

HUTCHINSON FIRE DEPARTMENT



2018-2023 STRATEGIC PLAN



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Introduction

The Hutchinson Fire Department (HFD) provides a variety of emergent and non-emergent public safety-based services to the city of Hutchinson and in parts of Reno County, Kansas. The department 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 organization's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual 9th Ed.*, and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the agency'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 agency with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's external and internal stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion.

HUTCHINSON FIRE DEPARTMENT STRATEGIC PLAN

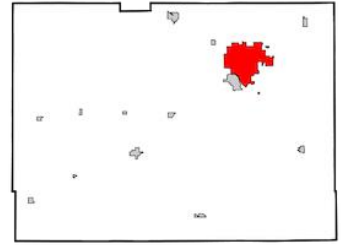
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Organizational Background

Hutchinson, Kansas got its start in 1871 when the Santa Fe Railroad made at town at the railroad's crossing over the Arkansas River. The city was incorporated in August 1872. Originally named the "Temperance City" due to alcohol prohibition, the city's nickname changed to the "Salt City" due to all its salt mines. The local population just calls the city "Hutch." The city is the county seat of Reno County, Kansas and is the largest city within the county. Each year, Hutchinson hosts the Kansas State Fair and the National Junior College Athletic Association basketball tournament. The city is also home to the Kansas Cosmosphere and Space Center museum and Strataca, which is an underground salt museum.



The HFD was cemented and established in 1883 by a proclamation made by mayor J.T. Lane. From volunteer roots we were established with a horse drawn fire engine and water wells sunk along main street. On May 6, 1890, the HFD became organized and garnered full-time status with 3 firefighters responding from then Station #1 on West Sherman Avenue. After spending \$564 on a new hose wagon, the newly organized department made its first official run on May 14, 1890. Six days after its inception, it had its first incident for a horse stable fire on Maple Street that had an estimated loss of \$20. In February of 1914, the department saw the passing of the horse drawn era in Hutchinson. This is when "Harry" and "Clyde" the last of the fire horses were retired and replaced with a motorized fire engine. Station #2 was established in September 1908 in the back of the Stamey Hotel, this station was the first of its kind only housing motorized fire apparatus and never having horse drawn equipment. Station #2 was then moved in 1920 to 12 West 6th. Fast forward to November 15, 1950 - HFD was adding its fifth full time station on the southwest corner of the Kansas State Fairgrounds. When the HFD was organized, firefighters were living in the stations on-duty 24 hours a day, 365 days a year. It was not until June 1, 1936 that a 2-platoon system was adopted by the city to allow 2-24 hour shifts to rotate crews.



Currently the HFD operates 6 stations strategically located throughout the city manned by 91 sworn personnel split into 3 shifts. The department protects a population of 50,000+ people within the City of Hutchinson and Reno County Fire District #2 that has a total response area of 108 square miles. The HFD also provides mutual aid response to all surrounding counties when requested. The HFD is an "all hazards" emergency service. We offer experienced, trained, and equipped crews to effectively deal with all fire, medical, manmade and natural disaster emergencies that occur within its response area. Our service is comparable to those of the largest





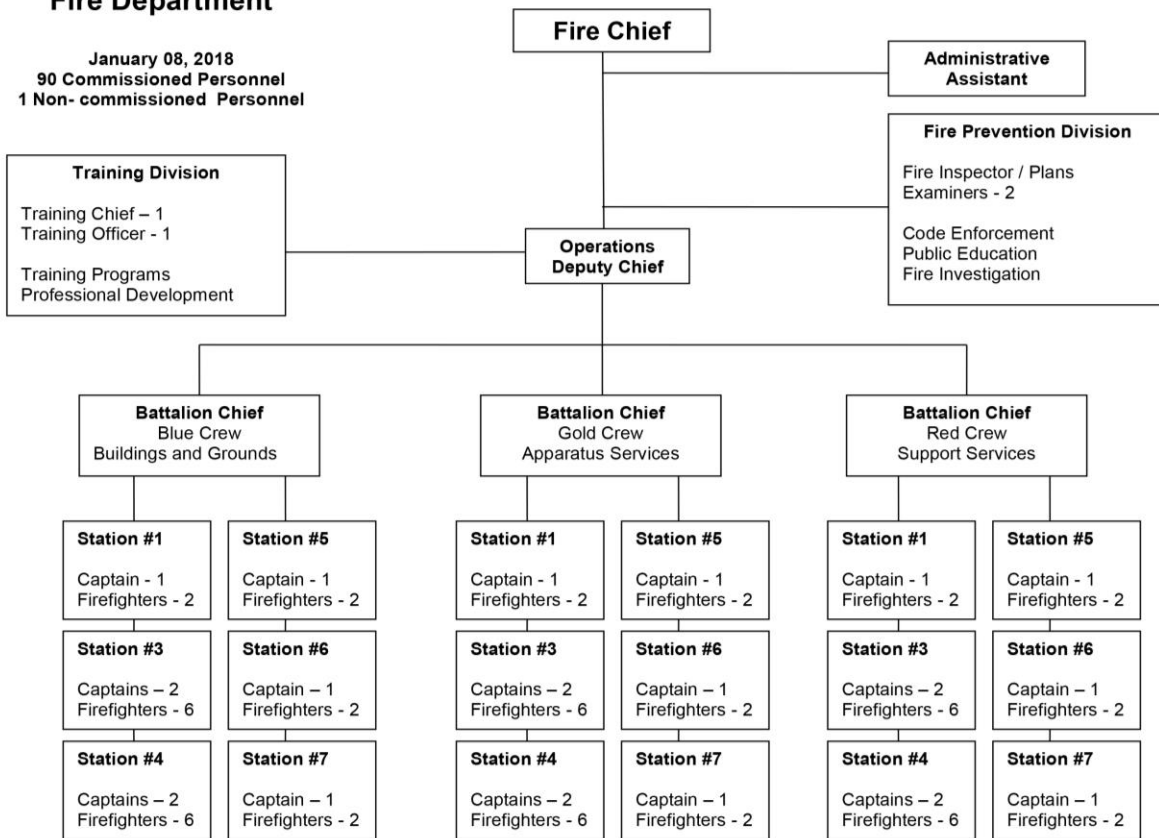
city fire departments in that services rendered to the community include quality fire prevention, code enforcement, public education programs, origin and cause fire investigations, effective and efficient fire suppression, basic emergency medical tandem response with Reno County EMS, hazardous material mitigation, command teams, and technical rescue. These responsibilities lead us to have an average call volume of 4,700 calls annually with a general increase in call volume each year. The HFD also actively participates in emergency assistance organizations in South Central Kansas Region, such as Urban Search and Rescue Task Force 5 and Fire Operations Resource Coordination (FORCe). All these disciplines focus on public safety and a better quality of life. While steeped in its vast tradition, the department embraces continuous improvement and being proactive in all its operations. It remains focused on the future through understanding the power of a strategic approach versus a reactive approach. The HFD shares a commonality with its community, understanding the needs and delivery the quality level of services demanded.

Organizational Structure

SOP. 101-02

City of Hutchinson Fire Department

January 08, 2018
90 Commissioned Personnel
1 Non-commissioned Personnel



Community-Driven Strategic Planning

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.*¹ To ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources. Goodstein, Nolan, & Pfeiffer define strategic planning as

*"a continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured."*²

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

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

² Ibid





Process and Acknowledgements

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, 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 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.

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community's and the agency's external and internal stakeholders for their participation and input into this Community-Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Steve Beer and his team for their leadership and commitment to this process.





Development of this strategic plan took place in December 2017, beginning with a meeting hosted by representatives from the CPSE for members of the community (external stakeholders, as named in the table below). Input received from the meeting revolved around community expectations and concerns, as well as positive and other comments about the organization.

Hutchinson Fire Department External Stakeholders				
Kristen Aberl	Lloyd Armstrong	Mike Berblinger	Kevin Bowen	Matt Bretz
Rod Calhoun	Mark Cessna	Scott Cooley	Terry David	Darren Dick
Angie Ely	Bev Exposito	Park Exposito	Carter File	Tony Finlay
Heide Folmer	Brian Folmer	Daniel Friesen	Larry Froesce	Michael Garrett
Tonya Gehring	Joe Hammersmith	Megan Hammersmith	Traci Hansen	Dick Heitschmidt
Randy Henderson	Josh Holmes	Ken Johnson	Marcy Kauffman	Lee Keele
Shirley Lebien	Sheila Lucia	Harley Macklin	Capt. Matt Mcluer	Shawn McHaley
Barbara Mence	Sheila Metzger	Chris Nelson	Rex L. Nelson	Scott Nelson
Marvin Nisly	Brad Noll	Randy Norwood	John Orrison	Steve Petermann
LaVerle Pounds	Dan Schnurr	Sarah Sipe	Lee Spence	Michael Stavola
Aaron Stegmaier	Jim Strawn	Sky Templeton	Brad Thompson	Wayne Unruh
Gregg Wamsley	Al Wells	Bobby White	Mark Whitson	Skip Wilson
Aurie Wornkey	Cliff Wray	Mark Zugay		



External Stakeholders Work Session





Community Group Findings

A key element of the Hutchinson Fire Department’s organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the agency invited community representatives to provide feedback on services provided.

Community Priorities

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

Programs	Ranking	Score
Fire Suppression	1	356
Emergency Medical Services	2	351
Rescue – Basic and Technical	3	302
Wildland Fire Services	4	240
Domestic Preparedness Planning and Response	5	172
Hazardous Materials Mitigation	5	172
Community Risk Reduction	7	150
Public Fire and Life Safety Education	8	130
Fire Investigation	9	107



External Stakeholders Work Session





Community Expectations

Understanding what the community expects of its fire and emergency services 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 needs. In certain areas, education on the level of service that is already available may be all that is needed. To follow are the expectations of the community's external stakeholders:

Community Expectations of the Hutchinson Fire Department (in priority order)

1. Keep us safe by responding quickly to fire calls. Respond quickly to EMS calls and treat patients efficiently. Responsiveness - how quickly is the response to a call? Response time to emergencies. (133)
2. Trained to handle emergencies that might happen in the Hutch/Reno County. Trained on the equipment they have so they understand it's use and function. Fire personnel training. Proper training for all involved in emergency calls/situations. Continuing education. (82)
3. Prevent fires through training and education. Public education and risk reduction enforcement. Education the community to foster a safer environment through better operating/living practices (prevention vs. response). To be the leader in fire prevention and safety education. (50)
4. State-of-the-art equipment. Best equipment available or fire member safety and citizen rescue/safety. Equipment necessary to handle all situations. Maintain equipment and facilities. (42)
5. All fire department members demonstrate good community outreach. To communicate and be present as a "safe" place within our community. (32)
6. Conduct themselves in a professional manner. Represent the city in a positive, professional manner. Professional skills - expertise in the skills they need. Professionalism - in the sense of professional interactions with people. (17)
7. Prepared. Prepared and ready to respond to calls of service (well rested). (17)
8. Safety. Safety for all. Safety of staff. Community safety. (11)
9. Reduce fire risk. Research risk within the community. (10)
10. Put out fires with no loss of life. Suppress fires and save lives. (9)
11. Crosstrain with other entities - police and EMS. Communicate with other entities. (8)
12. Keep staffing levels adequate. Maintain adequate staffing at all times. (8)
13. Respond to community requests. Protecting the community. (7)
14. Responding to/extinguishing fires (all types including building, wildland, vehicle, etc.). (5)





15. Ability for people who call in to promptly reach dispatch personnel. (5)
16. Prioritize medical runs. (5)
17. Effectively balance safety and reasonable risk to provide a safe community without excessively stifling community growth and success. (5)
18. Utilize the outstanding resources HFD, Reno County, HCC, etc., including facilities, people, and programs. (5)
19. Effectively and most efficiently utilize resources made available to them. Fiscally responsible. (5)
20. Effective. (5)
21. Being able to help people in need. (4)
22. Be prepared, competent, and equipped to provide proper fire and emergency response to our community. (4)
23. To competently tend, as first responders, to medical emergencies with patience and genuine concern for the person. (4)
24. Partner with industry for response efficiency, education, and support. (4)
25. To be part of the solution to community issues (e.g. drug use) instead of "not my department." (4)
26. Enforce fire codes. Clear, consistent code enforcement requirement - communication with architects/builders. (4)
27. Helpfulness with non-emergency situations. (4)
28. Courteous. (4)
29. Protection of environment. (4)
30. Stabilizing hazardous materials incidents. (3)
31. Knowing all medical safety. (3)
32. Hiring the best help available. Recruitment. (3)
33. "Right size" HFD for Hutch (not too big in costs). (3)
34. Be prepared for catastrophic events in our area. (3)
35. Qualified manpower. (3)
36. Maintain positive environment for responders. (3)
37. Work together as a team. (3)
38. Support other community organizations with resources and volunteer hours. (2)
39. Transparency. (2)





40. Helping with non-fire, emergency situations both natural and man-made. (2)
41. Be available to assist city revitalization efforts, and provide guidance on the most cost-effective solutions to provide adequate safety. (2)
42. Provide support for emotional, mental, and spiritual health of responders. (2)
43. Low turnover. (2)
44. Forward thinking. (2)
45. Expand the training grounds. (1)
46. Community service related opportunities. (1)
47. Pay employees a fair wage. (1)
48. To be polite. (1)
49. Learn how HFD interacts with other communities. (1)
50. Manpower willing to do the job. (1)
51. Provide support/physical training for responders. (1)
52. Presentation - trucks/uniforms. (1)
53. Caring. (1)
54. Good pay. (1)





Areas of Community Concern

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

Areas of Community Concern about the Hutchinson Fire Department (verbatim, in priority order)

1. Fire code enforcement lacks subjectivity for reasonable alternatives to economic and construction hurdles. Making sure all business owners comply to the same fire codes. Overzealous code enforcement. Are we to follow same codes as Orlando or Kansas City? Smaller towns can't afford the extra expenses. (51)
2. Budget cuts. Being able to keep up with demands - financial support. Continue funding at appropriate levels during times of scarcity. Does the department have the financial resources to achieve the expectations? Not sufficiently funded - for equipment and training. (48)
3. Having enough staff to maintain safe shift rotations. Potential concern - do we have the requisite number of fire personnel needed for this size of a community? Does the department have concerns about workforce - enough good employees? Shortage of firefighters in our community. (41)
4. Are we ready for the next grass fires? Wildfire potential, no controlled burns. Lack of equipment and real-world experience in range fires. Control burns within the county - concern of wildfires in the county. (36)
5. Adequate employee wages. Not sufficiently paid - to ensure the "best" staff members are recruited or kept. Are our firefighters being paid a fair wage? (33)
6. Affording proper/updated equipment. Replacement of equipment. Equipment replacement when needed, bunker gear, trucks, hand tools, etc. (33)
7. Continuing education of employees. Does the department receive excellent training? (17)
8. Recruitment - are we able to recruit and retain personnel? The number of firefighters wanting to stay in the career. (11)
9. Safety of the officers. Keep employees safe. (10)
10. Needed PTSD prevention along with emotional training and development. I've served for a number of years as a chaplain for 1st responders and as a chaplain trainer. I'd like to see and be part of a program that aims to improve how we as a community and how HFD takes emotional, mental, and spiritual care of first responders - especially those at risk of PTSD, addiction and of family crises. (10)
11. Domestic preparedness training. (9)





12. Public awareness of services provided by the department. (9)
13. Location of fire stations for fast response times. Placement of fire stations - moving out of intercity. (9)
14. Being asked to do more than mission requires - taking manpower away from potential emergency. (8)
15. "Old/abandoned structures in Hutch and Reno County. Old vacant buildings not occupied - fire risks. (8)
16. Believe you need to do more in letting the public know what they are getting for tax dollars. Better communication process with business owners and public. (7)
17. High rate of turnovers in new hires. Turnover with retirements. (6)
18. Exposure to cancer-causing materials. (5)
19. Was concerned in the wildfires when such a large number of the city was evacuated initially; then discovered that was an error. (5)
20. Historic preservation district and time needed to replace materials. (5)
21. Lack of paramedic training. (5)
22. What kind of response to the outlying areas of Hutchinson? (5)
23. Too much being spent on extravagant buildings - believe job could be done without of the perks. (5)
24. Too narrow of evaluations that seek to avoid all risk. (5)
25. Response unnecessarily to calls. (5)
26. What kind of benefits are being offered? Retirement/survivor benefits. (5)
27. Do not like the union negotiations - for fire and police - believe a union is unrealistic at times. Union politics get in the way of what is best for the community. (5)
28. More open relationship with the public (CPR). (5)
29. Areas of coverage - too extensive for manpower. (5)
30. At one time, the city was charging for an inspection fee (fire) - this does not go well with taxpayers. (5)
31. Communications. (5)
32. Loss of mission. Focus on what you're good at. (5)
33. The difference with the city department and the county departments. (5)
34. May be spread too thin with all of the services provided. Is there some duplication of services provided that other agencies provide? (5)
35. Leadership change - next leaders do not have the same goals. (5)





36. Long hours worked in extreme fires - Highlands fire. (4)
37. Would like a means of a liaison in emergency situations with those caring for vulnerable populations that evacuation has some planning steps to (needs to have). (4)
38. Spending less money on buildings and equipment. (4)
39. Fire sprinkling for some buildings I believe is overkill. Suppresses the market for buildings. (4)
40. Command post placement (not always best choice). (4)
41. Needed to teach the young men life skills for their relationships. (4)
42. I would love to be part of a team or investigation looking into a proactive chaplain program. (4)
43. Inspections - communicate (some great, some not so great). (4)
44. The number of drug overdose related calls - the cost to roll a large truck to every non-fire call. (4)
45. Lack of relationship with the public and other agencies. Law enforcement working with the fire department - coordination with all support groups. (4)
46. More involved with public health as needed for planning large health events. (4)
47. Politics - political objectives. (4)
48. Response criteria. (4)
49. Situations that turn bad in a hurry - ceiling falling in on firefighters, etc. (3)
50. More political communication between departments and how conveyed. (3)
51. When it's not a fire scene, work with others to get the truck moved. (3)
52. Provide spiritual care and guidance within their context. (3)
53. A larger HFD could mean more government entitlement. (3)
54. Making sure the coverage of the city is complete. (3)
55. Close-minded mindset. (3)
56. Support from governing body to allow needed changes as department grows, improves, and meets changing demands. (3)
57. Physical condition of members - exercise regularly. (2)
58. Injuries can be severe - handling obese patients. (2)
59. Keeping officers up-to-date on hazardous/newly volatile situations. (2)
60. Balanced interpretation - Hutchinson vs. rest of the region, state, and country. (2)
61. Bureaucracy/red tape internally - direct quote "that's the way it is, sorry." (2)
62. Time spent working with youth groups - better PR. (2)





- 63. Don't understand the wide variety of county needs. (2)
- 64. Health screening. (1)
- 65. Technology updates. (1)
- 66. Not always mindful of citizens' concerns/frustrations - direct quote "I don't care about your bottom line, I only care about life and safety." (1)



External Stakeholders Work Session

Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. 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 of the identified weaknesses.

Positive Community Comments about the Hutchinson Fire Department (verbatim, in no particular order)

- I have never had a negative interaction with an HFD firefighter. Always have great attitudes and that is appreciated!
- I think HFD's greatest strength is its personnel (related to above).
- Response time has always been great when I have needed them.





- In all my encounters with them they are respectful and well dressed.
- Community interaction – parades – open house.
- My wife and I took our grandson who like fire fighters and fire trucks to several different stations – all were friendly and happy to show equipment to youngsters.
- Good group of people!
- Dependable.
- Quick response.
- Hard workers.
- Nice people!
- Great community rapport via events.
- As far as I am aware we have excellent response statistics.
- Viewed very positively by public (firefighters).
- Fire response.
- Emergency response.
- Wildfire last years. Job well done.
- It seems that the training is very good.
- The firefighters look and act very professionally.
- Firefighters have a positive attitude.
- Good response time.
- Have had very positive interactions with fire personnel in non-emergency situations.
- Department seems very organized.
- They are calm under pressure (or seem to be).
- They are caring.
- The facilities are neat and clean.
- Department has a solid reputation in the community.
- Willingness to give tours / field trip opportunities to groups and individuals.
- Love seeing the personnel doing laps each morning.
- Professionalism of office staff.
- Fire suppression.
- Responsiveness.





- Manpower/employees.
- Equipment.
- Seeing community input for planning process.
- Community engagement ex. mentoring day at high school.
- Work on wildfires in March 2017.
- Quick response – positive.
- Seen in the community – positive.
- Caring in the home – positive.
- Very responsive.
- High caliber personnel.
- Good equipment.
- Adequate locations.
- Desire to plan for the future.
- Response time and control of fire very good.
- Information from fire chief good.
- They do a good job of helping people in need.
- The men and women do good work.
- They are good at what they do.
- Well-trained.
- The few times I have been in contact with the department, the officers have always been professional and courteous.
- Seems the current layout of facilities are such that the response times are maximized.
- Strong cohesive team – have each other’s back.
- Great leadership.
- Professional, competent, caring members.
- Visible in the community in a positive way.
- Always willing to help out someone in need.
- Morale is up.
- New stations.
- Partnership with HCC Fire Science.





- Training facilities.
- New fire stations.
- We have a wonderful fire department.
- I have had them assist in fire around our house, they were great! (we live in Sand Hills).
- Very prepared.
- Well organized and run department.
- Great response times.
- Dependable, especially in times of crisis (spring wildfires).
- Staff are friendly / trustworthy / knowledgeable.
- Great community partners, (school demonstrations, public trainings.)
- The men and women whom work for the department are of the highest quality and very professional.
- The Chief has made himself visible in the community by being involved in civic organizations.
- Their response to recent fire was outstanding. They offered support and guidance as a property owner on how to wrap up the situation and how to handle displaced people.
- Our fire department is very important. Their expertise and organization of handling the stressful situations is very comforting.
- Their response time is very important as well. A person's life may depend on urgency. Having them available immediately is necessary.
- Good job in town.
- As I understand the measures – meeting or exceeding.
- I like the new direction the department is taking.
- Well respected organization.
- Personnel that care about doing good work.
- Good leadership that cares for the community and staff.
- Great training programs.
- Community involvement and feedback always accepted.
- Knowing some of the firefighters, I feel safe.
- Education and commitment.
- Image trucks/uniforms/communication.
- Professionalism.





- Dedication to the City of Hutchinson.
- Community service and involvement.
- Responsiveness to emergencies and to the public needs.
- Great to have a full-time professional fire service.
- I have had fire situations in our neighborhood and have been impressed with the response time and professionalism.
- Equipment appears to be well maintained.
- Staff attends public events.
- First response has been very good.
- You have great training facility make sure it is being used.
- Professionalism of the department.
- Quality training.
- Timely response.
- Friendly staff.
- Good public image.
- Wildfire response and outcome was impressive and appreciated.
- Equipment and general representation of crew is very professional.
- New leadership seems well respected and appreciated.
- Well respected firefighters.
- Great administrative staff.
- Great reputation in the community.
- During grass fires of last year when everything was in in crisis mode I thought the organization was great. Fires everywhere loss of houses and I thought response was great we could have lost a lot more than we did a huge effort.
- Community connections top notch.
- Professionalism of entire HFD.
- Recruiting – visibly an excellent career path.
- Industrial site visits and partnering.
- If a rescue service is called the fire department will be there first.
- The department is serious about community input.
- We have good facilities and equipment.





- Excellent relationship with HCC.
- Excellent training facility.
- New leadership.
- Dedicated employees/professional firefighters/professional organization.
- Transparent.
- Community oriented (back to school drive/food drive).
- Forward thinking (cancer initiative).
- The department works extremely well with the Hutchinson Public Schools maintenance staff.
- Great resource and support of USD 308.
- The department has a positive relationship with the local police department and sheriff department.
- Excellent job handling wild fires this past year!
- Overall positive impression of local fire department.
- Only great feedback on EMS response.
- Limited interaction with the fire department, but very positive.
- Good equipment.
- Well trained employees.
- I have had several interactions with firefighters out in the community and I have only had positive experiences.
- Very good leadership.
- Improved work with stakeholders.
- Good PR work in the community.
- Good EMS response.
- Dedicated employees.
- Professionals.
- Mission driven.
- Responsive.
- Approachable.
- New found positive attitude and desire to get better. New chief has already made huge strides.
- Quality employees who thoroughly understand their duties.





- I like that Chief Beers is not afraid to make changes.
- The staff members I know are much happier in their jobs.
- Social media presence is great.
- Good people serving the community.
- Professional and knowledgeable.
- Willing to work with third parties for training / table tops.
- Very courteous, even in the event of a false alarm.
- Many of the fire crew have been around long enough to know where to go in our facility.
- Great response time.
- More training for wild fires.
- Works well w/other agencies.
- More help w/planning for disasters / fire prevention in home / business.
- Always present at community events.
- The fire department has a positive perception in the community. Good PR.
- Hard working.
- Positive interactions.
- Well-trained.
- Well-funded.
- Good communication during spring wild fires last year.
- People! – great personnel throughout the department.
- Great programs educating our school-aged children.
- Everyone seems positive.
- Know how to put out a house fire.
- Represent Reno County in a positive light.
- This strategic planning is recognition that planning is a good thing and willing to do so.
- Community support.
- I feel they have a great relationship with law enforcement.
- Awareness in the community and the public.
- Preventive reviews of businesses. Visit to businesses so fire department knows what they are dealing with.







Other Thoughts and Comments

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

Other Community Comments about the Hutchinson Fire Department (verbatim, in no particular order)

- I really don't feel like I know enough about HFD's demands and resources to make recommendations about how to improve.
- Fortunately, I have never needed fire response but have had them respond numerous times at my work for EMS related issues.
- Need more community forums encouraging open, constructive communication between businesses, public, and fire department.
- Our department is in good condition I believe. Not familiar though with the interior works of the department. Think it would help for more public notification of what is being done.
- I personally know a lot of the firefighters and feel they represent our community very well.
- I don't have any negative thing to say about the department. Just wish the City would find a way to hire contractors from the community to service the fire stations. Doesn't look like they support the community when they go outside the community.
- Appreciate the opportunity to give input and feedback.
- Merry Christmas – Be safe!!
- Overall, I believe HFD is very responsive and good work with!
- I personally appreciate the great work all firefighters did in the 2017 wildfires.
- I've lived in Hutch five years and have not heard any complaints i.e.: fire department.
- Hutchinson Fire appears to have a great reputation in our community. This exercise indicates a desire to continue to seek input, evaluate services and improve and strengthen programs. Very much appreciated.
- Who is responsible to notify building owner when fire reported (called in)? Was never notified by anyone family member called me.
- I believe they are the very best we could possibly have. Thank you.
- Love the HFD! They are the best.
- I feel having a program such as this is a huge step in public awareness and building partnership with business and organizations in the community. Collaboration is a fundamental activity in making any organization grow.
- Thank you for doing this.





- Overall, I am a fan of our department in their daily duties.
- As a business owner, I feel a sense of strain in our relationship that I believe could be better.
- Overall – proud of the department!
- Thanks to the Hutchinson Fire Dept. They have responded to several fires that I have been involved with and they are professional and make the situation not seem as bad as it is.
- Thank you for wanting to improve.
- Thank you for allowing our input.
- We had a fire in 14. It was life changing. I could not have had a better experience. – Thanks.
- Hutch has a great fire service.
- In all interactions w/the HFD I have found them to be positive and professional.
- I feel the chaplain program for Reno County is understaffed and historically under supported. A quality proactive chaplainry can be huge support factor for family, inter-department relations, mental health, esp. for those at risk of addictions and/or PTSD.
- I have nothing really negative to share! But I have had so little interaction w/HFD personnel from a professional perspective.
- Thank you for your service tom our community and for risking your life to protect ours.
- I'm concerned with our city and county in general, though the fire department does not seem to be the problem.
- Seems the fire team members should be more visible in the community, even without a fire truck.
- I am new to the community. I have no concerns right now nor any strengths that I know of – Thanks!
- Overall, pleased with the fire dept. tough to have much of an opinion if you have had to use the service.
- This is a great process! I commend the chief for wanting to continuously improve his department.
- Keep moving forward!

Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization's approach to community-driven strategic planning, with focus on the agency's Mission, Values, Core Programs and Support Services, as well as the organization's perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions





involved participation by the broad organization representation in attendance, as named and pictured below.

Hutchinson Fire Department Internal Stakeholders					
Rex Albright Battalion Chief	Todd Arheart Firefighter	Ian Arndt Firefighter	Steve Beer Fire Chief	Dalton Black Firefighter	
Andy Brand Firefighter	Matt Brooks Firefighter	Spencer Brown Firefighter	Michael Cain Fire Inspector	Danny Chambers Captain	
Jake Daily Firefighter	Garrett Ediger Firefighter	Bryan Goble Firefighter	Doug Hanen Deputy Fire Chief	Jason Hawks Captain	
Breck Heller Captain	Greg Henke Captain	William Lang Battalion Chief	Greg Lanker Captain	Chris Ledbetter Training Officer	
Jesse Martin Training Chief	Mike McCandless Captain	Jeff Miller Captain	Trey Molzahn Firefighter	Troy Mueller Captain	
Craig Rothe Captain	Daniel Smith Firefighter	Michael Sooter Firefighter	Jeff St. Clair Firefighter	Wes Stewart Captain	
Jeremy Unruh Battalion Chief	Aaron Walton Captain	RC Watson Captain	Patrick Weathers Captain	Cody Young Firefighter	Matt Young Firefighter



Agency Internal Stakeholders

Mission

The purpose of the mission is to answer the questions:





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

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

The Hutchinson Fire Department serves our community through dedication, professionalism, and education; reflecting our passion to protect and put service above all else.

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 and agreed upon by the entire group:

Teamwork

Commitment

Trust

The Mission and Values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the Hutchinson Fire Department are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.



Internal Stakeholders Work Session





Programs and Services

The agency's internal stakeholders identified the following core programs provided to the community, as well as many of the services that enable the organization to deliver those programs:

Core Programs of the Hutchinson Fire Department

- Fire Suppression
- Emergency Medical Services
- Rescue – Basic and Technical
- Wildland Fire Services
- Domestic Preparedness Planning and Response
- Hazardous Materials Mitigation
- Community Risk Reduction
- Public Fire and Life Safety Education
- Fire Investigation

Supporting Services of the Hutchinson Fire Department

- Training
- Law Enforcement
- Administrative Support
- Human Resources
- GIS
- Information Technology
- Public Works
- Red Cross
- KDOT
- Emergency Communications
- State Fire Marshal's Office
- Salvation Army
- IAFC
- IAFF Local 179
- Chamber of Commerce
- State Associations
- Vendors
- Utility Purveyors
- Civic Organizations
- Governance
- NFPA
- CPSE
- Federal Agencies
- Industrial Partners
- Reno County
- Emergency Management
- Regional HazMat Team
- County Fire Districts
- HCC
- State Fair
- Kansas Forestry Service
- Health Department
- Task Force 5
- Hutchinson Regional Medical
- National Weather Service
- Reno County EMS
- Finance
- Community Development
- City Inspectors

S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an organization candidly identify its positive and less-than-desirable attributes. Internal stakeholders participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats.

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, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.





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

Strengths of the Hutchinson Fire Department

- Chain of command/discipline/incident command
- New leadership
- New focus on training (outside)
- Facilities
- Interagency communication
- Better attitude towards training
 - Receptive to newer tactics/gear
 - Employee input on equipment/policies
- Members
- Response times
- Forward thinking
- Task Force 5
- Rescue team
- Specialty team training day
- Fire suppression – structural/wildland
- Relationship with the Kansas Forestry Service
- Increase in EMT skill use – change in policies
- Labor/management relations
- Part of regional responses
- Participation in the county task force
- Officer development
- Average age of the department – younger department more acceptable of change
- Relationship with volunteer departments / agencies
- Credit cards – trust in department spending
- Communication - internal
- A want to learn and improve
- Knowledge and experience
- Community backing us
- Newer equipment / hydrant bag / apparatus
- Retiree involvement
- Professionalism / appearance / bedside manner
- Department communication
- Increased use of technology
- Captain's Day
- New traditions, i.e. pinnings
- New programs –
 - Cancer Initiative
 - Clothing committee
 - Truck committee
 - Chaplain program
 - Keep the Wreath Green
 - Toy Drive/School supplies/Food Drive
 - Explorer Program
 - Peer support Program
 - HCC Internship
 - After the Fire
 - High school Career Day
 - Job Fair
- Truck company ops
- Recruit Academy
- HCC relationship
- Transparency
- Member's pride and ownership / encouragement of new ideas
- Increased trust in captains – do what's right
- Public visibility
- On scene practices – hoods/wipes
- Community involvement
- Dedication
- Internally, similar goals and values
- Camaraderie
- Fitness opportunity





Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the internal stakeholders as weaknesses:

Weaknesses of the Hutchinson Fire Department

- Lack of experience
- Scope – jack of all trades
- Organizing multi-company training
- Training – State EMT process changes – chance of missing things. EMT recertification process – medic continuing education
- Complete access to Firehouse/iPad (ability to enter inventory)
- Officer development
- Lack of mechanics
- Manpower
- MOODLE
- Attitude – negative
- Wildland firefighting tactics – training / experience
- Overall physical fitness
- Specialty team training
- Communication – internal between the crews
- Not up-to-date the industry best practices
- Council understanding fire department needs
- Different viewpoints
- Turnover
- Knowledge – guys with experience
- Young department
- Technology (IT) – still moving companies around a lot for things that can be done online
- Pre-planning
- Inspections – businesses coming and going/contact information
- Cancer prevention
- Relief driver program
- Professional development (in and outside)
- Dispatch – process gaps impacting response
- Behavioral health
- Inventory process/documentation
- Lack of admin/staff aides
- Lack of buy in
- Change in culture/generational challenges
- Apparatus maintenance
- Slow WIFI
- Exhaust system
- No dedicated IT person





Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The internal stakeholders identified the following potential opportunities:

Opportunities for the Hutchinson Fire Department

- Increase public awareness – more venues, inner dedicated personnel
- External training
- Incorporate new technology
- Grant funding and donations
- Recruitment
- Different ways to purchase capital improvement
- Outside training – easier for us to go – NFA
- HCC – teach real world firefighting – i.e. ladders
- Fire Wise communities
- Smoke detectors in our community
- More Pub Ed / get out and spend time with public
- Consolidation
- Better ISO score
- Social media
- Internship program
- 2018 budget format
- Ride along
- Develop Hutchinson hands on training (HOT)
- Increased interdepartmental cooperation – COH and other agencies
- Community outreach
- Identify local assets
- Employee perks/benefits
- EMS scope of practice – skill expansion
- Wildland firefighting / deployments/officer development/revenue
- HCC – continuing education
- Develop training grounds
- Training with other fire districts
- Family assistance in times of needed – internal
- Regional fire training
- Hosting outside instructors
- Accreditation
- Improvement of quality of life – physical and mental
- Continued participation in task force
- Better relationship with city management





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 internal stakeholders were as follows:

Potential Threats to the Hutchinson Fire Department

- Recruitment – lack of qualified applicants
- Budget – reduction of funding for services/programs
- Age and condition of dilapidated buildings throughout the city
- Local economic downturn
- Decrease in tax base
- Wildland Urban Interface – growth
- Dispatch inconsistencies
- Lack of support from city management and the overall relationship
- Change in society – i.e. domestic terrorism
- Drugs
- Volunteers struggling to cover calls
- Public deterioration of health
- Loss of benefits
- Perception of us – we are not cops
- Health epidemic/pandemic
- Mass shootings/terror events
- Large vacant buildings
- State Fair – brings a lot here - influx
- Critical incident stress
- Cancer
- Change in city leadership – loss of department support
- Loss of other agency support, i.e. EMS, volunteer departments
- Aging population – increased call volume
- Changing fire environment
- Building practices/materials
- Loss of community support
- Physical violence against firefighters
- Outside fire departments – losing retention
- Retirement – state level system
- Lack of community involvement
- Changes – EMS legislation
- Environmental – natural disasters
- More people carrying weapons/firearms
- Hoarders
- Lawsuits/litigation
- Unfunded mandates
- Incorrect communications
- Mission creep
- Aging infrastructure





Critical Issues and Service Gaps

Following the identification and review of the agency's SWOT, two separate groups of internal stakeholders met to identify themes as primary critical issues and service gaps.

Critical and Service Gap Issues Identified by the Internal Workgroups	
Group 1	Group 2
<ul style="list-style-type: none"> - Recruitment/Retention <ul style="list-style-type: none"> o Lack of qualified applicants o Competition o Staffing o Pay and benefits o Generational change o Off-duty involvement (family) o Professionalism o Personal buy in o Attitude 	<ul style="list-style-type: none"> - Recruitment/Retention <ul style="list-style-type: none"> o Wages/benefits o Qualified recruits o Developing applicants o Advertising o Perception of HFD o Partnerships o Relief Driver Program o Promotional opportunities
<ul style="list-style-type: none"> - Training <ul style="list-style-type: none"> o Staffing o Budget o Time/mission creep o Buy in o Knowledge o Relief driver training o Community risk assessment/prioritization 	<ul style="list-style-type: none"> - Training <ul style="list-style-type: none"> o Specialty teams o Online o Grounds/props/facilities o Recruit academy o Officer development o Infrastructure/funding o Operations o Partnerships – EMS, HCC, HPD, etc. o Career path Management o EMT/EMS o External Techniques o In-house crew training o Wildland
<ul style="list-style-type: none"> - Officer/Professional Development <ul style="list-style-type: none"> o Lack of organized programs o Takes time o Foreign o Lack of knowledge and experience o Drive/motivation o Supply and demand 	<ul style="list-style-type: none"> - Specialty Training <ul style="list-style-type: none"> o Common ground/operate at the same level o Organization o Not on the same page o Scheduling o HazMat three-person station problem o Certification opportunities o Finance o Covering for training time





Critical and Service Gap Issues Identified by the Internal Workgroups (continued)	
Group 1	Group 2
<ul style="list-style-type: none"> - Information Technology <ul style="list-style-type: none"> o Wi-Fi (speed) o Lack of hardware/equipment o Staffing o Budget o Linking stations o Callback systems o Training/education o Buy in to change 	<ul style="list-style-type: none"> - Information Technology <ul style="list-style-type: none"> o Lack of timely updating o Not aware of department needs o Slow Wi-Fi/intermittent o Sharing information of requests/communication o Work on being proactive, not reactive o Keeping equipment up-to-date - Technology <ul style="list-style-type: none"> o New technology o Keep updated o Find better way to deliver information about the new technology o Is there too much? Simplify o Too restrictive – permissions o Duplication of effort
<ul style="list-style-type: none"> - Public Education/Communication/Outreach <ul style="list-style-type: none"> o Medium use o Involvement o Consistency of message o Lack of staffing o Community interest o Technology o Education 	<ul style="list-style-type: none"> - Public Relations/Brand Recognition <ul style="list-style-type: none"> o Organizational relations o Understanding our needs/impacts of change o Public awareness development – services we provide o Increasing relationships with other departments o Communicating with public – safe place o Fire risk awareness o Community outreach
<ul style="list-style-type: none"> - Firefighter Health and Safety <ul style="list-style-type: none"> o Fitness/wellness o Development of programs o Funding o Education o Buy in/change in culture o Facilities/equipment o Accountability o Retirement quality of life o Communication o Member involvement/Chaplain peer support o External threats (firearms, drugs, HazMat) 	<ul style="list-style-type: none"> - Health and Safety <ul style="list-style-type: none"> o Cancer o Gear o Fitness – physical/mental o Medical surveillance – proper o Support services o Good, safe training techniques o Following guidelines/developing o External assets to help us
Critical and Service Gap Issues Identified by the Internal Workgroups (continued)	
Group 1	Group 2





<ul style="list-style-type: none"> - Accreditation <ul style="list-style-type: none"> o Strategic Plan o CRA/SOC o Self-Assessment 	<ul style="list-style-type: none"> - Apparatus Maintenance <ul style="list-style-type: none"> o Timely repair o Fixing the first time o Identification of warranty repairs o Better tracking o Non-certified mechanics o Lack of communication o Lack of facility
<ul style="list-style-type: none"> - Building Inspections <ul style="list-style-type: none"> o Lack of consistency o Lack of training o Educate occupants o Lack of personnel o Current business list o Communication o Enforcement 	<ul style="list-style-type: none"> - Inspection/Urban Blight <ul style="list-style-type: none"> o Aging buildings o Sprinkler systems o Codes o Vacant buildings o Pre-planning o Hoarders o New versus old construction o Renovations o Inspection training – officer development o Staffing – number of people able to do the job o Consistency o enforcement
<ul style="list-style-type: none"> - Wildland <ul style="list-style-type: none"> o Education of hazards o Urban sprawl o Budget/revenue o Mitigation o Training (Squad Boss) o Experience o Equipment o Recruitment o Professional development 	<ul style="list-style-type: none"> - Communication <ul style="list-style-type: none"> o Enhancing systems and processes o Fireground communications o Both internal and external o Education – how to communicate better o Equipment upgrades o Moodle
<ul style="list-style-type: none"> - Staffing <ul style="list-style-type: none"> o Mission creep o Documentation o Safety and efficiency o NFPA 1710 o Risk assessment o Budget/funding o ISO rating o Grant funding o Wages/incentives 	





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 the development of goals and objectives.

Hutchinson Fire Department Strategic Initiatives

- Retention and Recruitment
- Training
- IT/Technology
- Public Relations
- Firefighter Health and Safety
- Apparatus Maintenance
- Accreditation



Internal Stakeholders Work Session

Goals and Objectives

To continuously achieve the mission of the Hutchinson Fire Department, realistic goals and objectives with timelines for completion must be established to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community.

These should become a focus of Hutchinson Fire Department's efforts, as they will direct the organization to its desired future while having reduced the obstacles and distractions along the way. Leadership-established work groups 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 organization's leadership.

"Goals allow you to control the direction of change in your favor."

Brian Tracy,
Author





Goal 1	Develop a recruitment/retention program to maintain adequate staffing.	
Objective 1A	Identify new avenues to reach good quality candidates.	
Timeframe	2 years	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Build a closer relationship with HCC by being present at graduations, training with students at the tower, and inviting students to come to our fire stations. • Create business cards for personnel to carry and handout to potential candidates. • Advertise on our UTV at the state fair that we have career opportunities. • Send a recruiting team to job fairs around the state to spread the word about what HFD has to offer. • Spend more time going to schools and events. • Support the explorer and internship program that HFD has developed. • Reassess annually to explore new avenues. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1B	Put together a team to recruit personnel.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Find department members who are wanting to be on the team. • Contact HR and discuss what we want to do with this team. • Train the team in recruiting tactics. • Build/buy recruiting aids. • Reassess our team annually to determine our effectiveness. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1C	Encourage positive culture/buy in.	
Timeframe	2 years	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Make sure all HFD personnel are involved. • Put out motivational articles and positive updates. • Recognize members of HFD for accomplishments. • Focus on the positive things. • Educate our peers about what we are doing. • Start immediately. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 1D	Sell the department.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop ways to advertise. • Focus on developing our relationship with HCC, making sure the students know what HFD offers. • Pair up with HCC to do annual community service. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1E	Continually assess wages and benefits within our region.	
Timeframe	3 months, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Continue to receive and assess reports from the city about the wage comparison, to make sure we are staying at competitive rates. • Educate potential candidates about what our wage/benefit package offers. • Conduct this analysis every two years. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1F	Continually assess staffing levels.	
Timeframe	1 month, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Evaluate what we need to maintain safe and adequate staffing levels. • Project vacancies. • Determine our hiring number goal based on the staffing level results. • Continue to assess annually. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1G	Develop a system for new hire support.	
Timeframe	1year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Have a few members on HFD come into the recruit academy to let the new recruits know that they are great people to ask any questions and make them feel welcome, while also offering tips and suggestions. • Find resources such as living options within the community to offer the new recruits. • Assign someone to the recruits as a point of contact for them for anything they want to talk about, and to provide encouragement. • Measure success of our new program by gathering feedback. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Goal 2	Develop a comprehensive training program that facilitates a members' career path and professional development to provide the most effective services for our community.	
Objective 2A	Analyze existing training policy, programs, staffing, and training infrastructure to determine effectiveness.	
Timeframe	6 months, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Form a committee. • Determine if existing policies are adequate. • Determine if existing programs are adequate. • Determine appropriate level of staffing for Training Division. <ul style="list-style-type: none"> ◦ EMS Training Coordinator? • Does existing infrastructure suit our needs for training? • Present findings and recommendations to Fire Administration. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2B	Redevelop a Probationary Firefighter Program.	
Timeframe	1 year, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Form a subcommittee. • Identify key training skill sets for recruits and firefighters. • Reassess current skill sheets and identify improvement areas. • Coordinate recruit training through a single point of contact (Training Officer). • Utilize Engine/Truck Companies as Cadre to facilitate recruit hands-on. • Develop a Firefighter Task Book. • Report findings back to full group. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2C	Redevelop the Relief Driver Training criteria.	
Timeframe	1 year, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Form a subcommittee. • Review current program and identify program gaps. • Identify improvement areas. <ul style="list-style-type: none"> ◦ Take out cottonwood hills map. ◦ Remove CRV criteria. • Determine the appropriate timeline. <ul style="list-style-type: none"> ◦ When does RDT start? ◦ How long does RDT run? • Develop Relief Driver Task Book. • Report findings back to full group. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2D	Help members discern and develop their professional goals and growth.	
Timeframe	2 - 3 years, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create an advisory committee. • Determine various career paths. • Develop mentoring program and succession planning needs. (Objective?) 	





- Define eligibility timeline for Company Officer candidates?
- Review and finalize the Future Company Officer Certification Task Book.
- Review and finalize the Company Officer Task Book.
- Develop the Chief Officer Certification Task Book.
- Develop task books for Inspection and Training.

Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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Objective 2E Provide support and direction to members for specialty team training.

Timeframe	6 months, ongoing	Assigned to:
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- Critical Tasks**
- Work with specialty teams to determine program gaps.
 - Determine minimum certification levels and staffing for specialty teams.
 - Specialty teams to develop and present task books for their respective disciplines.
 - Develop a timeline of continuing education/training to maintain certification.

Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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Objective 2F Coordinate opportunities and funding for external training.

Timeframe	1 year, ongoing	Assigned to:
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- Critical Tasks**
- Establish a coordinator.
 - Either a committee or a single individual.
 - Maintain a database available to members.
 - Identify opportunities for funding and training.
 - Provide information to members.
 - Review online training goals and resources for relevance.
 - Develop partnerships with outside agencies.

Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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Objective 2G Establish and maintain a functionally current training infrastructure.

Timeframe	3 - 5 years, ongoing	Assigned to:
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- Critical Tasks**
- Create a standing committee in partnership with HCC.
 - Identify current and future training needs.
 - Identify resources to support training objectives.
 - Research funding opportunities to develop Training Center.
 - * STAR Bonds
 - * Grants
 - Construct and maintain relevant Training Facilities.

Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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Objective 2H Evaluate EMS training and responses to determine appropriate scope of practice.

Timeframe	6 months, ongoing	Assigned to:
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- Critical Tasks**
- Create a standing committee.
 - Crew coordinator?
 - Input from EMS?
 - Develop a monthly Quality Assurance (QA) review process for run reports.
 - Use QA to drive EMS training and documentation.

Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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Objective 2I	Enhance Wildland and Urban Interface training.	
Timeframe	4 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a committee, in partnership with Kansas Forest Service, to determine appropriate levels of certification for HFD wildland response and possible deployment levels. • Adopt NWCG 310-1 Qualifications Systems Guide. • Develop training objectives based off current and future capabilities. • Utilize IQS or current database to track member certifications and training. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2J	Evaluate the overall program and create a report of findings to identify gaps and areas needing improvement.	
Timeframe	1 year, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Committee meets annually in January. • Conduct a comprehensive evaluation of the overall program(s). • Submit findings and recommendations to fire administration. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2K	Evaluate and implement Blue Card Officer Development Program.	
Timeframe	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Evaluate costs and equipment to host program. • Conduct assessment of overall program and benefits to organization. • Implement Blue Card if feasible to exiting officers and acting members. • Submit finding to address future officer development. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Goal 3	Create a sustainable strategy to improve the use of technology in the Hutchinson Fire Department.	
Objective 3A	Identify current technology and available technology.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a diverse workgroup utilizing HFD personnel and COH resources. • Identify current technology within HFD. • Research available and attainable technologies. • Secure a subject matter expert in fire department technology – third-party advisor. • Contact accredited fire departments to ascertain their current use of technology. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3B	Conduct a needs analysis.	
Timeframe	1 – 2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Determine department IT wants for hardware/software. • Compare to current IT for hardware/software. • Analyze findings to determine needs for hardware/software. • Using the data from the previous analysis, conduct an analysis to determine need for a dedicated IT person utilizing current staff or creating new position. • Develop any needed job description that understands IT in emergency services. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3C	Provide a modern IT infrastructure that supports on-demand access to information.	
Timeframe	2 years	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Enhance and expand hardware/software infrastructure. • Enhance the network and internet/intranet connectivity. • Implement suggestions/progressive findings of workgroup. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3D	Provide training necessary to increase the fire department’s technological competency and productivity.	
Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop a training curriculum for new technology. • Select a diverse BETA test group to review training curriculum. • Develop means of delivering training curriculum. • Increase technical proficiency and expertise through hands-on training/continuing education. • Review and update IT policy, as necessary, to align with improved use of technology. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3E	Create an ongoing analysis to determine effectiveness of updates on fire department technology.	





Timeframe	1 – 2 months, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a survey, to determine the departments acceptance, effectiveness, reliability. • Create a forum to obtain feedback from internal stakeholders. • Reanalyze original analytics compared to updated technological performance. • Make any necessary adjustments. • Complete a report of findings and disseminate to administrative staff and COH IT staff. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



Internal Stakeholders Work Session





Goal 4	Develop public education and community outreach programs that provide a consistent message and pushes out timely information through a variety of platforms.	
Objective 4A	Identify what the department has in place now, and what it wants to do different.	
Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Expand on what the department has in place now, provide supplemental information when the department puts on events. Identify the core programs the department provide. Determine appropriate staffing level through delivery needs analysis. Determine what consistent message the department wants to give the public. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4B	Educate the community on how the department serves them.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Develop new educational programs. Train department personnel on how to educate the community in order to have consistency. Keep pamphlets accessible to hand out to the public. These pamphlets provide information about what services the department offers, and ways to make contact. Provide the public with yearly operational statistics. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4C	Maintain up-to-date social media presence.	
Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Establish a social media coordinator. Identify what platforms the department wants to be on. Determine personnel permissions for social media posts. Follow up with department posts. Post educational videos on what the public wants to know. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4D	Assess and evaluate our program and provide a report.	
Timeframe	Ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Determine process for collecting community stakeholder feedback. Assess and evaluate the feedback annually. Assess and evaluate the overall program to determine effectiveness. Provide the report of evaluation findings to appropriate division. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Goal 5	Develop a comprehensive and effective firefighter Health and Safety Program to equip Hutchinson firefighters to do their job, and lead a healthy and well balanced professional and private life.	
Objective 5A	Create a health and safety committee.	





Timeframe	1 – 2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create 3 sub-committees consisting of 3-5 members. <ul style="list-style-type: none"> ○ Physical Health/Wellness <ul style="list-style-type: none"> ▪ Fitness ▪ Nutrition ▪ Cancer ▪ Medical Surveillance ○ Behavioral Health <ul style="list-style-type: none"> ▪ Critical Incident Stress ▪ Chaplaincy/Spiritual Care ▪ Family Support ▪ Emotional Health ○ Safety <ul style="list-style-type: none"> ▪ External/Internal Threats ▪ Incident Safety • Appoint a chair/co-chairperson from each subcommittee to form the health and safety committee. • Establish rules for attendance, reporting, and participation. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5B	Identify the current health and safety programs within the department.	
Timeframe	18 months, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Utilize the Health and Safety committee, that may include external stakeholders. • Identify/review HFD’s current health and safety programs. • Research current industry best practices. • Compare findings to HFD’s current programs. • Recommend changes, if needed, to bring current programs in line with best practices. • Establish Training objectives. • Conduct training for our members. • Meet quarterly to evaluate the programs. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 5C	Develop a medical surveillance program which meets the current and future needs of our members.	
Timeframe	2 – 3 years	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Utilize the Physical Health/Wellness committee. • Identify HFD’s current practice. • Research current industry best practices. • Compare findings to HFD’s current programs. • Recommend changes, if needed, to bring current programs in line with best practices. • Establish training objectives. • Conduct training for our members. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5D	Develop a non-punitive annual skill/fitness program that ties in with basic firefighting skills.	
Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Utilize the Physical Health/Wellness committee. • Identify HFD’s current practices. • Research current industry practices. • Compare findings to HFD’s current programs. • Recommend changes, if needed, to bring current programs in line with best practices. • Establish Training objectives. • Conduct training for our members. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5E	Develop a comprehensive behavioral health program.	
Timeframe	3 years	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Utilize the Behavioral Health Committee. • Identify HFD’s current practices. • Research current industry practices. • Compare findings to HFD’s current programs. • Recommend changes, if needed, to bring current programs in line with best practices. • Establish Training objectives. • Conduct training for our members. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 5F	Develop an inhouse chaplaincy program.	
Timeframe	18 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Utilize the Behavioral Health Committee. • Identify HFD's current practices. • Research current industry practices. • Compare findings to HFD's current programs. • Recommend changes, if needed, to bring current programs in line with best practices. • Establish Training objectives. • Conduct training for our members. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5G	Develop a plan that addresses the current and future external health and safety threats to our firefighters.	
Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Utilize the Safety Committee. • Identify HFD's current practices. • Research current industry practices. • Compare findings to HFD's current programs. • Recommend changes, if needed, to bring current programs in line with best practices. • Establish Training objectives. • Conduct training for our members. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5H	Evaluate and expand the Cancer Initiative Program.	
Timeframe	2 - 5 years	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Utilize the Physical Health/Wellness committee. • Identify HFD's current practice. • Research current industry best practices. • Compare findings to HFD's current programs. • Recommend changes, if needed, to bring current programs in line with best practices. • Establish Training objectives. • Conduct training for our members. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Goal 6	Improve the fleet maintenance program, to provide transparency, accountability and quality.	
Objective 6A	Identify and analyze the current status of the fleet maintenance program.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a workgroup between HFD and Central Garage. • Compile an out of service history for each piece of equipment. <ul style="list-style-type: none"> ○ Duration out of service. ○ Compile list of duplicate repairs. ○ Cost of repair and maintenance. <ul style="list-style-type: none"> ▪ Include associated costs of down equipment. • Identify current transparency issues. <ul style="list-style-type: none"> ○ Internal ○ External • Identify current accountability issues. <ul style="list-style-type: none"> ○ Internal ○ External • Poll HFD personnel on limitations of the current fleet maintenance program. • Request poll from Central Garage on limitations of current fleet maintenance program. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6B	Determine the standard to determine maintenance quality.	
Timeframe	1-2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • EVT certified repairs for apparatus. <ul style="list-style-type: none"> ○ Identify program requirements. ○ Identify educational institution where program is administered. ○ Determine tuition and materials. ○ Determine manpower costs to cover. • Require equipment specific certifications. • Develop warranty tracking system. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6C	Identify the need for transparency in fleet maintenance records.	
Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Request history of repairs for fleet maintenance budget from previous three years. • Request itemized costs for each repair to reduce and/or identify duplication or unnecessary repairs. • Compare and contrast maintenance records from HFD and city fleet to determine need. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6D	Ensure timely repairs of all the department's fleet.	
Timeframe	8 months, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Ensure priority service for emergency vehicles. 	





- Develop a policy for on scene maintenance personnel i.e.: large grass fires, natural disasters, extended operations.
- Compile list of commonly used parts and keep surplus available.

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

Objective 6E Educate all personnel on the new maintenance records guidelines and procedures.

Timeframe 2 months, ongoing **Assigned to:**

- Critical Tasks**
- Develop training program for fleet maintenance records program
 - Hands on training groups
 - Evaluation of training results

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

Objective 6F Evaluate the guidelines and procedures to measure success of the program and report results.

Timeframe 6 months, ongoing **Assigned to:**

- Critical Tasks**
- Compare yearly costs of before and after implementation.
 - Evaluate and reinforce the program.
 - Poll department personnel on success/short comings of the program.
 - Request a poll from Central Garage on success /deficiency of the program.

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



Internal Stakeholders Work Session

Goal 7 Prepare for, pursue, achieve and maintain international accreditation.

Objective 7A Form committees as needed to pursue and maintain accreditation.

Timeframe 30 days **Assigned to:**

- Critical Tasks**
- Establish committee member criteria.
 - Determine the composition of the committee.
 - Develop and complete the selection process.





Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7B	Prepare a community-driven strategic plan.	
Timeframe	3 months and on-going	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns and strengths perceived about HFD. • Provide internal stakeholder work sessions to evaluate (and update if necessary) the mission, vision and values; determine internal strengths and weaknesses, external opportunities and threats; establish critical issues and service gaps, determine goals and objectives to achieve over five years. • Determine a work plan for the accomplishment of each goal and implement the plan. • Annually evaluate objectives accomplished with the plan. • Report annual plan progress to internal and external stakeholders. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7C	Conduct a community hazards and risk assessment, and publish a Community Risk and Standards of Cover document.	
Timeframe	6 – 12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Obtain instruction on hazard and risk assessment, and standards of cover preparation. • Perform community hazards and risk assessment. • Evaluate historical community emergency response performance and coverage. • Establish benchmark and baseline emergency response performance objectives. • Establish and publish Standards of Cover. • Maintain, and annually update the Standards of Cover document. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 7D	Conduct and document a self-assessment of the department utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual criteria.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Obtain instruction on writing a CFAI self-assessment manual. • Assign self-assessment manual category and criterion writing to the agency accreditation committee/team members as appropriate. • Review self-assessment and ensure all reference items are in order. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7E	Achieve agency accreditation by the CFAI.	
Timeframe	4 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Apply for “Candidate Agency” status with the CFAI. • Prepare for CFAI Peer Assessor Team visit. • Upload Strategic Plan, Standards of Cover, and Self-Assessment Categories and Criterion for review and comment by CFAI Peer Team. • Host CFAI Peer Team site visit for accreditation review. • Receive CFAI Peer Team recommendation to CFAI for Accredited status. • Receive vote during the CFAI hearings in favor of Accredited status. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7F	Maintain agency accreditation with the CFAI.	
Timeframe	Ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Submit required Annual Compliance Reports. • Attend CFAI “Dayroom Discussion” web-meetings for continued education. • Participate in the accreditation process by providing “peer assessors” for external agency review and identification of possible best practices. • Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies. • Submit Annual Compliance Reports as required by CFAI policies. • Establish succession development of internal accreditation team in preparation for next accreditation cycle. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Vision

On the final day of the process, the CPSE presented the agency with a vision of where the organization will be in the future, if the strategic plan is accomplished. This vision is intended as a target of excellence to strive toward, and provides a basis for its goals and objectives.

Hutchinson Fire Department's 2023 Vision

is to be widely known as a fire service agency that continues to serve our community through dedication, professionalism, and education, dedicated to our history and looking to the future.

Having realized our community's expectations, we will focus on enhancing our teamwork through the pursuit of greater quality training programs and opportunities that create department unity. Through the use of technology, we will become more efficient as a team, while being proactive toward better service delivery.

For us to live our commitment to Hutchinson and ourselves, we will invest in our greatest asset, our members, as we reach for better ways to recruit and retain the best of the best that show who we are and who we must be. We will also demonstrate this value by the pursuit of our health and safety initiatives, making sure that we remain fit and ready now and in the future. We commit to the people of Hutchinson that through the pursuit of excellence, we will drive toward becoming an internationally accredited department.

Dedicated to trust, we will better connect with those we serve through comprehensive public relations. Additionally, our apparatus maintenance initiative will prove us to be the good stewards of the public trust and support, of which we are entrusted.

Protecting and putting service above all else, we will always personify our passion for what we do as we hold each other accountable for fulfilling our mission, living our values, accomplishing our goals, and bringing this vision to reality.





Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor."³ 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

. . . successful strategic planning requires continuing review of actual accomplishments in comparison with the plan . . . periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked.⁴

To establish that the agency'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.

³ Collins Good to Great and the Social Sectors. Boulder, 2009

⁴ Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.





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

“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”

Good to Great and the Social Sectors
Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.⁵

⁵ Matthews (2005). *Strategic Planning and Management for Library Managers*





Glossary of Terms, Acronyms, and Initialisms

Accreditation	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.
CFAI	Commission on Fire Accreditation International
COH	City of Hutchinson
CPR	Cardiopulmonary Resuscitation
CPSE	Center for Public Safety Excellence
Customer(s)	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.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
Environment	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.
GIS	Geographic Information System
HazMat	Hazardous materials
HCC	Hutchinson Community College
HFD	Hutchinson Fire Department
HPD	Hutchinson Police Department
HR	Human Resources
IAFC	International Association of Fire Chiefs
IAFF	International Association of Firefighters
Input	A performance indication where the value of resources are used to produce an output.
ISO	Insurance Services Office
IT	Information technology
KDOT	Kansas Department of Transportation





Mission	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.
NFA	National Fire Academy
NFPA	National Fire Protection Association
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
Performance achievement. Measure	A specific measurable result for each goal and/or program that indicates
PR	Public relations
PTSD	Post-traumatic stress disorder
Stakeholder	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.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWOT	Strengths, Weaknesses, Opportunities and Threats.
USD 308	Hutchinson Public Schools
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.





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