	2	2	2	2
Redistricting	50%	2.4	2	1	4
Changing social & cultural norms	46%	2.5	3	3	3
Changing laws, regulations, & standards	46%	3.4	4	4	3
Economic Developments	35%	5	1	1	4
Municipal Support	20%	2.3	2	n/a	3
Apparatus	14%	5.5	n/a	n/a	5
Budgeting	14%	2.5	n/a	n/a	1
New initiatives	6.70%	7	7	7	7
New Technologies	6.70%	6	6	6	6

Based on the data from the developed matrix the following 5 threats were identified for the Department:

Threats	
Political Developments	Changing laws, regulations, & standards
Redistricting	Economic Developments
Changing social & cultural norms	

APPENDIX C (MATRICES)

Strategic Plan Correlation Matrix			
Strategic Plan	Community Survey	FESSAM	Mission/Vision/Values
1.1A	Q20 Professionalism	Category 8	✓
1.1B	Q20 Competency	Category 8	✓
1.1C	Q20 Professionalism	Category 8	✓
1.1D	Q20 Competency	Category 8	✓
1.1E	Q21 Training	Category 8	✓
1.2A	Q21 Training	Category 8	✓
1.2B	Q21 Training	Category 8	✓
1.2C	Q21 Training	Category 8	✓
1.2D	Q21 Training	Category 8	✓
1.2E	Q21 Training	Category 8	✓
1.2F	Q20 Competency	Category 8	✓
2.1A	Q21 Training	Category 8	✓
2.1B	Q20 Professionalism	Category 9	✓
2.1C	Q18 Communications	Category	✓
2.2A	Q20 Professionalism	Category 2	✓
2.2B	Q19 Technologies	Category 2	✓
2.2C	Q19 Technologies	Category 2	✓
2.2D	Q19 Technologies	Category 9	✓
2.2E	Q20 Competency	Category 5	✓
2.2F	Q19 Technologies	Category 7	✓
2.2G	Q19 Technologies	Category 2	✓
2.2H	Q20 Professionalism	Category 5	✓
3.1A	Q21 Staffing	Category 7	✓
3.1B	Q21 Staffing	Category 7	✓
3.1C	Q21 Staffing	Category 7	✓
3.1D	Q21 Staffing	Category 9	✓
3.1E	Q21 Staffing	Category 9	✓
3.1F	Q19 Personnel	Category 7	✓
3.2A	Q19 Personnel	Category 7	✓
3.2B	Q21 Staffing	Category 7	✓
3.2C	Q19 Personnel	Category 8	✓
4.1A	Q21 Training	Category 6	✓
4.1B	Q19 Resources	Category 6	✓
4.1C	Q19 Resources	Category 6	✓
4.2A	Q19 Resources	Category 6	✓
4.2B	Q21 Stations	Category 6	✓
5.1A	Q19 Resources	Category 6	✓
5.1B	Q19 Resources	Category 6	✓
5.1C	Q19 Resources	Category 6	✓

5.1D	Q19 Technologies	Category 6	✓
5.1E	Q19 Resources	Category 5	✓
5.1F	Q19 Resources	Category 6	✓
5.2A	Q19 Resources	Category 4	✓
5.2B	Q19 Resources	Category 5	✓
5.2C	Q19 Resources	Category 5	✓
5.2D	Q19 Resources	Category 5	✓
5.2E	Q19 Resources	Category 9	✓
5.2F	Q19 Technologies	Category 9	✓
5.2G	Q19 Technologies	Category 9	✓
6.1A	Q21 Community	Category 5	✓
6.1B	Q21 Community	Category 5	✓
6.1C	Q21 Community	Category 5	✓
6.1D	Q21 Community	Category 5	✓
6.1E	Q21 Community	Category 5	✓
7.1A	Q21 Competitive Pay	Category 4	✓
7.1B	Q21 Competitive Pay	Category 4	✓
7.1C	Q21 Competitive Pay	Category 4	✓
7.2A	Q19 Funding	Category 4	✓
7.2B	Q19 Funding	Category 4	✓
7.2C	Q19 Funding	Category 4	✓
8.1A	Q20 Dependability	Category 2	✓
8.1B	Q20 Dependability	Category 2	✓
8.1C	Q20 Dependability	Category 2	✓
8.1D	Q20 Dependability	Category 5	✓
8.2A	Q19 Technologies	Category 5	✓
8.2B	Q20 Dependability	Category 2	✓
8.2C	Q20 Professionalism	Category 5	✓
9.1A	Q20 Competency	Category 3	✓
9.1B	Q20 Competency	Category 3	✓
9.2A	Q20 Competency	Category 3	✓
9.2B	Q20 Competency	Category 3	✓
9.2C	Q20 Competency	Category 3	✓
9.2D	Q20 Competency	Category 3	✓
9.2E	Q20 Competency	Category 3	✓

Responsibility Matrix	
Division	Objectives
Training	1.1A, 1.1B, 1.1E, 1.2B, 1.2C, 1.2D, 1.2E, 2.1A, 2.2B, 3.1C, 3.2C
Logistics	2.2D, 4.1A, 4.1B, 4.1C, 4.2A, 5.1A, 5.1B, 5.1C, 5.1D, 5.2A, 5.2C
EMS	1.2F, 3.1B, 5.2B, 7.2C, 8.1D, 9.2A, 9.2B, 6.1E
Community Risk	2.2C, 2.2G, 5.2D, 5.2G, 6.1A, 6.1B, 6.1C, 6.1D
Communications	3.1D, 3.1E, 5.2E, 5.2F
Health & Safety	2.2F, 5.1F
Planning	4.2B, 2.2F, 8.1A
Accreditation	8.1B, 9.1A, 9.1B, 9.2C, 9.2D, 9.2E
Chief of Operations	1.2A, 2.2E, 5.1E, 8.1C, 8.2A, 8.2B, 8.2C
Chief of Staff	2.1B, 2.2A, 7.2A, 7.2B
Fire Chief	1.1C, 1.1D, 3.1A, 3.2A, 3.2B, 7.1A, 7.1B, 7.1C

APPENDIX D (OBJECTIVES SCHEDULE)

SHORT TERM (12-18 MONTHS)			
Interval	Description	Objective #	Assigned to
12 Months	Recruit Manual	2.1A	Training
12 Months	Admin Manual	2.1B	Admin
12 Months	Training Data	2.2B	Training
12 Months	Ordering System	2.2D	Logistics
12 Months	Tech Rescue Plan	2.2E	Operations
12 Months	Health & Safety Data	2.2F	Health & Safety
12 Months	Response Data Collection	2.2G	Planning
12 Months	Investigation Program	2.2H	Community Risk
12 Months	Academic Intervention	3.2C	Training
12 Months	Support Facilities	4.2A	Logistics
12 Months	Investigator Safety Equip	5.2D	Community Risk
12 Months	Comms Equip Maintenance	5.2E	Communications
12 Months	Knox Box Program	5.2G	Community Risk
12 Months	Fire Code	6.1A	Community Risk
12 Months	Risk Reduction Programs	6.1B	Community Risk
12 Months	Access Road Approvals	6.1D	Community Risk
12 Months	Community AED Program	6.1E	EMS
12 Months	Haz-Mat Billing	7.2B	Admin
12 Months	EMS Billing	7.2C	EMS
12 Months	Traffic Mitigation Plan	8.1A	Planning
12 Months	ISO Improvement	9.1B	Accreditation
12 Months	CAAS Accreditation	9.2A	EMS
12 Months	AHA Gold Status	9.2B	EMS
12 Months	Develop CFAI Accreditation Plan	9.2C	Accreditation
12 Months	Prepare CFAI Package	9.2D	Accreditation
12 Months	Submit for Candidate Agency Status	9.2E	Accreditation
18 Months	Continuing Education	1.2A	Operations
18 Months	Training Manual	1.2B	Training
SHORT TERM OBJECTIVES SUMMARY			
Training	4	2.1A, 2.2B, 3.2C, 1.2B	
Admin	2	2.1B, 7.2B	
Logistics	2	2.2D, 4.2A	
Operations	2	2.2E, 1.2A	
Health & Safety	1	2.2F	
Planning	2	2.2G, 8.1A	
Community Risk	6	2.2H, 5.2D, 5.2G, 6.1A, 6.1B, 6.1D	
EMS	4	6.1E, 7.2C, 9.2A, 9.2B	
Accreditation	2	9.1B, 9.2C, 9.2D, 9.2E	
Communications	1	5.2E	
TOTAL 26			

MID-RANGE (24-36 MONTHS)			
Interval	Description	Objective #	Assigned to:
24 Months	Professional Development	1.1A	Training
24 Months	CFO Program	1.1C	Fire Chief
24 Months	Relief Driver Program	1.1E	Training
24 Months	New Officer/Driver Program	1.2C	Training
24 Months	Inspection Training	1.2D	Training
24 Months	EMS Training	1.2F	EMS
24 Months	Business Inspection Data	2.2C	Community Risk
24 Months	Professional Development Officer	3.1C	Training
24 Months	Station Replacement Plan	4.1B	Logistics
24 Months	Additional Station Plan	4.2B	Planning
24 Months	Revise Fleet Replacement Plan	5.1A	Logistics
24 Months	Non-Warranty Maintenance Contracts	5.1B	Logistics
24 Months	Extrication Equipment Upgrades	5.2C	Logistics
24 Months	Loss Reduction Program	6.1C	Community Risk
24 Months	Competitive Pay Analysis (Operations)	7.1A	Fire Chief
24 Months	Submit CPSE Package	9.2E	Accreditation
24 Months	Drone Program	8.2A	Operations
36 Months	Non-Warranty Repair Plan	5.1C	Logistics
36 Months	On-Scene Rehab	5.1F	Health & Safety
36 Months	EMS Equipment Upgrades	5.2B	EMS
36 Months	Haz-Mat Response Plan	8.2C	Operations
MID-RANGE OBJECTIVES SUMMARY			
Training	5	1.1A, 1.1E, 1.2C, 1.2D, 3.1C	
Fire Chief	2	1.1C, 7.1A	
Logistics	5	4.1B, 5.1A, 5.1B, 5.2C, 5.1C	
Operations	2	8.2A, 8.2C	
Health & Safety	1	5.1F	
Planning	1	4.2B	
Community Risk	2	2.2C, 6.1C	
EMS	2	1.2F, 5.2B	
Accreditation	2	9.2E, 9.2D	
TOTAL 22			

LONG TERM (48 MONTHS OR >)			
Interval	Description	Objective #	Assigned to:
48 Months	Improved ICS Training	1.1B	Training
48 Months	Improved QA/QI Programs	2.2A	Admin
48 Months	Drive Cam Upgrade	5.1D	Logistics
48 Months	Marine Response Upgrade	5.1E	Operations
48 Months	Dispatch Center Upgrade	5.2F	Communications
60 Months	Dispatcher Recruitment/Retention	3.1D	Communications
60 Months	Non-sworn Employee Recognition	3.1F	Admin
60 Months	Training Center Master Plan	4.1A	Logistics
60 Months	Improved Purchasing Process	5.2A	Logistics
60 Months	Incentive Pay	7.1B	Fire Chief
Ongoing	Increase NFA Participation	1.1D	Fire Chief
Ongoing	Distribute Annual Report	2.1C	Planning
Ongoing	High Risk/Low Occurrence Training	1.2E	Operations
Ongoing	Staffing Stability	3.1A	Fire Chief
Ongoing	Paramedic Recruitment/Retention	3.1B	EMS
Ongoing	Fully Staffed Dispatch Center	3.1E	Communications
Ongoing	Workplace Environment	3.2A	Fire Chief
Ongoing	Recruitment	3.2B	Fire Chief
Ongoing	Existing Facility Repair Plan	4.1C	Logistics
Ongoing	Outside Funding	7.2A	Fire Chief
Ongoing	Equitable Coverage Measures	8.1B	Accreditation
Ongoing	Muster Time Improvement	8.1C	Operations
Ongoing	Private Service Provider Reliability	8.1D	EMS
Ongoing	Unit Utilization Improvement	8.2B	Operations
Ongoing	ISO Maintenance	9.1A	Accreditation
LONG TERM OBJECTIVES SUMMARY			
Training	1	1.1B	
Fire Chief	6	7.1B, 1.1D, 3.1A, 3.2A, 3.2B	
Admin	2	2.2A, 3.1F, 7.2A	
Logistics	4	5.1D, 4.1A, 5.2A, 4.1C	
Operations	4	5.1E, 1.2E, 8.1C, 8.2B	
Planning	1	2.1C	
EMS	2	3.1B, 8.1D	
Accreditation	2	8.1B, 9.1A	
Communications	3	5.2F, 3.1D, 3.1E	
TOTAL 25			



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2021-2026

Strategic Plan