

City of Oberlin, Ohio

RESOLUTION No. R11- 04 CMS

**A RESOLUTION ADOPTING THE 2010-2015 FIVE YEAR STRATEGIC PLAN FOR
THE OBERLIN FIRE DEPARTMENT**

WHEREAS, the Oberlin Fire Department was established in 1853 to provide for the fire and life safety of the community; and

WHEREAS, the Oberlin Fire Department is responsible for public safety in the areas of fire suppression, rescue, emergency medical services and special operations within the City; and

WHEREAS, the provision of these services is greatly enhanced in a cost effective manner through proper and timely planning; and

WHEREAS, the Fire Department, under the direction of the City Administration, has commissioned the 2010-2015 Strategic Plan for the purpose of planning, administering and managing the operations of the Department for the next five year period; and

WHEREAS, the Fire Department Strategic Plan is a key component in qualifying for accreditation of the Fire Department by the Commission on Fire Accreditation International, and adoption of this Plan is a component in improving our community rating by outside agencies, such as the Insurance Services Office; and

WHEREAS, adoption of this Plan will guide the Fire Department in continuing to protect the lives and property of the inhabitants of the City of Oberlin from the adverse effects of fire, sudden emergencies and exposure to dangerous conditions; and

WHEREAS, the Fire Department Strategic Plan demonstrates the City's commitment to effective planning.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Oberlin, County of Lorain, State of Ohio, five/sevenths (5/7^{ths}) of all members elected thereto concurring:

SECTION 1. That the Council of the City of Oberlin hereby adopts the 2010-2015 Five Year Strategic Plan for the Oberlin Fire Department.

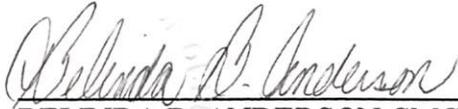
SECTION 2. It is found and determined that all formal actions of this Council concerning or relating to the adoption of this Resolution were adopted in an open meeting of this Council and that all deliberations of this Council and of any of its committees that resulted in such formal action, were in meetings open to the public in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

SECTION 3. That this Resolution shall be in full force and effect from and after the earliest period allowed by law.

PASSED: 1st Reading – February 22, 2011(S,E)
2nd Reading –
3rd Reading –

To allow the 5 year Strategic Plan to be implemented at the earliest possible date.

ATTEST:



BELINDA B. ANDERSON,CMC
CLERK OF COUNCIL



KENNETH SLOANE
PRESIDENT OF COUNCIL

POSTED: 2/23/2011

EFFECTIVE DATE: 2/22/2011



2010-2015 Strategic Plan



Introduction

The Oberlin Fire Department (OFD) provides fire suppression, emergency medical services, fire prevention/code enforcement, fire investigation, public fire/EMS safety education, and technical rescue to the citizens of Oberlin and New Russia Township. The OFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." Further, in an effort to work toward self-improvement, the agency is considering pursuit of accreditation through the Commission on Fire Accreditation International (CFAI). The following strategic plan was written in accordance with the guidelines set forth in the CFAI *Fire & Emergency Service Self-Assessment Manual* 8th 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 membership of the OFD to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." Furthermore, it provided the membership with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the department's external and internal stakeholders' groups performed an outstanding job in committing to this important project and remain committed to the document's completion.

In the following pages, the OFD sets forth a mission statement and comprehensive vision that provides the agency with a clear path into the future, while values are defined to embody how the agency's members will carry out the mission and goals and objectives guide the agency to realize its vision.



**OBERLIN FIRE DEPARTMENT STRATEGIC PLAN
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Organizational Background

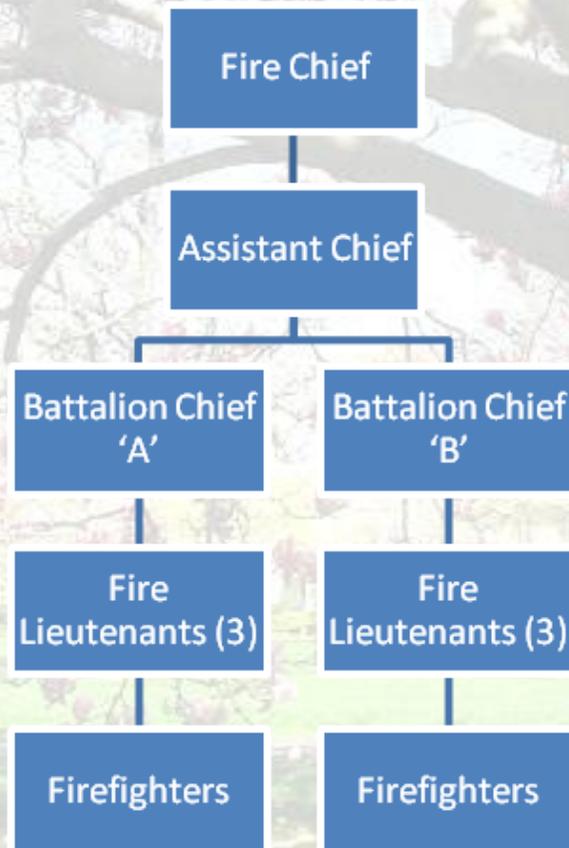


Oberlin, founded in 1833 by Presbyterian ministers John Shipherd and Philo Stewart, is a city in Lorain County, Ohio. The City is governed by a city manager and a seven-member council, elected to two-year terms in a non-partisan election. The Oberlin Fire Department (OFD) has its primary responsibility to the citizens of Oberlin, though also provides contracted fire protection to New

Russia Township. Currently, the total fire protection area is approximately 25 square miles with a population over 11,100. The OFD's fire protection area is predominantly residential, but also includes

Oberlin College, Kendal at Oberlin, Federal Aviation Administration Air Traffic Control Center (Cleveland Center), Mercy Allen Hospital, and Lorain County Regional Airport.

OFD is comprised of one station with two engines, one pumper/tanker, one aerial tower, two rescue units, one grass fire unit, and a special rescue team. Staffing coverage is provided through three shifts with one on-duty firefighter, along with a Fire Chief, an Assistant Chief, two Battalion Chiefs, six Lieutenants and 21 part-time Firefighters.



Definition of a Community-Driven Strategic Plan

The fire service has entered into a very competitive evolutionary cycle. Public demands continue to increase, while dollars and other resources continue to shrink. These trends place increased pressure on the modern fire service manager, policymakers, and full-time staff to develop ways to be more effective and more efficient. In many cases, the public is demanding the accomplishment of specific goals, objectives, and services with fewer resources. To work more efficiently with available resources, organizations must establish their direction based on constructive efforts while eliminating programs that do not serve the community.

To ensure that community needs were incorporated, the Community-Driven Strategic Planning process was used to develop the OFD Strategic Plan. Businesses employ this type of process to identify market trends, allowing the service provider to focus resources while reducing risk and wasted effort.

What is a Strategic Plan?

It is a living management tool that:

- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes use of resources

“What we have to do today is to be ready for an uncertain tomorrow.”

Peter F. Drucker,
Professor of Social Science
and Management

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. The planning process should be flexible and dynamic, with new information from community members, like-providers, and life changes factored in appropriately.

Community-Driven Strategic Planning creates a platform for a wide range of beginnings. The approach comes to life by being shared, debated, and implemented in the context of organizational realities.

Successful organizations, from government agencies to Fortune 500 companies, have recognized that attaining community focus is essential. Aware of this necessity, public safety agencies must strategically plan how they will deliver high-quality products and services to the public through better, faster, and less expensive programs.

Once their strategic goals are established, agency leaders must establish performance measures, for which they are fully accountable, to assess and ensure that their departments and agencies are, indeed, delivering on the promises made in their strategic plans. 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.¹

The U.S. Federal Consortium Benchmarking Study Team goes on to explain that to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **continuous** refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **guiding members** identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made.);
- **procedures and operations** means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **how success is to be measured** recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

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*

Where Does the Community Fit into the Strategic Planning Process?

For many successful organizations, the voice of the community drives their operations and charts the course for their future. Companies, as well as state and city governments, have begun focusing on their community as one of the key motivators in planning for the 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.*²

Again, it will be useful to use the U.S. Federal Consortium Benchmarking Study Team’s definitions of the specific terms used in the above definition:

- **focus** means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;
- **needs and expectations** means that customers' preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization;
- **spoken and unspoken** means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently "about" customers and their preferences, standards, and industry will be used as input to the organizational planning; and
- **present and future** recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.

Performance Assessment

Implied within every stage of the planning process is the ability to determine progress made toward the goals or targets set. This assessment ability is a monitoring function that simply tracks activities. It may be as simple as a “To Do List,” or as complicated as a plan of action with milestones and performance measures. Also implied within the planning process is the ability to measure effectiveness of the actions taken in the conduct of the organization's business.

² Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

The Community-Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

1. Define the services provided to the community.
2. Establish the community's service priorities.
3. Establish the community's expectations of the organization.
4. Identify any concerns the community may have about the organization and its services.
5. Identify those aspects of the organization and its services the community views positively.
6. (Re)Develop the Mission Statement, giving careful attention to the services currently provided and which logically can be provided in the future.
7. (Re)Establish the Values of the organization's membership.
8. Identify the Strengths of the organization.
9. Identify any Weaknesses of the organization.
10. Identify areas of Opportunity for the organization.
11. Identify potential Threats to the organization.
12. Establish realistic goals and objectives for the future.
13. Identify implementation tasks for each objective.
14. Develop a Vision of the future.
15. Develop organizational and community commitment to the plan.

Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges Oberlin Fire Department’s External and Internal Stakeholders for their participation and input into the Community-Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Dennis Kirin for his leadership and commitment to this process.

Development of the OFD’s Strategic Plan took place in October 2010, during which time representatives from the CPSE and the OFD held an open meeting where members of the public, or external stakeholders, were invited.

Valuable commentary and useful concerns were collected. Discussion at the meeting revolved around community concerns, expectations, and comments about the agency. The agency and the CPSE expresses a special ‘thank you’ to community members who contributed to the creation of this strategic plan, as it was truly a team effort. Those present at this meeting were as follows:

Table 1: OBERLIN FIRE DEPARTMENT External Stakeholder Group

<i>Charlotte Baker</i>	<i>Norman Baker</i>	<i>Jeff Baumann</i>
<i>Sigrid Boe</i>	<i>Janet Bolland</i>	<i>Bob Brown</i>
<i>Kathy Burns</i>	<i>Margaret Christian</i>	<i>Bob Coan</i>
<i>Marianne Cochrane</i>	<i>John Cole</i>	<i>Sue Flood</i>
<i>David Gibson</i>	<i>Tracey Haynes</i>	<i>Terrie Heman-Smith</i>
<i>David Hill</i>	<i>Charles Horton</i>	<i>Linda Isabell</i>
<i>Shirley Johnson</i>	<i>David Kaltenbach</i>	<i>Krista Long</i>
<i>Betsy Mandereh</i>	<i>Doug McConnell</i>	<i>Darren McDonough</i>
<i>A G Miller</i>	<i>Eric Norenberg</i>	<i>Joshua Perry</i>
<i>Tom Piccorelli</i>	<i>Kevin Scalli</i>	<i>Erin Shiba</i>
<i>Ken Sloane</i>	<i>David Stiles</i>	<i>Fred Swanson</i>
<i>Carri Thompson</i>	<i>Julie Traylor</i>	<i>Everett Tyree</i>
<i>Molly Tyson</i>	<i>Mike Verda</i>	<i>Lorie Wilber</i>
<i>Judy Wright</i>	<i>Ian Yarber</i>	

External Stakeholder Group Findings

A key element of the OFD's organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Therefore, the agency asked representatives from their community to participate in a meeting which would focus on their needs and expectations of the agency. Discussion centered not only on the present services provided, but also on priorities for the future.

Community Priorities

In order to dedicate time, energy, and resources on services most desired by its community, the OFD needs to understand what the customers consider to be their priorities. The External Stakeholders were asked to prioritize the services offered by the agency through a process of direct comparison.

Table 2: Community Service Priorities of the OBERLIN FIRE DEPARTMENT

SERVICES	RANKING	SCORE
Fire Suppression	1	193
Technical Rescue	2	180
Emergency Medical Services	3	159
Fire Prevention	4	115
Hazardous Materials Mitigation	5	90
Public Fire/EMS Safety Education	6	84
Fire Investigation	7	58
Domestic Preparedness Planning and Response	8	55

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. Following are the expectations of the community’s External Stakeholders:

Table 3: Verbatim Community Expectations of the OBERLIN FIRE DEPARTMENT (in priority order)

1. Quick response.
2. Act professionally.
3. Courteous behavior.
4. Have the equipment needed to perform the job.
5. To be competent with quality training.
6. To be knowledgeable on how to handle all aspects of the job.
7. To be friendly in the public or on the phone.
8. Respond in a safe manner.
9. Employment should represent all ethnic and/or racial dimensions of the community.
10. Control costs.
11. Firefighters personal conduct – do nothing that would bring shame to the department.
12. You need to be good at what you do.
13. Coordinated response – both with the department and other external agencies.
14. Polite, prompt and courteous response to inquiries.
15. Be respectful to the public.
16. Honest and forthright inspections.
17. A problem solving approach in working with customers.
18. Skilled technical expertise.
19. Common sense in code enforcement.
20. Have the amount of workforce necessary for the duties to be performed.
21. Reasonable direction in planning and code issues.
22. Dedication to service.
23. Treat every call as a priority, regardless of the level.
24. Maintain equipment in good working order.
25. Respond with the number of personnel to handle the job.
26. Answer the phone on the second ring.
27. Extinguish fire as quickly as possible.

28. Provide educational opportunities for children, youth, teens and college students
29. High visibility in the community.
30. Community interaction.
31. Modern equipment and technology present in the department.
32. To be a positive presence in the community.
33. Always available and willing to help.
34. Compassionately caring for the patient <u>and</u> the family.
35. Timely follow-up to address issues and concerns.
36. More full time firefighters on the job.
37. Caring about others.
38. Make sure that access to structures is available.
39. Train residents on how to react to fire and safety issues.
40. Cause no harm.
41. Operate efficiently.
42. To serve as a resource on code issues and compliance.
43. Maintain all types of diversity within the ranks.
44. Be courteous to all cultures.
45. To have the equipment, staff and funds to provide the necessary services.
46. Educate the public on all new information.
47. An understanding of fire safety that is reasonable and balanced with other community
48. Treat everyone the same.
49. A solid customer service orientation.
50. Job creation when available.
51. Ability to properly prioritize emergency response.
52. A good example for the community.
53. To work with <u>me</u> on fire response issues.
54. Leadership in fire prevention.
55. To operate within a realistic budget.

Areas of Community Concern

The Community-Driven Strategic Planning Process would be incomplete without an expression from the community regarding concerns about the agency. 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 or incorrect information.

Table 4: Verbatim Areas of Community Concern of the OBERLIN FIRE DEPARTMENT

• The only thing that would concern me is that they are getting the most up-to-date and proper training.
• Sometimes they do not seem to address needs of people they serve.
• Make sure all buildings have smoke detectors.
• Top heavy organization – too many bosses.
• Extravagant spending.
• Not enough money to have equipment, personnel, etc.
• Not properly trained.
• The wasting of resources.
• Minority recruitment.
• Interpersonal relationship with Mercy Allen ER – would like it to become more interactive, particularly with domestic preparedness planning and response.
• Control costs.
• Decisions made prior to community input.
• Overly stringent choices vs. the codes.
• The public does not know the fire department. It is a call and response relationship.
• There has been no public access to the department.
• Is there a connection with the police department?
• The public does not know procedures for emergency response.
• That we (will) continue to get good people to volunteer as firefighters.
• That we are able to get the necessary equipment to keep us up to date.
• Customer service is not always present – sometimes patience is important when responding.
• Would like to see a full time fire department with limited volunteers instead of the current set-up.
• Firefighter conduct off the job.
• Adequate training.
• State of the art equipment.
• Concerned that they have enough funds to operate to keep the community safe.
• Wish they weren't put in a political situation for funds, etc.
• If I need to call them, I want to see them fast.

• With the new building, will the fire department have EMTs within the house?
• With Splash Zone next door, why have exercise facilities within the new building?
• How many fire department employees currently use the Splash Zone on a regular basis?
• Is the department large enough to meet the full range of response needs?
• Personnel trained in all aspects of emergencies vs. sharing specialized personnel from other service areas.
• Too firm in code interpretations, often without regard to costs to fix.
• Using resources wisely and efficiently.
• Duplication of other service providers (like EMTs)
• Expanding services to the detriment of providing basic services like fire suppression.
• Rumors of fire department wishing to provide all emergency medical services for the City of Oberlin.
• Some occasional lack of professionalism in interactions with other public safety providers.
• Lack of training with other public safety providers.
• Fiscal responsibility may be an issue.
• Make sure costs of projects are better controlled.
• The public's perception of Oberlin Fire Department is not good.
• Cost of new fire station.
• Are they properly staffed?
• How much time is spent responding to non-emergency alarms?
• What is their leadership structure like?
• How resources are allocated?
• Is the department properly staffed?
• Are all staff on call?
• I was part of a fire inspection that I thought could have been more friendly.
• Chief needs more friendly communications with the community.
• The department seems to make arbitrary decisions on street parking and handicap spaces.
• Response time due to location.
• Lack of relationship with the Oberlin community.
• Unwillingness to factor business concerns into approach to fire safety.
• Aloofness – creates a perception that there is no accountability (i.e. “Do it this way because we say so - we’re the fire department.”)
• Staffing.
• Need to keep the public informed ahead of time re: changes in procedures and knowledge of the same – i.e. street parking, financial needs.
• Are community resources appropriately allocated based upon need? How is need defined?

- The ability to seek compromise between public safety, or perceived public safety and other competing factors. How is risk defined?
- Too rigid.
- Too high of expectations to meet their wants.
- Be open to the entire community.
- More working with the school system.

External Stakeholders providing feedback



Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the agency'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.

The external stakeholders provided the following comments when asked to identify the positive aspects of the department.

Table 5: Positive Community Verbatim Comments about OBERLIN FIRE DEPARTMENT

• They act professionally when dealing with the community.
• They seem to get along and act well as a team.
• They are close to the airport.
• The equipment they have.
• Professional.
• Compassionate.
• Chief Kirin.
• Responsive.
• Perception that both the full time and part time staff are well trained.
• Desire for continuous improvement.
• Proactive attitude towards emergency management, not just focused on fire suppression, fire safety, etc.
• Excellent response to emergency medical calls.
• Courteous response of staff.
• Excellent architectural appearance of new fire station design.
• Outstanding personnel. Well trained. Know what they are doing.
• Have stayed on top of equipment needs.
• Put up with a lot of nonsense calls (false alarms) in a college town.
• Whatever my differences of opinion over fire safety policy/approach, I know that if I need our fire department, they'll be there and do a good job.
• Committed staff, and very efficient.
• Dedicated service.
• The department is involved in many community activities.
• They have been a community partner regarding the community garden.
• I called in regarding an incident, and they stayed on the line until help arrived. Very comforting.
• We have been pleased with prompt response and expertise.

<ul style="list-style-type: none"> • Pleased with safety education opportunities for the public.
<ul style="list-style-type: none"> • Great response time.
<ul style="list-style-type: none"> • On accident site quickly.
<ul style="list-style-type: none"> • Very pleasant staff.
<ul style="list-style-type: none"> • Quick and thorough response.
<ul style="list-style-type: none"> • Friendliness/approachability of personnel.
<ul style="list-style-type: none"> • Diversity and knowledge of the community.
<ul style="list-style-type: none"> • All of the employees are very kind to the public.
<ul style="list-style-type: none"> • Fire Department personnel are always very professional.
<ul style="list-style-type: none"> • The fire department has continued to grow and develop as the community has grown.
<ul style="list-style-type: none"> • They always oblige doing public service announcements to the media.
<ul style="list-style-type: none"> • The fire department does a good job. No complaints.
<ul style="list-style-type: none"> • Strong leadership.
<ul style="list-style-type: none"> • Knowledgeable staff.
<ul style="list-style-type: none"> • Lots of public interaction and education.
<ul style="list-style-type: none"> • Courteous, prompt and efficient.
<ul style="list-style-type: none"> • Always available to answer questions.
<ul style="list-style-type: none"> • Very professional.
<ul style="list-style-type: none"> • Very understanding in times of need and information.
<ul style="list-style-type: none"> • Good educational programs.
<ul style="list-style-type: none"> • Very available.
<ul style="list-style-type: none"> • Responsive, knowledgeable and caring.
<ul style="list-style-type: none"> • This is a very fine department – continue the good work.
<ul style="list-style-type: none"> • The bicycle patrol is great – more continued good work.
<ul style="list-style-type: none"> • Excellent staff. I know a couple of the firefighters, and off duty they represent themselves in a respectful manner.
<ul style="list-style-type: none"> • Always friendly if calling there with a question, or seeing them in the community.
<ul style="list-style-type: none"> • Their availability to the community and the children.
<ul style="list-style-type: none"> • It is a great strength that they are undertaking this strategic planning process.
<ul style="list-style-type: none"> • The individuals that I have had personal contact with have been competent, caring and dedicated professionals.
<ul style="list-style-type: none"> • Fire Chief – his vision and leadership.
<ul style="list-style-type: none"> • New building and equipment.
<ul style="list-style-type: none"> • Broad service area.
<ul style="list-style-type: none"> • Excellent service as it stands today – have served our community very well including rural

areas.
• The fire department and its employees seem to be well trained in fire safety and rescue.
• The department is proactive in addressing issues of safety and code.
• The department often requires more than is expected by code which is helpful in protecting students.
• Quick response by the volunteers. They drop everything to respond.
• They take education seriously.
• Calls have been responded to quickly and professionally.
• Officials from the department are well involved in the community.
• First class department.
• Education of staff.
• Positive persona of staff.
• Current relationship with staff at Allen Mercy Hospital.
• Paramedics on the department staff.
• Community education/involvement.
• Always friendly and professional.
• Keeping current with technology.
• Visible in the community.
• Hard working.
• Access to a variety of training.
• I have never heard any complaints from anyone about the Oberlin Fire Department.

External Stakeholders providing feedback



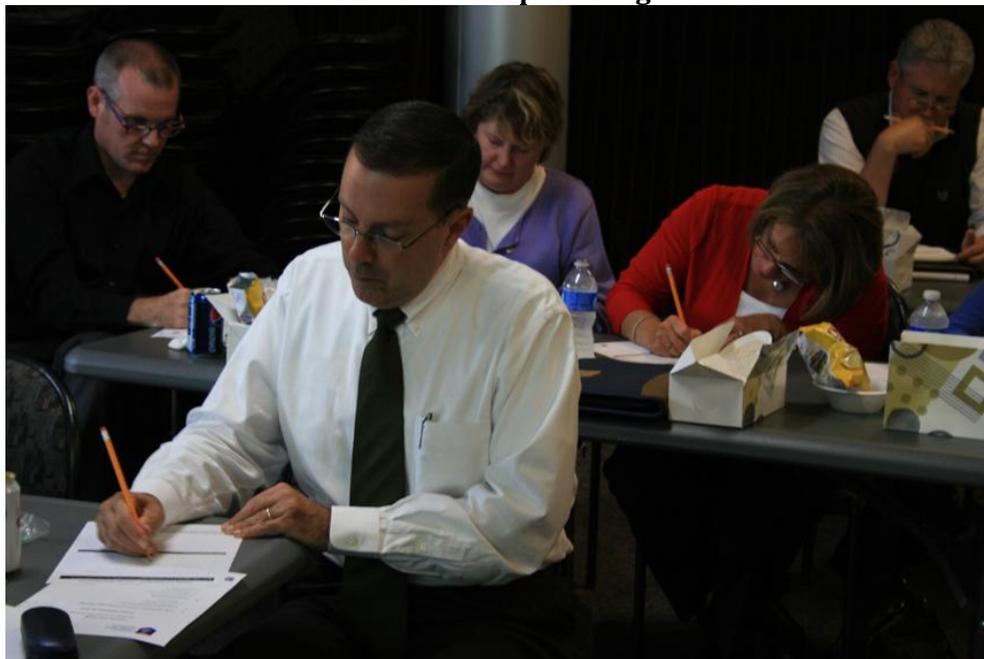
Other Thoughts and Comments

The External Stakeholders were asked to share any other comments they had about OFD or its services. The following written comments were received:

Table 6: External Stakeholders' Verbatim Comments about the OBERLIN FIRE DEPARTMENT

• More knowledge to the public ahead of time when changes are made. No unnecessary changes.
• Great job!
• Somehow, use time on the clock to do productive work in the City. (Example – ride with the police department to help stop crime.)
• I hope the general public continues to support the department through necessary funding.
• I appreciate the opportunity to provide input in this process and to continue building relationships with the department to improve safety.
• Nice program today.
• They should host an open house for the new facility and work with media for a community event. Show pride in major renovation.
• There are a number of people employed by the fire department in my life as friends and neighbors. The more I learn from them about their training and about their day to day experiences, the more I appreciate the work they do, and the more I appreciate their care for our community.
• Thank you for the opportunity to sit in on this session.
• Thanks for this opportunity. Please keep the public informed of the results of this process.
• Thank you for the opportunity to be involved in this exercise.

External Stakeholders providing feedback



Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over the course of three days immediately following the external stakeholder session. The internal work sessions served to discuss the agency’s approach to Community-Driven Strategic Planning, with focus on the OFD’s Mission, Values, Core Programs, and Supporting Services, as well as the agency's perceived Strengths, Weaknesses, Opportunities, and Threats.

In the process of strategic planning, the following are important:

- to review the agency’s history, culture, and evolution;
- to identify the current status of the agency; and
- to determine where and what the agency desires to be in the future.

The work sessions generated a high level of interest and participation by the broad agency representation in attendance, as named and pictured below. Their participation and invaluable insights were essential in the challenge to develop a quality product.

Table 7: OBERLIN FIRE DEPARTMENT Internal Stakeholders

<i>Duane Anderson</i>	<i>Matthew Bielawski</i>	<i>Jill Boden</i>	<i>Thomas Boden</i>
<i>Kristin Brazianus</i>	<i>Shawn Clawson</i>	<i>Eric Deyarmin</i>	<i>Rob Dillon</i>
<i>Leah Frank</i>	<i>Robert Hanmer</i>	<i>Susan Hiesser</i>	<i>Dennis Kirin</i>
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Internal Stakeholder Group



The 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 work group of the OFD’s Internal Stakeholders met to review their existing Mission and presented the modification below.

Table 8: OBERLIN FIRE DEPARTMENT Mission

As members of the community, the Oberlin Fire Department is committed to protecting lives, property, and the environment by providing public education, fire suppression and life safety services to those we serve.

Internal stakeholders conducting a work session



Values

Establishing values embraced by all members of an organization is extremely important. They recognize those features and considerations that make up the personality of the organization. OFD Internal Stakeholders developed values statements with more emphasized key words as the core values terms.

Table 9: OBERLIN FIRE DEPARTMENT Values Statements

We will remain accountable to ourselves and to those we serve by practicing the following P.R.I.D.E. Core Values:

Professionalism – Providing a competent, knowledgeable staff to serve our community, while working as a team in our department and alongside other agencies;

Respect – Acting in a courteous, unbiased manner towards each other and those whom we serve, while recognizing and appreciating the diversity within our community and workforce;

Integrity – Committing to the highest ethical and moral behavior, acting as responsible stewards of the resources entrusted to us, and upholding our standards and values;

Dedication – Maintaining a high level of skill and knowledge in order to provide the highest quality of service; and

Empathy – Providing compassionate and caring service for all.

The Mission and Values are the foundation of any successful organization. Every effort will be made to keep these current and meaningful so that the individuals who make up the organization are well guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

Programs and Services

The OFD Internal Stakeholders identified the following core programs provided to the community, as well as the services that enable the agency to deliver their core programs:

Table 10: Core Programs

• Fire Suppression	• Fire Prevention
• Technical Rescue	• Public Education
• Hazardous Materials	• Fire Investigation
• Emergency Medical Services	• Emergency Preparedness Planning and Response

Table 11: Support Services

• Training	• Fire Mutual Aid
• Apparatus Maintenance	• Medical Mutual Aid
• Building Maintenance	• Haz Mat Mutual Aid
• Equipment Maintenance	• Rescue Mutual Aid
• Public Works	• Fire Investigation Mutual Aid
• Water Utilities	• Law Enforcement Mutual Aid
• Electric Utilities	• Lorain County 9-1-1
• Gas Utilities	• Human Resources
• DHS/EMA	• City Finance Department
• Building Department	• Non-profit organizations (i.e. Red Cross)

Internal stakeholders conducting a work session



S.W.O.T. Analysis

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

Strengths

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

Table 12: OBERLIN FIRE DEPARTMENT Strengths

Training Program	Technology
State of the art equipment	New multi-functional facilities
Dedicated People	Leadership is competent and responsive
Emphasis on safety	Integration of new firefighters
Focus goals towards community satisfaction	Firefighters Association
Integrity of personnel	Emphasis on Strategic Plan
Diversity of personnel	Longevity of some personnel
ALS medical equipment	Approachable leadership
Personal Protective Equipment	Comprehensive SOPs
Commitment to excellence	Training opportunities
ICS	Quality teachers/instructors
Strive to comply with national/state/local standards	Opportunities for personal growth

Weaknesses

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization’s overall concerns, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. 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:

Table 13: OBERLIN FIRE DEPARTMENT Weaknesses

Lack of experience	Vehicle maintenance
Ability to fully use resources and equipment	Limited promotional opportunities
Communication (Electronics/Radio)	Communication within the department
Lack of training on, and use of MARCs radios	Time management – attendance at calls/training
Sometimes part-time station personnel are under-utilized while on duty	Lack of consistency in applying departmental discipline
Lack of computer literacy	Not a unified front – full-time to part-time
Firefighter turnover	Some firefighters lack dedication
Firefighter fitness	Personal agendas
Lack of respect on-scene with verbal communications (discipline)	Officers lack management skills (not trained to handle personality conflicts)
Lack of understanding of the drivers training – certification program	Lack of knowledge and understanding of Standard Operating Procedures
Reliance on part-time employees	Supervisors unfamiliar with their troops
Overall officer lack of leadership	One size fits all training
Lack of a common focus	Outdated cardiac monitor
Personnel bashing	Continuity
Lack of a clearly defined Personnel Officer with identified roles and responsibilities	Standardization
Station staffing is insufficient	Accountability
The diversity of the department is not reflective of the diversity of the community	

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:

Table 14: OBERLIN FIRE DEPARTMENT Opportunities

Lorain County Urban Search and Rescue Team	Local media options (cable/newspaper/radio)
Mutual aid departments	Interdepartmental training
Local Life Flight	Community levy support
Ohio Fire Academy	Engaged community
Local Library	Lorain County Safe Community Coalition
Lorain County Joint Vocational School	CCC/LCCC
National Fire Academy	City Programs
Oberlin College	Northern Ohio F.O.O.L.S.
LifeCare/Mercy etc.	Community Organizations (Rotary, etc.)
Fire Chiefs Association	Govt Grants/State Grants/AFG
EMA	City Administration and Council
Specialty groups in County (HazMat/Tech Rescue)	

Threats

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly 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:

Table 15: OBERLIN FIRE DEPARTMENT Threats

Economy – Funding issues	Questionable quality of contract work
Actions of other departments – negative press	Aging municipal water supply infrastructure
Lack of community understanding of services provided	Service delivery interruptions due to natural disasters
Council turnover/continuity	Government Regulations
Unfunded mandates	CBRN event
Unfavorable political agenda	Lack of available firefighter candidates
Reliance on external EMS services	Loss of major tax revenue resources
Reliance on mutual aid FDs for manpower and equipment	

Critical Issues and Service Gaps

After reviewing the OFD’s core services, the organizational strengths and weaknesses, and the opportunities and threats posed by industry and the community environment in which the agency operates, the Internal Stakeholders identified the primary critical issues and service gaps that face the OFD - these provide the foundation for the establishment of goals and objectives in order to meet the future vision of the OFD.

The list below reflects the critical issue and service gap topics identified by the Internal Stakeholders that need to be addressed in order to provide the levels of service it has pledged itself to fulfill.

Table 16: Critical Issue and Service Gap Topics of the OBERLIN FIRE DEPARTMENT

Training Program
Human Resources
Physical Resources
Communications

Internal stakeholders conducting a work session



Goals and Objectives

The Community-Driven Strategic Planning Process, to this point, has dealt with establishing the Mission, Values, Critical Issues, and Service Gaps of the OFD. In addition, the identification of internal strengths and weaknesses, as well as external opportunities and threats was accomplished.

In order to achieve the mission of the OFD, realistic goals and objectives must be established. Goals and objectives are imperative to enhance strengths, to address identified weaknesses, to provide individual members with clear direction, and to address concerns of citizens. In order to establish goals and objectives, the Internal Stakeholders met over the course of several hours to complete this critical phase of the planning process.

*"If you don't keep score,
you're only practicing."*

Vince Lombardi,
American Football Coach and Motivator

As goals and objectives are management tools, they should be updated on an on-going basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The goals and objectives should now become the focus of the efforts of the agency. By following these goals and objectives carefully, the agency can be directed into its desired future while having reduced the obstacles and distractions along the way. The internal stakeholders set timelines for completion of objectives supporting the goals. Leadership of the OFD should establish work groups to meet periodically to review progress toward these goals and objectives and adjust timelines as needs and the environment change.

Goal 1

To evaluate, update and implement a Training and Competency Program to maximize the effectiveness of our service delivery.

Objective 1A	Identify and/or research departmental and individual training and competency needs.
Timeframe	3 months
Critical Tasks	<ul style="list-style-type: none"> • Complete a survey of training/competency needs assessment. • Identify required training. • Identify individual elective and optimal training/competency. • Establish a committee to analyze and prioritize the training and competency needs.
Funding Estimate	

Objective 1B	Update and implement the training/competency curricula to effectively accomplish our mission.
Timeframe	15 months, and on-going
Critical Tasks	<ul style="list-style-type: none"> • Assess our current programs to assure they meet individual/departmental needs. • Update out-of-date curricula. • Develop any new curricula needed to meet current and future needs. • Ensure that all curricula are standardized with clear objectives. • Post any available training in a common area.
Funding Estimate	

Objective 1C	Establish a training/competency schedule to meet the requirements for individual work schedules while meeting local and state requirements for continuing education.
Timeframe	15 months, and ongoing
Critical Tasks	<ul style="list-style-type: none"> • Verify local/state training and competency requirements. • Develop a staff availability schedule. • Establish flexible training schedules which provide alternatives for attendance.
Funding Estimate	

Objective 1D	Educate and orient all employees about the training/competency program schedules, and complete an on-going evaluation of these programs.
Timeframe	18 months, and on-going
Critical Tasks	<ul style="list-style-type: none"> • Inform the employees of applicable Job Performance Requirements (JPR) • Orient employees on the availability of curricula and schedules. • Orient employees on available elective (optional) training. • Consider the feasibility of separate training. • Establish an evaluation program that assures that the training/competency programs objectives are met. • Establish a training committee to assure the needs and requirements are being met.
Funding Estimate	

Goal 2

To establish a Human Resources Plan to maximize the value of our human assets and be best equipped to accomplish our mission.

Objective 2A	Review current Human Resource activity and policies, and research other effective Human Resource policies.
Timeframe	4-6 months
Critical Tasks	<ul style="list-style-type: none"> • Establish committee for review and research. • Compile findings and recommendations. • Present to department leadership.
Funding Estimate	

Objective 2B	Establish Workforce Plan.
Timeframe	12-16 months
Critical Tasks	<ul style="list-style-type: none"> • Modify and clarify personnel policies based on committee recommendations. <ul style="list-style-type: none"> • Employee relations and values • Conflict resolution • Discipline • Identify workload and staffing needs. • Develop recruitment and retention plan. <ul style="list-style-type: none"> • Assessment of community profile • Assessment of department demographic profile • Identify gaps • Consider gaps when recruiting • Identify motivators to enhance organizational retention • Establish career development program. <ul style="list-style-type: none"> • Competency development • Succession preparation (e.g.: job shadowing, coaching, mentoring)
Funding Estimate	

Objective 2C	Implement new workforce plan.
Timeframe	17 months and ongoing
Critical Tasks	<ul style="list-style-type: none"> • Obtain approval from leadership and modify as needed. • Orient department personnel to plan. • Enforce plan <ul style="list-style-type: none"> • Encourage compliance • Hold employees accountable to plan
Funding Estimate	

Objective 2D	Evaluate and update policies and plan.
Timeframe	18 months and ongoing
Critical Tasks	<ul style="list-style-type: none"> • Receive and review feedback. • Determine effectiveness of plan. <ul style="list-style-type: none"> • Issue improved. • Issue deteriorated. • Issue unchanged. • Based on findings, modify as needed.

Goal 3

Establish a Physical Resources Plan to ensure equipment and facilities are adequate to most effectively accomplish our mission.

Objective 3A	Evaluate and analyze current facility, apparatus and equipment maintenance activities.
Timeframe	6-12 months and ongoing
Critical Tasks	<ul style="list-style-type: none"> • Select appropriate resources to conduct the assessment. • Issues to address include: <ul style="list-style-type: none"> • Facility • Apparatus • Equipment • Make recommendations to appropriate organizational leadership.
Funding Estimate	

Objective 3B	Establish facility resource plan.
Timeframe	18 months and ongoing
Critical Tasks	<ul style="list-style-type: none"> • Establish short term maintenance program per O&M manuals. <ul style="list-style-type: none"> • Daily housekeeping • Long-term maintenance program. <ul style="list-style-type: none"> • Physical building integrity. • HVAC, roof, structural integrity, etc. • Address any safety needs. <ul style="list-style-type: none"> • Code changes • OSHA
Funding Estimate	

Objective 3C	Establish apparatus resource plan.
Timeframe	18 months and ongoing
Critical Tasks	<ul style="list-style-type: none"> • Evaluate current conditions. • Review/adopt preventative maintenance per manufacturer's requirements/NFPA. • Keep current with manufacturer recommendations. • Replace per NFPA standards. • Address all safety issues. • Complete all recommended annual testing.
Funding Estimate	

Objective 3D	Establish equipment resource plan.
Timeframe	18 months and ongoing
Critical Tasks	<ul style="list-style-type: none"> • Evaluate current conditions. • Review/adopt preventative maintenance per manufacturer's requirements/NFPA. • Research and modernize outdated equipment per NFPA/manufacturer recommendations. • Address all safety issues.
Funding Estimate	

Objective 3E	Orient and educate all personnel on current facility, apparatus and equipment maintenance activities for proper and safe operations.
Timeframe	24 months and ongoing
Critical Tasks	<ul style="list-style-type: none">• Establish orientation/education schedule.• Continuing education on plan changes.• Annual evaluation of physical resource plan.
Funding Estimate	

Goal 4 **Establish and implement a departmental Communications Plan to maximize our effectiveness in communicating internally and externally with our stakeholders.**

Objective 4A	Identify and analyze all organizational communication processes.
Timeframe	3-6 months
Critical Tasks	<ul style="list-style-type: none"> • Evaluate current electronic communication operations. • Establish committee to review current equipment and procedures. • Evaluate how information is disseminated amongst the department. • Identify and evaluate current means of communication to the public.
Funding Estimate	

Objective 4B	Develop and implement a communication plan that will ensure adequate, functional verbal and data communications during emergency operations.
Timeframe	12 months and ongoing
Critical Tasks	<ul style="list-style-type: none"> • Inventory list of current equipment. • Develop and implement a communication equipment program to maintain current equipment, analyze problems, assure equipment upgrades, and identify future equipment needs. • Develop strategies to improve fireground voice and data communications between IC to crew and from crew to crew.
Funding Estimate	

Objective 4C	Develop and implement an internal communication network to ensure proper flow and understanding of information critical to daily and emergency operations.
Timeframe	9-12 months and ongoing
Critical Tasks	<ul style="list-style-type: none"> • Cultivate an open atmosphere of proper communication throughout the department (verbal, written, electronic). • Establish a work group to research methods, mechanisms, and content for an internal communication network. • Review and refine communication methods so they are both timely and clearly establish expectations and are distributed to all involved staff. • Review use of mechanisms such as email, meetings, documents, announcements, social media and other appropriate mechanisms for dissemination of information. • Insure proper review, dissemination and formal training for staff on standard operating procedures.
Funding Estimate	

Objective 4D	Develop and implement a comprehensive public information and outreach program to ensure the community is fully informed about service programs and department organization/functions.
Timeframe	9-12 months and ongoing
Critical Tasks	<ul style="list-style-type: none"> • Establish an external communications work group to evaluate various methods and resources for use in external communications. • Select, prioritize and implement the most appropriate methods of external communication, such as internet, news media, social media, publications, etc. • Evaluate the value of increased participation in community organizations and events.
Funding Estimate	

Objective 4E	Evaluate and orient the appropriate groups about the available communication processes while undergoing continuous evaluation of programs efficiencies.
Timeframe	18 months and ongoing
Critical Tasks	<ul style="list-style-type: none"> • Train personnel in electronic communication and evaluate the effectiveness. • Educate personnel on dissemination of internal information. • Establish a survey process to evaluate effectiveness of public information.
Funding Estimate	

The Vision

The next step in the process was to establish a vision of what the OFD should be in the future, building upon the framework and foundation of the Mission and Values. Visions provide targets of excellence that the organization will strive toward and provide a basis for its goals and objectives.

Table 17: OBERLIN FIRE DEPARTMENT Vision

Our vision is that by the end of the year 2015, the Oberlin Fire Department will be widely recognized as an organization which utilizes customer-centered best practices in the delivery of services to our community.

In honoring our community’s trust, we will show our commitment to providing effective, efficient, fiscally-responsible service. We will remain accountable to ourselves and to those we serve by continuously enhancing our professionalism, demonstrating respect, committing to the highest ethical and moral behavior, and by showing an unwavering dedication to our mission and the people we serve.

We will expand our external communications through information dissemination initiatives so that our priorities, philosophy and operations are clearly understood in the community. Our internal culture will reflect a respectful team atmosphere nurtured by open internal communication processes providing greater information sharing and involvement in decisions to accomplish our mission.

Our workforce planning efforts will embrace the diversity reflected by our community, improve the quality of recruitment and retention, and promote career development for the future success of our members and our agency. The effective management of our physical resources will allow us to maintain quality dependable apparatus, equipment and facilities, and to also explore new technology to improve the quality of support and operational services.

Through the implementation of standardized, contemporary training activity, our members will be accountable for their mastery of job skill and will demonstrate their commitment to excellence through the professional and courteous delivery of services.

Our leadership and workforce will hold one another accountable to accomplishing our department mission. Our vision is that through a consistent commitment to our P.R.I.D.E. core values that our organizational culture will flourish, job satisfaction will soar, and that we will meet or exceed the expectations of those we serve.

Performance Measurement - “Managing for Results”

As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. 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 They must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes. It has been stated that:

...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

Why Measure Performance?

It has been said that:

- *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

In order to establish that the OFD'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 following:

- 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” that is typically utilized to indicate and measure performance includes the following:

- **Inputs** – Value of resource used to produce an output.
- **Outputs** – Quantity or number of 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. Outcome focuses on the ultimate “why” of providing a service.

The Success of the Strategic Plan

The OFD has approached its desire to develop and implement a Strategic Plan by asking for and receiving input from the community and members of the agency during the development stage of the planning process. The agency utilized professional guidance and the Community-Driven Strategic Planning Process to compile this document. The success of the OFD's Strategic Plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, membership of the agency, and the community at-large.

The final step in the Community-Driven Strategic Planning Process is to develop organizational and community commitment to the plan. Everyone who has a stake in the present and the future of the OFD also has a role and responsibility in this Strategic Plan.

"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 and Acronyms

For the purposes of the Community-Driven Strategic Planning, the following terms and acronyms have the meanings set forth below:

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.
ALS	Advanced Life Support
BLS	Basic Life Support
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).
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.
Input	A performance indication where the value of resources are used to produce an output.
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.
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 Measure	A specific measurable result for each goal and/or program that indicates achievement.
SOP	Standard Operating Procedure
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 action. Something to accomplish in assisting the agency to move forward.

Strategic Management	An integrated systems approach for leading and managing in a changing world by building consensus of the leadership group, both in shared vision of the desired future and a clarified mission for the organization, and by gaining support and participation of the people in the organization to identify specific changes that must be made, implementing them, and assessing organizational performance.
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 the necessary 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.
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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