

Derry Fire Department



Strategic Plan

2010

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Derry Fire Department Strategic Plan

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Derry Fire Department Strategic Plan

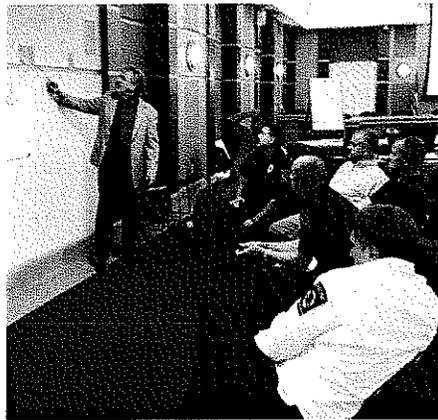
Executive Summary

The 2009 Strategic Plan of the Derry Fire Department represents a collaborative effort, over eighteen months, of many members of the department; representing all ranks, functions, and seniority levels. The purpose is to be a living document that sets strategic priorities, and acts as a blue print for future development of the Derry Fire Department. It is especially vital in these increasingly complex, fiscally, and emotionally challenging times.

Before setting strategic priorities, members of the Derry Fire Department had to first identify who we are; something that the department in 126 years of history had never done. Working collaboratively, members of the strategic planning committee developed vision and mission statements for the Derry Fire Department, and established core values for the organization.

Starting in January 2008, all members of the department have been trained on the values, mission, and vision of the Derry Fire Department including how to use these tools to enhance the day to day activities of the department. Such as developing a budget, billing for ambulance services, performing a life safety inspection of an apartment building, extinguishing a fire, responding to a natural disaster, or providing patient care.

Using the foundation established by the new vision, mission, and values, the strategic planning committee developed short and long term goals for the department. Each goal was assigned to a one, three, five, or ten year initiative based on the ability of the department to obtain statistically relevant data, to complete the goal, and the projected needs of the Town of Derry. Completion of many of these goals will require participation of much of the department, members of the community, and support of the Town Government.



Howard Cross and members of the Strategic Planning Committee working on time lines to achieve strategic goals.

In order to assist with the strategic planning process, the department hired a facilitator, Howard Cross. This was important since many department members had no or limited experience with strategic planning. Mr. Cross is a leadership instructor and consultant affiliated with the National Fire Academy, a division of the United States Fire Administration.

Once the goals were established, Strategic Planning Sub-Committees were established for each of the one, three, five, and ten year initiatives. These committees are meeting independently, working on a variety of projects, all to meet their respective assigned goals. The Strategic Planning committee expects to meet semi-annually to evaluate the progress of each initiative, and to update the goals and Strategic Plan as needed. Lastly, The Strategic Plan will serve as a reminder of the vision that has been created for the department's ideal future. The plan will also serve as a guide for the department to maintain its focus and gauge its success, all in an EPIC manner (**EPIC**: Excellence through Professionalism, Integrity, and Compassion).

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On behalf of the Derry Fire Department, I am honored to present the Department's Strategic Plan. This Plan was brought together through the hard work and dedication of 16 Fire Department members, each of whom willingly volunteered their time and energy to help develop a common vision for the Department. This Strategic Plan is intended to be used as a guide for the Department, as we collectively strive to meet the challenges ahead of us in the future.

Work on this Plan officially began in November 2007, when the Strategic Planning Team members initially came together with a facilitator to discuss strategic planning concepts. During our initial meetings, Team members agreed that for this Plan to be meaningful, it needed to be realistic, measurable and a Plan that all Department members as well as the Community could believe in and adopt.

Based on this the elements contained within this Plan are attainable goals that will assist the Fire Department in developing both short term as well as along term Goals. To lend credibility to this process, Strategic Planning Team members determined that the Plan needed to be based on our mission and our core values. Based on those values we developed a vision of our future.

As a result of stakeholder input, 10 Strategic Priorities were identified:

- Statistical Analysis & Integration
- Sustaining Department Programs
- Marketing our Department
- Preplanning our Community Target Hazards
- Department Staffing Model
- Employee Relations, Retention, & Recruitment
- Community Risk Reduction
- Department Station Location
- Department Response Times
- Department Training Facilities & Training Structure

Over the course of these next five to ten years, Fire Department members will strive to accomplish the Action Items that support each of these Strategic Priorities. In the end, the Department will be a stronger, more vibrant organization that is well connected with our community.

In closing, I want to thank all of the Strategic Planning Team members and our stakeholders for taking this Plan from concept to reality.

Sincerely,

A handwritten signature in cursive script that reads "George Klauber".

George Klauber,
Fire Chief

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Vision Statement

This organization shall strive to improve quality of life through innovative community risk reduction programs and effective delivery of emergency services as validated through accreditation and professional standards.

Mission Statement

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Core Values

Excellence through Professionalism,
Integrity, and Compassion.

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1 Year Strategic Initiatives

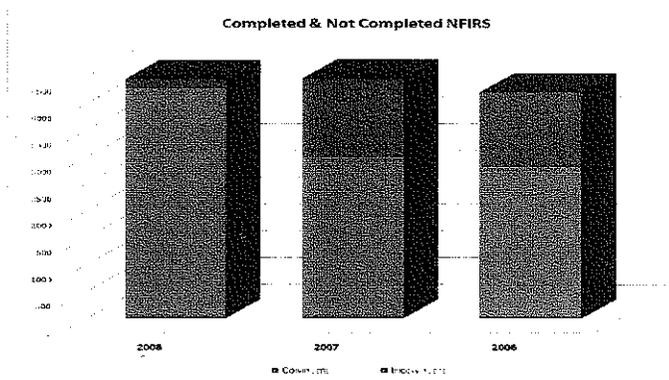


Derry Fire Department Strategic Plan

Strategic Goals and Objectives

Goal #1: Increase Data Collection and Quality

The goal of the Derry Fire Department is to provide the best, most professional, and compassionate level of services possible, by using accurate and timely information to ensure that current and future customer and department needs are being met.



Objective #1: A department committee will review the current records management system and recommend improvements in record keeping, data collection processes and procedures within six months of the adoption of this document. These process shall comply with data collection, storage, and analysis requirements of the United States Fire Administration, the Commission on Public Safety Excellence, the Commission on Accreditation of Ambulance Services, and the National Fire Protection Association.

Objective #2: The Committee will prioritize the data reporting needs for the department and make recommendations to the DFD Information Technology and Communications Bureau and the Data Manager within six months of the adoption of this document.

Objective #3: The department will provide training for all members in the use of hardware, software, data collection, reporting, and analysis tools within six months of the committees report; these tools are expected to be used as members develop programs and procedures that support current and future strategic goals. This training shall be included in subsequent DFD annual training

Objective #4: The DFD Information Technology and Communications Bureau and the Data Manager along with the department management team will, within one year, develop data integration strategies for future research efforts in fire prevention, emergency management, disaster preparedness, and health, injury prevention, and safety for the citizens and the department members.

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Derry Fire Department Strategic Plan

Strategic Goals and Objectives

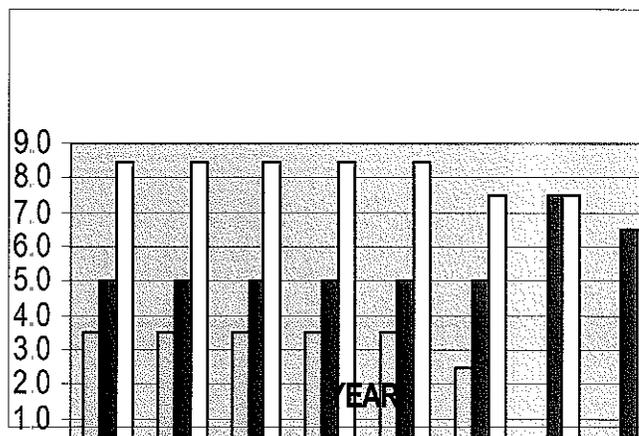
Goal #2: Data Analysis

The goal of the Derry fire department is to establish a system for the timely analysis of information collected from internal and external customer surveys, to ensure all current and future customer needs are being met, and any concerns are addressed and resolved in an *EPIC* manner.

Objective #1: With in three months of the adoption of this document, statistically relevant customer satisfaction surveys and associated data analysis tools shall be developed. Each survey shall be tailored to specific or general services offered, or future services to be offered, by the Derry Fire Department.

Objective #2: With in six months of the adoption of this document develop or obtain a digital records management system to allow for ease of access to, and ease of analysis of the different customer surveys.

Objective #3: With in six months of the adoption of this document begin educating members of our community and department on customer surveys so that statistically relevant data can be obtained.



Objective #4: With in one year of the adoption of this document develop and initiate procedures for the review of customer surveys; for the direct customer feedback that may result from an individual survey; and the modification of, or adopting of policies, procedures, and services that result from the information obtained in customer surveys.

Objective #5: Biannually, review the different surveys and feedback tools, and modify, stop, or initiate new surveys as appropriate.

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Derry Fire Department Strategic Plan

Strategic Goals and Objectives

Goal #3: Vision, Core Values, & Mission

Increase and maintain internal external awareness of our Vision, Core Values, and Mission and integrate these into our daily outlook, operations, and planning for the future.

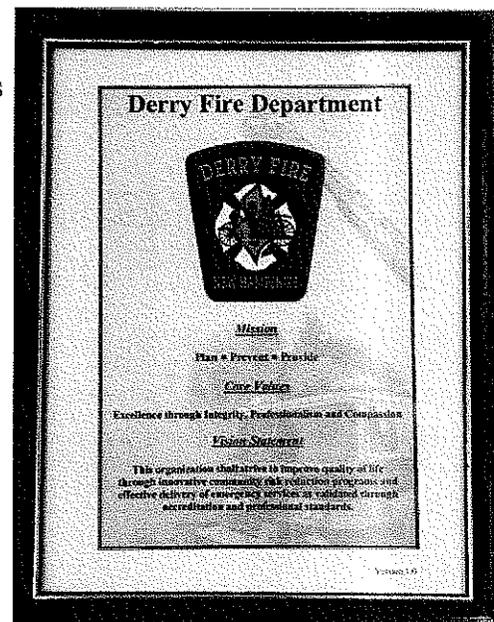
Objective #1: Within three months of the adoption of this document, post in a professional manner the Vision, Core Values, and Missions Statement in all stations, including signs at the entrances and offices of all Department facilities. Also include the Core Values and Mission in all internal and external communications.

Objective #2: Within six months of the adoption of this document educate the entire organization on our vision, core values, and mission through the use of direct training and by incorporating them into our daily operations, fire and injury prevention activities, and public education, as well as making them a part of personnel evaluations, and by making them a part of all surveys

Objective #3: Within one year of the adoption of this document, develop a process which publically acknowledges department and community members whose accomplishments and actions best represent the Vision, Core Values, and Mission of the Derry Fire Department.

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3 Year Strategic Initiatives



Derry Fire Department Strategic Plan

Goal #1: Increase Community Relations and Public Awareness

To provide ongoing public education and public relations programs on fire department operations, fire and injury prevention, disaster preparedness, and public health to the community with emphasis on the organization's vision, core values and mission.

Objective #1: With-in one year of the adoption of this document develop a comprehensive community relations program that markets the Derry Fire Department and its different divisions to the Town of Derry and surrounding towns.

Objective #2: With-in two years of the adoption of this document, the core values will be permanently lettered onto all department vehicles.

Objective #3: With-in two years of the adoption of this document, using information from the community surveys, the department will adopt and develop innovative and validated community risk reduction programs that can be distributed throughout the community. These programs will include heart-safe communities; fall prevention programs; fire prevention programs for multi-family dwellings; fire inspection, and fire and injury prevention programs in all schools; and other programs as deemed appropriate.

Objective #4: Research, develop, and adopt non-traditional methods to deliver community risk reduction and public relations programs including the use of website, web based education, pod-casts, and re-broadcasts of appropriate regular department training.

Objective #5: The department leadership will continuously foster an environment that supports individual department members who, on their own, develop community relations and community risk reduction programs that meet the core values, mission and vision of the Derry Fire Department.



Objective #6: Triennially, review effectiveness of, modify, or stop all community relations and community risk reduction programs and initiate new ones as needed.

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Derry Fire Department Strategic Plan

Strategic Goals and Objectives

Goal #2 Pre-Planning Community Hazards

The Derry fire department will perform a community risk hazard analysis and pre-plan 100% of the target hazards and critical infrastructure within the Community.

Objective #1: Within three months of the adoption of this document, the department will train all personnel to perform computer based pre-planning, diagramming and mapping.



Objective #2: Within one year of the adoption of this document, the department will develop effective procedures for conducting pre-plans, and integrating that information into emergency response, community preparedness, life-safety inspections, and department planning.

Objective #3: Within two years of the adoption of this document, the department will complete an accurate community risk hazard analysis that complies with the standards developed by the Commission for Public Safety Excellence.

Objective #4: Within three years of the adoption of this document, the department will have pre-planned 100% of the target hazards and critical infrastructure within the Community.

Goal #3: Develop an appropriate staffing model for service delivery.

Provide to and have the Town of Derry adopt a staffing model that allows the Derry Fire Department to accomplish its vision, core values and mission.

Objective #1: Within two years of the adoption of this document, the department shall complete a draft standard of coverage document. This document shall comply with the standards developed by the Commission for Public Safety Excellence, as well as fiscally responsible, and provide for adequate staff and line personnel. This standard of coverage will take into account all divisions of the department including Administration, Operations, EMS, Prevention, Maintenance, and Communications.

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Derry Fire Department Strategic Plan

Strategic Goals and Objectives

Goal #3: Develop an appropriate staffing model. (continued)

Objective #2: Within thirty months of the adoption of this document, the department using surveys, community and public relations, and community meetings will seek input into the standard of coverage, and community support for the final document.

Objective #3: Within three years of the adoption of this document, the department will implement a standard of coverage that has been approved by the Derry Town Council.

Goal #4: Maintain accreditation of Emergency Medical Services.

The Derry Fire Department will take the necessary steps to maintain accreditation of its Emergency Medical Services through the Commission of Accreditation of Ambulance Services (CAAS).

Objective #1: The department shall appoint a CAAS accreditation manager by March of 2010. The accreditation manager shall have full authority, granted by the Fire Chief, to take all steps needed to apply for re-accreditation.

Objective #2: The department shall complete, with 100% accuracy, the application for CAAS reaccreditation by March 15, 2011.

Objective #3: The department shall complete, with 100% accuracy, the CAAS reaccreditation process by June of 2011.



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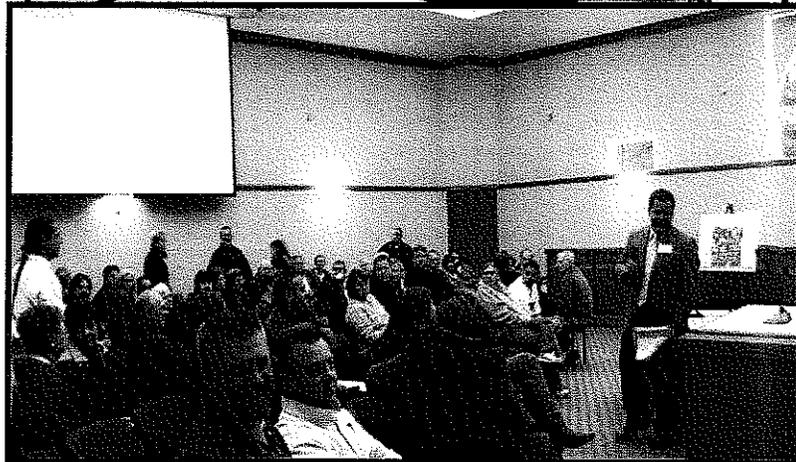
Derry Fire Department Strategic Plan

Strategic Goals and Objectives

Goal #5: Update the Strategic Plan.

Objective #1: Within thirty months of the publication of this document, the Strategic Planning Committee of the Derry Fire Department shall meet and take the necessary steps, to update and modify the strategic plan including public input as needed.

Objective #2: Triennially, the Strategic Planning Committee and the Fire Chief shall submit the updated strategic plan to the Derry Town Council for approval.



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5 Year Strategic Initiatives



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Strategic Goals and Objectives

Goal #1: Become accredited through the Commission for Public Safety Excellence (CPSE).

The Derry Fire Department, having completed a strategic plan, standard of coverage, and risk hazard analysis will take the additional steps to become an accredited fire department through the CPSE. Additionally, if these documents are completed ahead of schedule then this goal can proceed, at the discretion of the Fire Chief, within an earlier timetable.



Center for
Public Safety
Excellence

Objective #1: The department shall appoint a CPSE accreditation manager by March of 2011. The accreditation manager shall have full authority, granted by the Fire Chief, to take all steps necessary to apply for accreditation.

Objective #2: The department shall complete, with 100% accuracy, the application for CPSE accreditation by March 15, 2012.

Objective #3: The department shall complete, with 100% accuracy, the CPSE accreditation process by June of 2012.

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Derry Fire Department Strategic Plan

Strategic Goals and Objectives

Goal #2: Employee Relations

The goal of the Derry fire department is to help resolve issues that may adversely affect employee job performance and to improve and maintain positive morale.

Objective #1: Create an employee yearbook that recognizes employee and department accomplishments. This year book will be published annually starting in 2010, and can be “published” in a variety of or combination of formats such as printed, digital document, digital presentation, or video.



Objective #2: Starting in 2010, develop, update, and initiate a survey that annually evaluates the effectiveness of and helps determine the components of an effective the employee relations program.

Objective #3: Within one year of the adoption of this document, develop a new firefighter’s personnel evaluation tool that evaluates actual job performance, while fostering team development and individual growth; then train all firefighters, supervisor’s and Human Resources on the evaluation tool.

Objective #4: Within two years of the adoption of this document, initiate the new firefighter’s personnel evaluation tool as well as develop a new fire supervisors personnel evaluation tool that evaluates actual job performance, while fostering team development and individual growth; and then train all supervisor’s and Human Resources on the evaluation tool.

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Strategic Goals and Objectives

Goal #2: Employee Relations (continued)

Objective #5: Within three years of the adoption of this document, initiate the new supervisors personnel evaluation tool.

Objective #6: Within four years of the adoption of this document, develop and train employees on a comprehensive employee relations program that includes critical incident stress, financial and retirement planning, and an employee assistance program that will address the physical, emotional, financial, legal and spiritual concerns of an employee.



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Objective #7: Within five years of the adoption of this document, perform a comprehensive evaluation of the employee relations program that starts in 2015 and occurs every five years.



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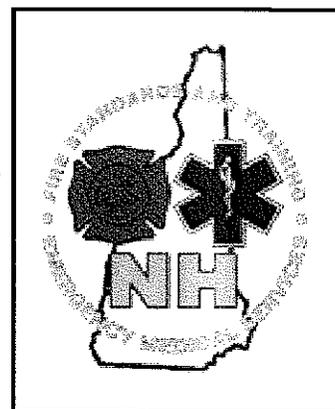
Strategic Goals and Objectives

Goal #3: Employee Recruitment

To recruit qualified firefighters, paramedics, and staff personnel from a large, motivated, educated, physically and emotionally fit, qualified pool of candidates; while increasing the opportunities for employment to residents of the Town of Derry.

Objective #1: Upon adoption of this document, the department will ensure that a department recruiter is represented at the annual New Hampshire Fire Standards and Training State Entrance Exam, job fairs, emergency services conferences and other state and regional venues that attract qualified candidates.

Objective #2: Within two years of the adoption of this document, develop a comprehensive, multi-media, recruitment packet that contains information that highlights the positive employment opportunities and the departments dedication to its vision, mission and core values.



Objective #3: Within two years of the adoption of this document, create a recruitment web page that provides potential candidates with all employment opportunity information. This will include, but not limited to; collective bargaining agreement, department and town demographics, as well as educational and advancement opportunities. The goal being to entice highly qualified and motivated candidates to consider employment.

Objective #4: With-in four years of the adoption of this document, review all job descriptions and modify, eliminate, or write new job descriptions so that these remain current to the actual staffing needs of the Derry Fire Department and represent the actual or expected work to be performed by department members.

Objective #5: Within five years of the adoption of this document, and reoccurring every five subsequent years, the department will evaluate the effectiveness and applicability of the employee recruitment program and update as needed, while paying particular attention that department offers equal opportunities to all with prejudice towards none.

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Strategic Goals and Objectives

Goal #4: Employee Retention

The goal of the Derry fire department is to help identify the causes of employee turnover, lateral transfers out of the department, early retirements, and the impact they have on the department.

Objective #1: Within one year of the adoption of this document, establish a mandatory employee cost tracking policy that identifies the actual accumulative costs associated with hiring, training, outfitting and educating a new employee.

Objective #2: Within one year of the adoption of this document, establish a mandatory employee exit interview policy that will help identify the factors that caused the departure of an employee. This interview shall be conducted by the Town of Derry Human Resources department.

Objective #3: Within three years of the adoption of this document, using the information obtained through department survey's, the employee relations program, and exit interviews, determine the factors that contribute to employee turnover and modify, eliminate, or adopt policies and procedures that reduce employee turnover.

Objective #4: Within four years of the adoption of this document, perform a comprehensive review of the department's current health, safety and fitness programs and determine those that should be modified, discontinued, and where new programs need to be initiated to reduce turnover caused by injury or illness to zero.

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Strategic Goals and Objectives

Goal #5: Community Risk Reduction

The Derry Fire Department will develop and implement a self sustaining value based all hazards community risk reduction program that integrates with the community relations programs.

Objective #1: Within one year, determine the type of emergencies that occur in the home that create risks of injury to the citizens of Derry.

Objective #2: Within two years, develop a list of individuals in Derry who may require assistance or special needs during an emergency.



Objective #3: Within three years, develop and deliver public safety programs that educate the at risk population about hazards in the home, fire safety, and injury prevention.

Objective #4: Within five years, evaluate the effectiveness of the Community Risk Reduction program in regards to compliance with the United States Fire Administrations objectives for reduction of injury and loss of life.



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10 Year Strategic Initiatives



Derry Fire Department Strategic Plan

Strategic Goals and Objectives

Goal #1: Regional Partnerships

The Derry Fire Department believes that regional partnerships are essential to providing effective, efficient, and fiscally responsible public safety services to the residents of Derry.

Objective #1: Upon adoption of this document the Derry Fire Department shall continuously investigate and foster regional partnerships that support the strategic goals and operations of the Derry Fire Department. The department will seek approval, as needed, for these partnerships from the Derry Town Council.



Objective #2: Every seven years the Derry Fire Department will perform a comprehensive review of all established regional partnerships, and will modify, discontinue or establish new regional partnerships as needed and approved.

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Strategic Goals and Objectives

Goal #2: Fire Station and Equipment Locations

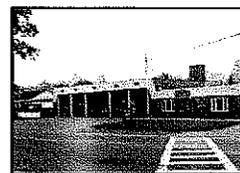
The goal of the Derry Fire Department is to determine the appropriate number of, locations of, and size of (regarding equipment and staffing needs) fire stations within the Town of Derry such that these meet the approved Standard of Coverage for the Town and the needs established in the Risk Hazard Analysis.

Objective #1: Within four years of the adoption of this document, determine the need to relocate staffing and equipment resources within current station locations, based on the information provided in the Standard of Coverage and Risk Hazard Analysis.

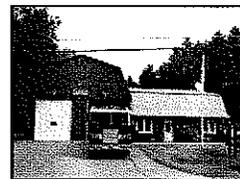


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Objective #2: Within five years of the adoption of this document, determine the best locations for the fire stations in Derry by reviewing: the most current Town Wide Master Plan, Regional Master Plans, GIS call location data, regional automatic and mutual aid agreements, Standard of Coverage, Risk Hazard Analysis, traffic patterns, third-party capital assessments of current stations, and locations of our current fire facilities. This process shall be repeated every five years.



Objective #3: Within six years of the adoption of this document, if needed, appoint a fire station construction committee who will be charged with locating and designing a fire station that meets all applicable NFPA standards, local and state codes, and is LEED certified.



Objective#4: Within ten years of the adoption of this document, construct if needed a new fire station. Construction will be based on the approval and fiscal needs of the Town of Derry.



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Strategic Goals and Objectives

Goal #3: Training Facilities

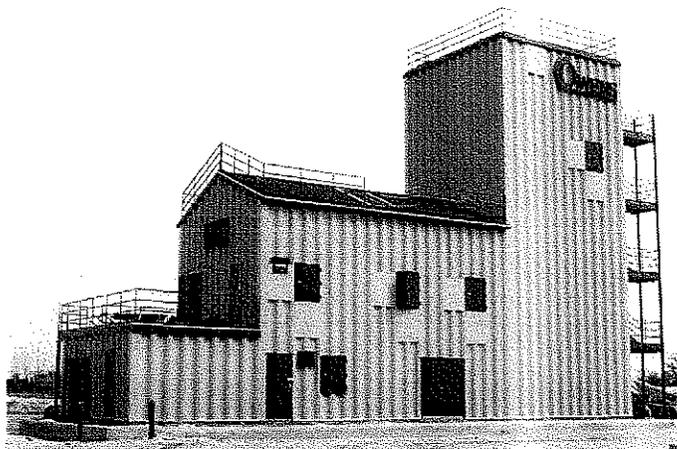
The Derry Fire Department will enter into partnerships with area departments to construct a training facility that will meet the future needs for firefighting and emergency response for emergency response departments in southeastern New Hampshire.

Objective#1: Determine the training needs for all regional departments.

Objective#2: Finalize partnerships and sustainability agreements within the next five years.

Objective#3: Determine and secure funding sources, including grants, within six years.

Objective#4: Establish possible locations for training facility within seven years.



Objective#5: Establish building committee to develop comprehensive building plan that meets all appropriate NFPA Standards and codes, within eight years.

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Derry Fire Department Strategic Plan

Strategic Plan Committee Members

Special Thanks to Mr. Howard Cross. Howard 's guidance was invaluable to our success.

George Klauber

Anthony Rossignol

Michael Gagnon

Denise Unkles

David Hoffman

Robert DeGroot

Jack Webb

William Gillis

Michael Doyle

Ed King

Scott Haggart

James Richardson

Brett Scholbe

Steve Auger

Charles Hemeon

Michael Garone

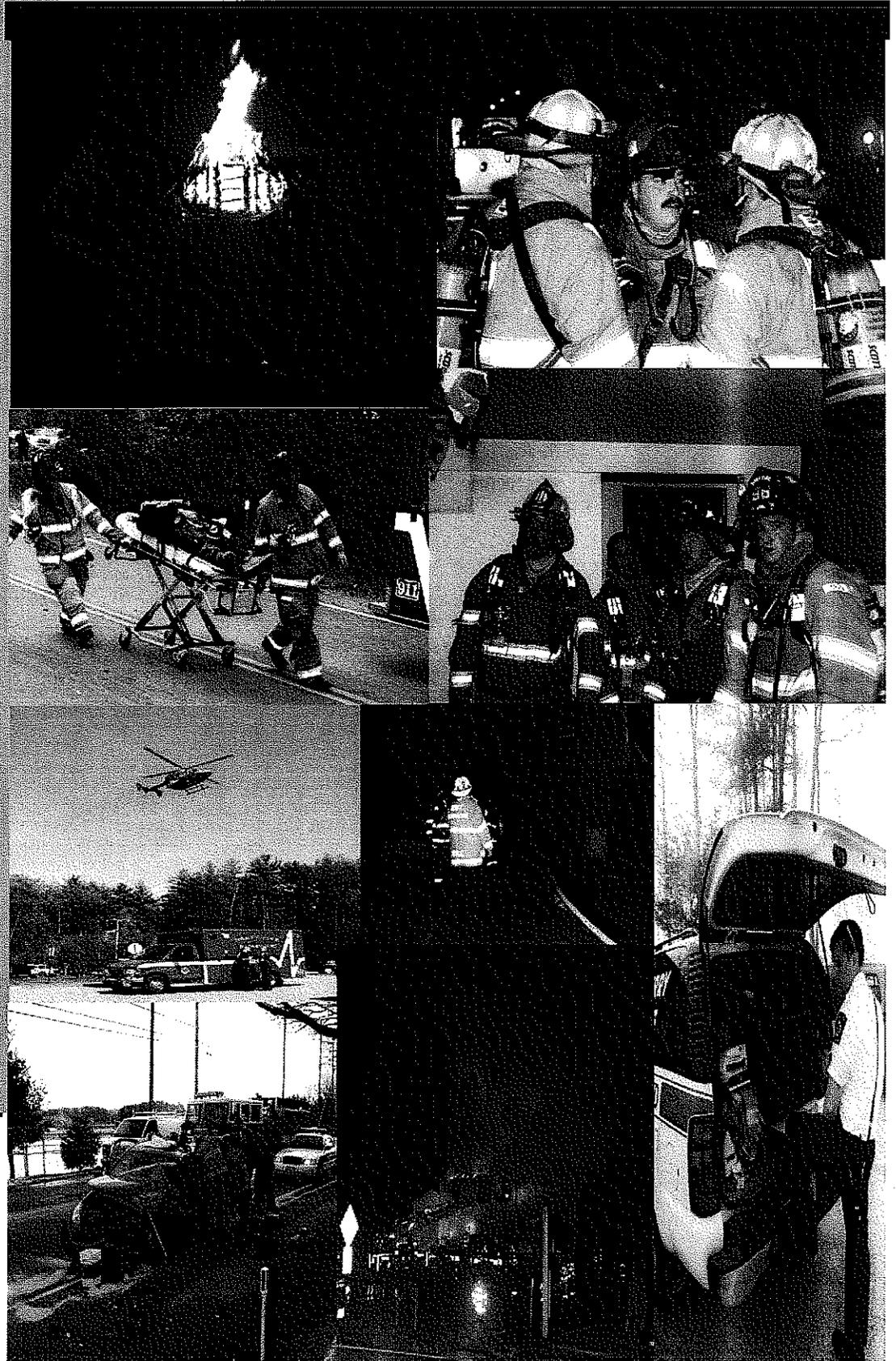
Todd Donovan

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**Derry Fire Department - Strategic Planning Committee
Action Plan Worksheet**

Priority Area:
Establish Department Priorities

Issue:
Need to list at least 3 organizational priorities and ensuing explanations for each. Each organizational priority will be considered by SPC Spokesman from each initiative team as well as Chief Klauber.

Desired Outcome:
A single focus of agency priorities which are obtainable and sustainable.

Action Steps	Agency/Person Responsible	Timeline	Resources	Cost					Completed
				Min.	<1K	1K-3K	3K-10K	>10K	
Open dialog with Initiative Leaders to prioritize initiatives. Begin discussions online through intranet Advertise discussions Promote discussions	Fire Chief	a. Open b. Open c. Open	DFD Intranet	✓					

**Derry Fire Department - Strategic Planning Committee
Action Plan Worksheet**

Action Steps	Agency/Person Responsible	Timeline	Resources	Cost					Completed
				Min.	<1K	1K-3K	3K-10K	>10K	
Obtain consensus from subcommittee Leaders of priority initiatives Majority consensus preferred Promote further discussion				✓					
Post Agency Priorities on Intranet				✓					

Derry Fire Department - Strategic Planning Committee

Priority Area:									
Statistical Analysis & Integration									
Issue:									
DFD has developed measures to collect data in many areas of its operation. However, these measures have developed silos of information in Red Alert and Image Trend. Data being entered lacks oversight and structure to ensure good and accurate reports can be generated.									
Desired Outcome:									
Develop a strategic plan in regards to data management by reviewing current data systems, work with department directors on data reporting needs, incorporate training at the provider level, review software needs and develop data integration strategies.									
Action Steps	Agency/Person Responsible	Timeline	Resources	Cost					Completed
				Min	<1K	1K-3K	3K-10K	>10K	
Identify Data Manager		Open		✓					✓
Review current data systems Red Alert Image Trend Work with Dept. Directors on reporting needs		6/1/08	Funding for on-going data management	Proposal submitted by T. Donovan to Lt. Scholbe and C. Hemeon. See proposal below					

Development of Derry Fire Informatics

Mission statement

Develop and operate the Derry Fire Informatics for the front end collection of data, advanced analysis, publication, distribution and promotion of information related to Derry's fire problems and the Emergency Medical Services delivery system. Develop and manage future research efforts in fire detection, prevention, suppression and fire fighter health, safety and effectiveness. Become a regional leader in Fire Department and Emergency Medical Services Informatics.

NFIRS Data

When reviewing frequency tables on selected NFIRS fields it is clear that Derry Fire has gaps in their end product. As the NFIRS Program Manager, Todd will perform the following:

1. Manage the NFIRS and other databases containing fire and hazardous materials information utilizing Red Alert software.
2. Analyze existing NFIRS collection practices, standardize the collection practices, and provide continued feedback on the collection process.
3. Provide educational material, classes, and updates for front line personnel on the collection of quality and standardized NFIRS data.
4. Develop and maintain a relationship with the vendor to help drive future updates. Actively pursue the components of Red Alert to utilize the product to its fullest.
5. Manage and develop the research to support Derry Fire Department's need for information as it relates to suppression activity, fire detection, research, and fire personnel health/safety.

Attend the NFIRS Program Manager class through the National Fire Academy (Accepted - July 20th). 40 hour project to be submitted will demonstrate NFIRS data quality at DFD will sharply improve (using frequency tables to show improvement).

NEMESIS Data

1. Manage Image Trend databases, develop logic for validity scoring, and continue to stream line front line operations of data collection.
2. Provide educational material, classes, and updates for front line personnel on the collection of quality and standardized NEMESIS data.
3. Actively pursue the components of Image Trend software to utilize the product to its fullest. Maintain the relationship with the vendor to help drive future updates and advances.
4. Manage and develop the research to support Derry Fire Department's need for information as it relates to Emergency Medical Services, DFD's medical director, evidence based/outcome based treatments, research, and fire personnel health/safety.
5. Maintain the relationship with the Bureau of EMS and TEMSIS to help drive innovation, research, and data quality.

**Derry Fire Department - Strategic Planning Committee
Action Plan Worksheet**

Sustaining Programs

Issue:
Many DFD programs are put on shelves lending to frustrated staff members as well as chief officers.

Desired Outcome:
Identify programs considered being offered. Establish accountability for each program by attaching it to a person. Develop the atmosphere and culture that encourages reinventing a program for newness and originality.

Action Steps	Agency/Person Responsible	Timeline	Resources	Cost					Completed
				Min	<1K	1K-3K	3K-10K	>10K	
Identify Programs & the individual responsible for it		Open		✓					
Survey staff members (discover what programs are important to DFD staff).		Open		✓					
Use survey data to drive new programs and to increase the vitality of old programs.				✓					

**Derry Fire Department - Strategic Planning Committee
Action Plan Worksheet**

Priority Area: Marketing

Issue: To provide an ongoing marketing campaign to the community utilizing all available resources with emphasis on the organizations vision, core values and mission.

Desired Outcome: Global awareness of our organizations vision, core values and mission

Action Steps	Agency/Person Responsible	Timeline	Resources	Cost					Completed
				Min	1K	1K-3K	3K-10K	>10K	
Website promoting vision, core values and mission		11/01/2008		✓					✓
Fire/EMS publication writing story about our process and progress in regards to strategic planning and full accreditation.		12/1/2010		✓					

**Derry Fire Department - Strategic Planning Committee
Action Plan Worksheet**

Priority Area: Marketing									
Issue: To provide an ongoing marketing campaign to the community utilizing all available resources with emphasis on the organizations vision, core values and mission.									
Desired Outcome: To make the citizenry and Businesses aware of our organizations vision, core values and mission.									
Action Steps	Agency/Person Responsible	Timeline	Resources	Costs					Completed
				Min	<1K	1K-3K	3K-10K	>10K	
Lettering all Fire Department vehicles with mission statement	Director of Mechanical	07/01/2010				✓			
Civic organization presentation	Office of the Battalion Chief	03/01/2010	Handouts	✓					
Cable access presentations	Office of the Battalion Chief	02/01/2010		✓					
Re-establish trading cards with vision, core values and mission	Office of the Battalion Chief	12/01/2009			✓				

**Derry Fire Department - Strategic Planning Committee
Action Plan Worksheet**

Priority Area: Marketing									
Issue: To provide an ongoing marketing campaign to the community utilizing all available resources with emphasis on the organizations vision, core values and mission.									
Desired Outcome: To make the entire organization aware of our vision, core values and mission.									
Action Steps	Agency/Person Responsible	Timeline	Resources	Cost					
				Min	<1K	1K-3K	3K-10K	>10K	Completed
Informational roll-out		01/31/2008		✓					✓
Framed signage in all stations indicating vision, core values and mission		06/01/2008		✓					✓
E-mail footer on all employees outgoing mail.		06/01/2008		✓					✓
All entrance and exit doors indicating core values		08/01/2009		✓					

**Derry Fire Department - Strategic Planning Committee
Action Plan Worksheet**

Priority Area: Marketing								
Issue: To provide an ongoing marketing campaign to the community utilizing all available resources with emphasis on the organizations vision, core values and mission.								
Desired Outcome: To acknowledge our actions which are consistent with our core values.								
Action Steps	Agency/ Person Responsible	Timeline	Resources	Cost				Completed
				Min	1K	1K-3K	3K-10K	
Internally and externally acknowledge those actions through all available media.		10/01/2009	Newspapers, cable access TV, websites,					

**Derry Fire Department - Strategic Planning Committee
Action Plan Worksheet**

Priority Area: Pre-Planning									
Issue: To pre-plan 100% of the target hazards within the community.									
Desired Outcome:									
Action Steps	Agency/ Person Responsible	Timeline	Resources	Cost					Completed
				Min	1K	1K-3K	3K-10K	>10K	
Establish criteria to identify target hazards.		08/01/2009							
Establish the process for conducting pre-plans.		12/01/2009							
Establish process for effective utilization of information.		04/01/2010							
Implement and train personnel with software and associated hardware.		06/01/2010	Red Alert support services, DFD IT						

**Derry Fire Department - Strategic Planning Committee
Action Plan Worksheet**

Priority Area: Staffing Model

Issue: To provide the organization with a staffing model to accomplish our vision, core values and mission.

Desired Outcome: Implementation of staffing model.

Action Steps	Agency/ Person Responsible	Timeline	Resources	Cost					Completed
				Min	<1K	1K-3K	3K-10K	>10K	
Develop a staffing model that allows for effective and efficient management of the organization.	Fire Chief	09/30/2009							
Garner support for the newly developed staffing model.	Fire Chief	11/01/2009							
Implement the newly developed and supported staffing model.	Fire Chief	03/01/2010							

**Derry Fire Department - Strategic Planning Committee
Action Plan Worksheet**

Priority Area: Employee Relations									
Issue: The Derry Fire Department should have a comprehensive program in place that addresses employee wellness and welfare.									
Desired Outcome: To develop an Employee Relations program for the Derry Fire Department which promotes wellness, welfare, recognition, innovation and productivity for Derry Fire employees. This program should restore individual health, productivity, improve efficiency and retain experienced employees.									
Action Steps	Agency/Person Responsible	Timeline	Resources	Cost					
				Min	<1K	1K-3K	3K-10K	>10K	Completed
Develop an Employee Relations program to help employees resolve issues that may adversely affect job performance.		07/01/2012			✓				
Develop a program that addresses physical, emotional, financial, legal and spiritual concerns at the request of the employee.		07/01/2012			✓				
Create an employee yearbook and recognition program for service.		07/01/2012			✓				
Create and periodically administer employee satisfaction surveys.		07/01/2012			✓				

**Derry Fire Department - Strategic Planning Committee
Action Plan Worksheet**

Priority Area: Community Risk Reduction

Identify groups of people or individual that may require assistance or special needs during emergency situations.

Issue 2:

Identify means of reducing the risk relative to the highest percentage of all response in Derry. Implement controls and measure effectiveness honestly and timely.

Desired Outcome:

To compile a dynamic list to include elderly, handicap, and special needs individuals within the community. The list can also identify reason of need, equipment required, barriers, access information, points of contact, and history.

Reduce the Highest levels of risks facing the residents of Derry through an effective and dynamic Risk Reduction Program.

Action Steps	Agency/Person Responsible	Timeline	Resources	Cost					Completed
				Min	<1K	1K-3K	3K-10K	>10K	
Develop List of at Risk Individuals within Derry	Director of EMS	6mo-1yr	Town list of individuals/ contact individuals thru mailers, phone, or ad- vertisement. Derry Pub- lic Health Director						
	Director of EMS	6mo-1yr	Identify list of prior users of Derry EMS service within Derry/ resources, services provided.						

**Derry Fire Department - Strategic Planning Committee
Action Plan Worksheet**

Action Steps	Agency/Person	Timeline	Resources	Min	<1K	1K-	3K-	>10K	
	Responsible					3K	10K		
	Assisted Living Facilities w/in Derry/ Bldg Mgr.s	1yr-2yrs	Gather list of residents and any special assistance requirements.	✓					
Identify the highest % of EMS risk incidents	Assigned personnel	6mo-18mo	Dept. Software	✓					
Identify the highest % of Responses within Derry	Assigned Personnel	6mo-18mo	NIFRS; PIA documentation	✓					
Identify communities of similar size, demographics, and risks.	Assigned personnel	24mo-36mo	NH State internet information; US Census information; Local Town web pages	✓					
	Assigned personnel	24-36mo	Communities using Strategic Planning or Risk Reduction Programs						

**Derry Fire Department - Strategic Planning Committee
Action Plan Worksheet**

Action Steps	Agency/Person	Timeline	Resources	Mln	<1K	1K-	3K-	>10K	Completed
	Responsible					3K	10K		
Establish Risk Reduction Program	Assigned Personnel	36-48 mo	Utilizing Timeline to for frequency of review, in order of determining program effectiveness.						
	Assigned personnel	72mo	Identify from review forms, NIFRS, Temsis, Image Trend, etc. to acknowledge changes to prior risks.						

**Derry Fire Department - Strategic Planning Committee
Action Plan Worksheet**

Priority Area: Employee Retention										
Issue: The Derry Fire Department should have a system in place to measure the impact of employee turnover and help identify reasons why employees leave our organization.										
Desired Outcome: Create a Program in which the Derry Fire Department can identify and control issues of high turnover through documentation.										
Action Steps	Agency/ Person	Timeline	Resources	Cost						Completed
	Responsible			Min	1K	<1K	1K-3K	3K-10K	>10K	
Establish a mandatory employee exit interview policy	Committee 5	07/01/2012		✓						
Establish a mandatory employee cost tracking policy	Committee 5	07/01/2012		✓						
Establish an annual employee satisfaction survey policy	Committee 5	07/01/2012		✓						

**Derry Fire Department - Strategic Planning Committee
Action Plan Worksheet**

Priority Area: Recruitment									
Issue: Difficulty in recruiting new employees with the desired skill sets									
Desired Outcome: Expand the pool from which the Derry Fire Department selects new employees									
Action Steps	Agency/Person	Timeline	Resources	Cost					Completed
	Responsible			Min	<1K	1K-3K	3K-10K	>10K	
Establish a comprehensive recruitment packet	Committee 5	07/01/2009				✓			
Create a recruitment web page	Committee 5	07/01/2009			✓				
Establish a program to help solicit new employees	Committee 5	07/01/2009		✓					

**Derry Fire Department - Strategic Planning Committee
Action Plan Worksheet**

Priority Area: Station Location								
Issue: Insure location of Stations meet community needs								
Desired Outcome: Validation of Station locations by recognized Fire Service Accreditation Organization								
Action Steps	Agency/Person Responsible	Timeline	Resources	Cost				Completed
				Min	K	1K-3K	3K-10K	
Review present facilities	Committee	04/2009		✓				
Study traffic patterns with .5 miles of each stations	Committee	04/2009	Traffic engineering expertise	✓				
Southwestern Derry Station	Fire Chief	04/2010					✓	

**Derry Fire Department - Strategic Planning Committee
Action Plan Worksheet**

Priority Area: Training Facility									
Issue: The Department lacks suitable training facilities to safely train all members									
Desired Outcome: The construction of a Training Facility									
Action Steps	Agency/Person	Timeline	Resources	Cost					Completed
	Responsible			Min	<1K	1K-3K	3K-10K	>10K	
Determine need for Class Rooms Outside training grounds Training aids and props	Fire Chief	10/2008							
Site availability	Fire Chief	04/2010							

**Derry Fire Department - Strategic Planning Committee
Action Plan Worksheet**

Priority Area: Response Times									
Issue: Determine of Response time meet national standards									
Desired Outcome: Meet nationally recognized standards									
Action Steps	Agency/Person	Timeline	Resources	Cost					Completed
	Responsible			Min	<1K	1K-3K	3K-10K	>10K	
Determine Study method	Committee	12/2008	Comprehensive Study by outside agency	✓					
GIS and Red Alert data		04/2009		✓					
Master Plan / Zoning review	Fire Chief	04/2009			✓				