

# **Brentwood Fire Department**



## ***Strategic Plan***

***2022-2026***

## **Introduction**

This document comprises the strategic plan of the Brentwood Fire Department, identifying goals and objectives for the period of 2022-2026. The mission, vision, and values of our department are crucial to achieve our goals; this plan guides us on our mission of excellence to provide for, and exceed, the expectations of those we serve and protect.

This plan was developed through a cooperative effort with the board of alderman, every employee, and our external stakeholders. Data for the analysis was obtained through employee and external stakeholder questionnaires and quantified through classification of topic by numerical prevalence.

## **Our Mission**

The mission statement is a platform to convey our purpose in a way that inspires commitment and innovation. It guides the actions of our department and answers the question, “Why do we exist?”

Our mission statement applies to all our efforts:

### **Providing Excellence Through Service**

## **Our Vision**

The vision statement is the canvas for our ideal future. It inspires the framework for our desire and direction. Our vision directly influences the goals we set and how we plan to reach them:

**The vision of the Brentwood Fire Department is to be THE leader in public safety through excellence in delivery and responsiveness for everyone.**

## Our Values

Our success is dependent on the concept of team. The Brentwood team is passionate for the calling to serve. This passion requires each member of our team, regardless of rank or responsibility, to live and practice the core values of the department.

These core values establish the character and environment that guides our daily activities. Practicing these foundational principles is paramount and incumbent on every employee on the emergency scene, in our fire stations, in our contacts with the community, and in our interpersonal relationships. We believe:

Dedication...is our strength

Excellence...is our goal

Training...is our passion

Accountability...is our pledge

Integrity...is our foundation

Loyalty...is earned

Service...is our calling

Our community is stronger through our focus on these values because...

**DETAILS** matter

## GOAL #1: Enhance Health & Safety initiatives to align with industry best practices

### OBJECTIVE 1A: Reduce, prevent, and document carcinogenic exposures

<b>Timeframe:</b> 2022-2023	<b>Assigned To:</b> FC/AC/CO/FM
<b>STRATEGIC CONSIDERATIONS:</b>	National standards, best practices, and legislation will be monitored for currency
<b>CRITICAL TASKS:</b>	<ol style="list-style-type: none"> <li>1. Research processes (legislative &amp; financial) for registration to Missouri Firefighters Critical Illness Pool (MFFCIP)</li> <li>2. Review and revise fireground decontamination SOG's to reflect best practices.</li> <li>3. Research fixed facility space, needs, and budget for extractor system</li> <li>4. Research fixed facility space, needs, and budget for PPE clean room storage</li> </ol>
<b>FUNDING ESTIMATE:</b>	TBD based on research findings and implementation processes
<b>PERFORMANCE MEASUREMENT:</b>	Documentation process for exposure, SOG's updated, decontamination processes updated

### OBJECTIVE 1B: Enhance medical, physical, and fitness practices

<b>Timeframe:</b> 2023	<b>Assigned To:</b> FC/AC
<b>STRATEGIC CONSIDERATIONS:</b>	Monitoring of health care costs, changes in standards, capabilities of staff
<b>CRITICAL TASKS:</b>	<ol style="list-style-type: none"> <li>1. Maintain monitoring status for national standards that affect fit for duty status.</li> <li>2. Maintain vigilance in current fitness SOG's and identify opportunities for improvement.</li> <li>3. Create TWG of PFT's to liaison with SSM Executive for performance/needs-based fitness programs.</li> <li>4. Identify training opportunities for health and safety to align with SP-3B processes</li> </ol>
<b>FUNDING ESTIMATE:</b>	Annual impact TBD based on environmental changes, program enhancement, and participants;
<b>PERFORMANCE MEASUREMENT:</b>	Training hours, updates to SOG's, fit for duty percentages, analysis of work comp injuries

### OBJECTIVE 1C: Develop a proactive mental health awareness program

<b>Timeframe:</b> 2022-2023	<b>Assigned To:</b> FC/AC
<b>STRATEGIC CONSIDERATIONS:</b>	Cultural acceptance, educational priorities, available resources
<b>CRITICAL TASKS:</b>	<ol style="list-style-type: none"> <li>1. Research current resources dedicated to mental health wellness.</li> <li>2. Identify community faith-based liaisons i.e., chaplain, for support.</li> <li>3. Leverage resources from SP-1C1 for enhanced training and education opportunities</li> <li>4. Research and identify community resources for alternate modal methods i.e., (canine touch therapy) for evaluation</li> </ol>
<b>FUNDING ESTIMATE:</b>	TBD based on research results
<b>PERFORMANCE MEASUREMENT:</b>	Topic specific training hours, department chaplain, community liaisons for alternate support

## GOAL #2: Enhance the Professional Image of the Brentwood Fire Department

### OBJECTIVE 2A: Create a professional development/career path matrix for each position

<b>Timeframe:</b> 2022-2023	<b>Assigned To:</b> Command Staff (BFD & CCTD)
<b>STRATEGIC CONSIDERATIONS:</b>	Changing standards and local practices will be monitored for currency. Annual reviews of job descriptions and changes to performance appraisals should be considered. Product should focus on competencies and standards for sworn and civilian.
<b>CRITICAL TASKS:</b>	<ol style="list-style-type: none"> <li>1. Research each job description for currency and modification</li> <li>2. Research knowledge, skills, and abilities (KSA) for each position, including education.</li> <li>3. Develop updated needs assessment for KSA's.</li> <li>4. Develop draft documents for review and eventual adoption</li> </ol>
<b>FUNDING ESTIMATE:</b>	Minimal effects on budget for research and development
<b>PERFORMANCE MEASUREMENT:</b>	Annual performance reviews will include career path and development information sections

### OBJECTIVE 2B: Enhance education and credentialing for all positions

<b>Timeframe:</b> 2023	<b>Assigned To:</b> Command Staff (BFD-CCTD) & CoB HR/CA
<b>STRATEGIC CONSIDERATIONS:</b>	Significant research needed for civilian position needs based on multiple operational responsibilities. Industry standards and best practices for credentialing will influence tempo and timelines.
<b>CRITICAL TASKS:</b>	<ol style="list-style-type: none"> <li>1. Identify industry standards for higher education and continuing professional development for each position.</li> <li>2. Develop tasks and timelines to align with SP-2A results.</li> <li>3. Identify staff needs/interests for workflow development.</li> <li>4. Identify and develop budget needs for funding requests and enhancements</li> </ol>
<b>FUNDING ESTIMATE:</b>	Annual impact TBD based on participants; 10-210-6240
<b>PERFORMANCE MEASUREMENT:</b>	Number of staff seeking development training, number of credentialed staff, budget increases to support program.

### OBJECTIVE 2C: Develop succession planning for all management positions

<b>Timeframe:</b> 2022-2023	<b>Assigned To:</b> FC/AC
<b>STRATEGIC CONSIDERATIONS:</b>	Significant research and analysis to leverage culture and opportunities. Timelines for needs may compress or delay program activities.
<b>CRITICAL TASKS:</b>	<ol style="list-style-type: none"> <li>1. Research and develop best practices for coaching and mentoring (C&amp;M)</li> <li>2. Encourage subordinate opportunities to “work outside of classification.”</li> <li>3. C&amp;M for subordinates to align with SP-2A &amp; 2B results.</li> <li>4. Annual performance reviews amended to include C&amp;M activities and progress</li> </ol>
<b>FUNDING ESTIMATE:</b>	Minimal budget impact except for “outside of classification” pay; 10-210-6240; 10-210-6000; 10-210-6005
<b>PERFORMANCE MEASUREMENT:</b>	Number of staff within succession planning platform, annual performance reviews with C&M progress

## GOAL #3: Enhance and Expand Knowledge and Skills through Training Opportunities

### OBJECTIVE 3A: Acquire a dedicated training facility

<b>Timeframe:</b> Ongoing	<b>Assigned To:</b> CCTD and department liaisons
<b>STRATEGIC CONSIDERATIONS:</b>	Lack of available parcels, processes related to acquisition (zoning, deeds, finance, construction), and use of existing and future partnership agreements
<b>CRITICAL TASKS:</b>	<ol style="list-style-type: none"> <li>1. Assign work group for specific needs analysis.</li> <li>2. Research minimums based on standards (NFPA, ISO, etc.)</li> <li>3. Interim agreements to facilitate site training within the region.</li> <li>4. Liaison activities with CCTD members and governance</li> </ol>
<b>FUNDING ESTIMATE:</b>	TBD based on timeframe and acquisition/construction costs
<b>PERFORMANCE MEASUREMENT:</b>	Work group minutes, CCTD research results, governance/committee activities

### OBJECTIVE 3B: Develop performance-based objectives for critical fireground tasks

<b>Timeframe:</b> 2022-2024	<b>Assigned To:</b> AC & CCTD
<b>STRATEGIC CONSIDERATIONS:</b>	Education on value of separating tasks by components for evaluation and emphasis on non-punitive nature of baseline measurement.
<b>CRITICAL TASKS:</b>	<ol style="list-style-type: none"> <li>1. Research standards (NFPA) for best practices</li> <li>2. Identify critical fireground tasks for baseline evaluation.</li> <li>3. Develop data collection methods and analysis.</li> <li>4. Develop realistic timelines for improvement opportunities</li> </ol>
<b>FUNDING ESTIMATE:</b>	Minimal, program to be blended within scheduled training activities
<b>PERFORMANCE MEASUREMENT:</b>	CCTD report of data collection and analyses; program(s) for improvement opportunities

### OBJECTIVE 3C: Increase technical rescue capabilities

<b>Timeframe:</b> 2022-2024	<b>Assigned To:</b> AC & CCTD
<b>STRATEGIC CONSIDERATIONS:</b>	Frequency of need, financials based on personnel and equipment.
<b>CRITICAL TASKS:</b>	<ol style="list-style-type: none"> <li>1. Research standards (NFPA 1670) for best practices</li> <li>2. Data analysis of RMS and community risk/hazard assessment (CRA)</li> <li>3. Develop needs (training/equipment) based on CRA activities in SP-4C.</li> <li>4. Develop timelines for implementation.</li> </ol>
<b>FUNDING ESTIMATE:</b>	TBD, based on assessment of need; 10-210-6240, 40-210-6500
<b>PERFORMANCE MEASUREMENT:</b>	RMS analysis of need, personnel trained to technician level, capabilities surveys

### OBJECTIVE 3D: Increase roster of car safety seat technicians

<b>Timeframe:</b> 2023	<b>Assigned To:</b> FC/AC
<b>STRATEGIC CONSIDERATIONS:</b>	Frequency of scheduled and unscheduled installation requests and current roster of staff will determine tempo
<b>CRITICAL TASKS:</b>	<ol style="list-style-type: none"> <li>1. Identify current roster of trained personnel.</li> <li>2. Research training opportunities and funding needs</li> <li>3. Analyze RMS data to align with SP-4C results and needs</li> </ol>
<b>FUNDING ESTIMATE:</b>	TBD based on needs; 10-210-6240
<b>PERFORMANCE MEASUREMENT:</b>	Data analysis of frequency, roster of technicians.

## GOAL #4: Enhance Community Risk Reduction Activities

### OBJECTIVE 4A: Establish Fire Marshal position

<b>Timeframe:</b> Q1 2022	<b>Assigned To:</b> FC/AC
<b>STRATEGIC CONSIDERATIONS:</b>	Establish justification for need through compelling data and statistics.
<b>CRITICAL TASKS:</b>	<ol style="list-style-type: none"> <li>1. Begin statistical analysis of 2019-2022 fire loss and inspection data.</li> <li>2. Research job descriptions from like-sized and similar complexity agencies</li> <li>3. Begin salary study for range and classification.</li> <li>4. Prepare interview questions/panel for final candidates</li> </ol>
<b>FUNDING ESTIMATE:</b>	TBD based on range and step
<b>PERFORMANCE MEASUREMENT:</b>	Successful candidate in place no later than Q2 2022.

### OBJECTIVE 4B: Establish tiered commercial annual inspection process

<b>Timeframe:</b> Q2-Q3 2022	<b>Assigned To:</b> FM/AC/CO
<b>STRATEGIC CONSIDERATIONS:</b>	RMS analysis for valid inspection data; target hazards prioritized for tactical evaluation
<b>CRITICAL TASKS:</b>	<ol style="list-style-type: none"> <li>1. FM to evaluate structures in need of annual evaluation.</li> <li>2. FM/CO develop a shared approach based on hazard to align with SP-4C results.</li> <li>3. FM activities focus on compliance and enforcement.</li> <li>4. CO activities focus on tactical needs for suppression/rescue/medical</li> </ol>
<b>FUNDING ESTIMATE:</b>	Minimal, activities are component of job descriptions and duties
<b>PERFORMANCE MEASUREMENT:</b>	Analysis of completed commercial inspections, updates of tactical pre-plans

### OBJECTIVE 4C: Begin enhanced community data collection/analysis

<b>Timeframe:</b> Q3-Q4 2022	<b>Assigned To:</b> FM/AC
<b>STRATEGIC CONSIDERATIONS:</b>	RMS platform(s) will need to be evaluated for needs and upgrades to ensure custom query reports are achievable. Quality assurance for data point validity will be a priority
<b>CRITICAL TASKS:</b>	<ol style="list-style-type: none"> <li>1. Establish baseline data capture parameters.</li> <li>2. Develop risk/hazard evaluation template for all commercial structures.</li> <li>3. Begin CRA</li> <li>4. Populate RMS with updated information for all structures</li> </ol>
<b>FUNDING ESTIMATE:</b>	Minimal, activities are component of job descriptions and duties
<b>PERFORMANCE MEASUREMENT:</b>	Risk scores for representative structures, frequency of annual inspections

### OBJECTIVE 4D: Evaluate enhancement and expansion of EMS/PEPR activities

<b>Timeframe:</b> 2022-2023	<b>Assigned To:</b> FC/AC/LMO/FM
<b>STRATEGIC CONSIDERATIONS:</b>	Data mining to determine needs (drawdown) adversely affecting BFD capabilities; jurisdictional evaluations; non-traditional EMS delivery/education opportunities
<b>CRITICAL TASKS:</b>	<ol style="list-style-type: none"> <li>1. Analyze results from SP-4C to identify non-emergent opportunities.</li> <li>2. RMS analysis to determine unit hour utilization (UHU) for EMS calls for service.</li> <li>3. Research best practice alternate health-safety platforms i.e., community paramedicine program (CPP)</li> <li>4. Partner with Brentwood School District for age-appropriate education offerings</li> <li>5. Evaluate opportunities to leverage SP-3D activities</li> </ol>
<b>FUNDING ESTIMATE</b>	TBD based on analysis results and needs

<b>PERFORMANCE MEASUREMENT:</b>	Drawdown/UHU cause/effect; requests for non-emergency service, frequency/increase of public offerings
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## GOAL #5: Enhance Targeted Information and Messaging Frequency

### OBJECTIVE 5A: Leverage social media platforms

<b>Timeframe:</b> Q3 2022	<b>Assigned To:</b> Communications Manager (CM)/FC
<b>STRATEGIC CONSIDERATIONS:</b>	Workflow processes and access to various authorized platforms
<b>CRITICAL TASKS:</b>	<ol style="list-style-type: none"> <li>1. Liaison with CM to establish capabilities and frequency.</li> <li>2. Monitor public platforms for messaging opportunities</li> </ol>
<b>FUNDING ESTIMATE:</b>	Minimal
<b>PERFORMANCE MEASUREMENT:</b>	Frequency of messaging, work session minutes

### OBJECTIVE 5B: Update/redesign department webpage

<b>Timeframe:</b> 2023	<b>Assigned To:</b> CM/AC/FM/IT
<b>STRATEGIC CONSIDERATION:</b>	Limited expertise for design/authority within BFD; capabilities for design; funding estimates
<b>CRITICAL TASKS:</b>	<ol style="list-style-type: none"> <li>1. Research feasibility of update or re-design</li> <li>2. Develop BFD work group to update/prioritize current information.</li> <li>3. Liaison with CM and IT for workflow plan</li> <li>4. Research interactive/live dashboard functionality</li> </ol>
<b>FUNDING ESTIMATE:</b>	TBD based on needs
<b>PERFORMANCE MEASUREMENT:</b>	Work group minutes, funding authorization, platform changes

### OBJECTIVE 5C: Develop seasonal and time sensitive topics for distribution

<b>Timeframe:</b> 2022	<b>Assigned To:</b> FM/CO
<b>STRATEGIC CONSIDERATIONS:</b>	Insert considerations affecting achievement from environmental scans
<b>CRITICAL TASKS:</b>	<ol style="list-style-type: none"> <li>1. Create technical work group (TWG) for topic research.</li> <li>2. Liaison with CM for scheduling and formatting</li> <li>3. Liaison with Ward community groups for presentation opportunities</li> </ol>
<b>FUNDING ESTIMATE:</b>	TBD based on message and presentation format(s)
<b>PERFORMANCE MEASUREMENT:</b>	TWG minutes, frequency of messaging

**GOAL #6: Establish Sustainability and Green Initiatives for Operations**

**OBJECTIVE 6A: Transition apparatus to green operations where feasible**

<b>Timeframe:</b> Q1 2022	<b>Assigned To:</b> FC/AC
<b>STRATEGIC CONSIDERATIONS:</b>	Early adoption of limited fire/EMS apparatus stock may be fiscally prohibitive
<b>CRITICAL TASKS:</b>	<ol style="list-style-type: none"> <li>1. Research Standards (NFPA 1901, 1917) for best practices</li> <li>2. Transition to battery powered tools (hand, rescue, fans, etc.) where applicable</li> <li>3. Research feasibility of new and retrofit idle reduction technology for fleet</li> </ol>
<b>FUNDING ESTIMATE:</b>	TBD based on research results
<b>PERFORMANCE MEASUREMENT:</b>	Replacement apparatus and tools employ sustainability technology

**OBJECTIVE 6B: Transition to paperless records management system**

<b>Timeframe:</b> Ongoing	<b>Assigned To:</b> FC/AC/FM/IT
<b>STRATEGIC CONSIDERATIONS:</b>	Volume of archived and current records is large, substantial expenditure of hours projected to transition entire system
<b>CRITICAL TASKS:</b>	<ol style="list-style-type: none"> <li>1. Create TWG to research and analyze best practices in paperless systems.</li> <li>2. Develop schedule for electronic archive scanning.</li> <li>3. Evaluate current IT systems/platforms for functional capabilities in storage.</li> <li>4. Modify current practices to reflect change(s)</li> </ol>
<b>FUNDING ESTIMATE:</b>	TBD based on research results and system capabilities
<b>PERFORMANCE MEASUREMENT:</b>	Reduction of paper records, electronic format changes

**OBJECTIVE 6C: Analyze internal administrative processes for efficiencies**

<b>Timeframe:</b> Insert range	<b>Assigned To:</b> FC/AC/FM
<b>STRATEGIC CONSIDERATIONS:</b>	Established processes may present technical and adaptive challenges for streamlining
<b>CRITICAL TASKS:</b>	<ol style="list-style-type: none"> <li>1. Create TWG to research and document current processes.</li> <li>2. Analyze research results to identify opportunities for improvement.</li> <li>3. Align efficiencies with results from SP-6B processes.</li> <li>4. Create a beta test environment to monitor administrative efficiencies</li> </ol>
<b>FUNDING ESTIMATE:</b>	TBD based on research results and system capabilities
<b>PERFORMANCE MEASUREMENT:</b>	Reduction of paper records, electronic format changes