

Mount Pleasant Fire Department

Customer-Driven Strategic Plan

2020-2025



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Introduction

The staff of the University of Tennessee Municipal Technical Advisory Service (UT-MTAS) strives daily to meet its consensus mission. As an agency of the University of Tennessee and in collaboration with the Tennessee Municipal League, UT-MTAS leverages the resources of the University to improve the lives of the people of Tennessee with technical consulting, research, and training for municipal governments. This project works toward meeting UT-MTAS's mission and was conducted at the request of Mr. Phillip Grooms, Fire Chief for the City of Mount Pleasant, Tennessee.

The Mount Pleasant Fire Department (MPFD) provides fire, rescue, hazardous materials, emergency medical, emergency preparedness, community risk reduction, public education, and fire investigation services to the residents, businesses, and visitors of Mount Pleasant, Tennessee. Mount Pleasant Fire Department and its members are consistently seeking continual improvement to achieve and maintain the highest level of professionalism and efficiency of services on behalf of those it serves, and thus, requested the assistance from the University of Tennessee Municipal Technical Advisory Service (UT-MTAS) to facilitate a "Customer-Driven Strategic Planning" process for the agency. The resulting strategic plan was developed and written using guidelines outlined in the Commission on Fire Accreditation (CFAI) Fire and Emergency Service Self-Assessment Manual 9th Edition and is intended to guide the organization within their established parameters set by the leadership.

UT-MTAS utilizes the community-driven strategic planning process to go beyond just the development of a document. It challenged the department's members to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team" and "organization" rather than for themselves. It further provided the department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and department stakeholders' groups demonstrated commitment to this important project and remain committed to see the document's goals and objective through to completion.

The organization and the department are aware and both have a demonstrated commitment to continual review and revision of this customer-driven strategic plan to ensure the needs of the organization's customers are being considered and addressed.



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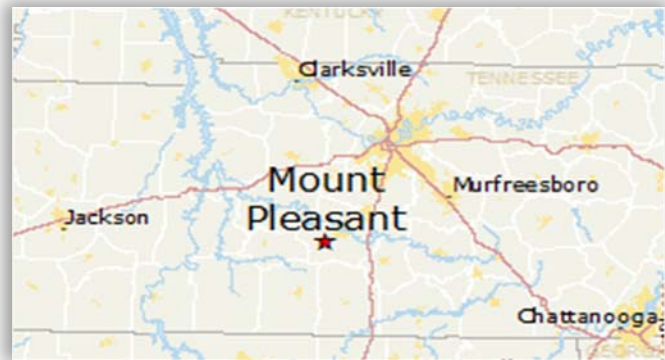
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Organizational Background

The City of Mount Pleasant is one of the principal cities in Maury County, Tennessee which is part of the Nashville-Davidson-Murfreesboro-Franklin, Tennessee Metropolitan Statistical Area. The Nashville-Davidson-Murfreesboro-Franklin, Tennessee Metropolitan Statistical Area covers 13-counties in Middle Tennessee. These counties include Cannon, Cheatham, Davidson, Dickson, Macon, Maury, Robertson, Rutherford, Smith, Sumner, Trousdale, Williamson, and Wilson Counties.



The City of Mount Pleasant is located entirely in Maury County. Mount Pleasant is located approximately 10 miles south of Columbia, the county seat of Maury County.

The City is also strategically located in the heart of Middle Tennessee approximately 60 miles south of the State Capital, Nashville and approximately 70-miles north of Huntsville, Alabama. Travel to other regions of the state or other states is convenient due to Mount Pleasant's close proximity to Interstate 65. A Manager-Commissioner form of government governs the city. The five-member commission, which includes the mayor and vice mayor, sets policy and evaluates the management of the city. The commission appoints the city manager who oversees all operational activities.



Fire protection and fire department staffing are local policy issues. A community must balance available local resources against what is determined to be acceptable risk. The City of Mount Pleasant provides fire and public safety services to just over 5,000 residents, based on 2019 certification through the Tennessee Office of Economic and Community

Development, through a municipal fire department organized under Tennessee Code Annotated Chapter 21 Part 7. The Mount Pleasant Fire Department is a career fire department recognized by the State of Tennessee and funded by general fund allocations of the City of Mount Pleasant. The fire department operates 2 Engine Companies and one Ladder Company deployed from their



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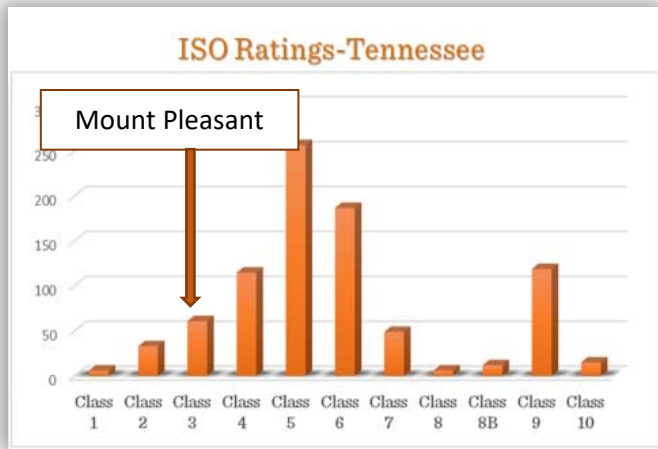
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one fire station located on the North side of the city adjacent to the regional airport. The department provides essential emergency and non-emergency services throughout just over 11 square miles of the city limits. In addition, Mount Pleasant has automatic aid agreements with Columbia and Maury County to give and receive aid.

Mount Pleasant's Insurance Services Office (ISO) Public Protection Classification (PPC) is a classification of Class 3. The Class 3 ISO PPC places Mount Pleasant in the top 10% of communities nationwide and also in the top 10% of communities in Tennessee in terms of fire protection. This indicates that Mount Pleasant has made some excellent decisions in planning for community fire protection.



The Mount Pleasant Fire Department is an all-hazards fire department and is alerted to respond to emergency incidents in all locations inside Mount Pleasant's corporate limits. The department, being considered an all-hazards fire department, means to the community that the fire department responds to any emergency call for service the citizens and visitors have.

Mount Pleasant Power Company provides electricity, Mount Pleasant Water and Sewer System provides potable water and sanitary sewer services, and Mount Pleasant Gas County provided natural gas utilizes for the community and the public. The Mount Pleasant Water Company coordinates with the fire department to identify and meet needed fire flow requirements for potential fire suppression operations.



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Mount Pleasant City and Fire Facilities

City Administration -100 Public Square, Mount Pleasant, Tennessee



Fire Administration / Fire Station 1- 209 Bond Street, Mount Pleasant, Tennessee (Future)



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Fire Station 2-1158 North Main Street, Mount Pleasant, Tennessee



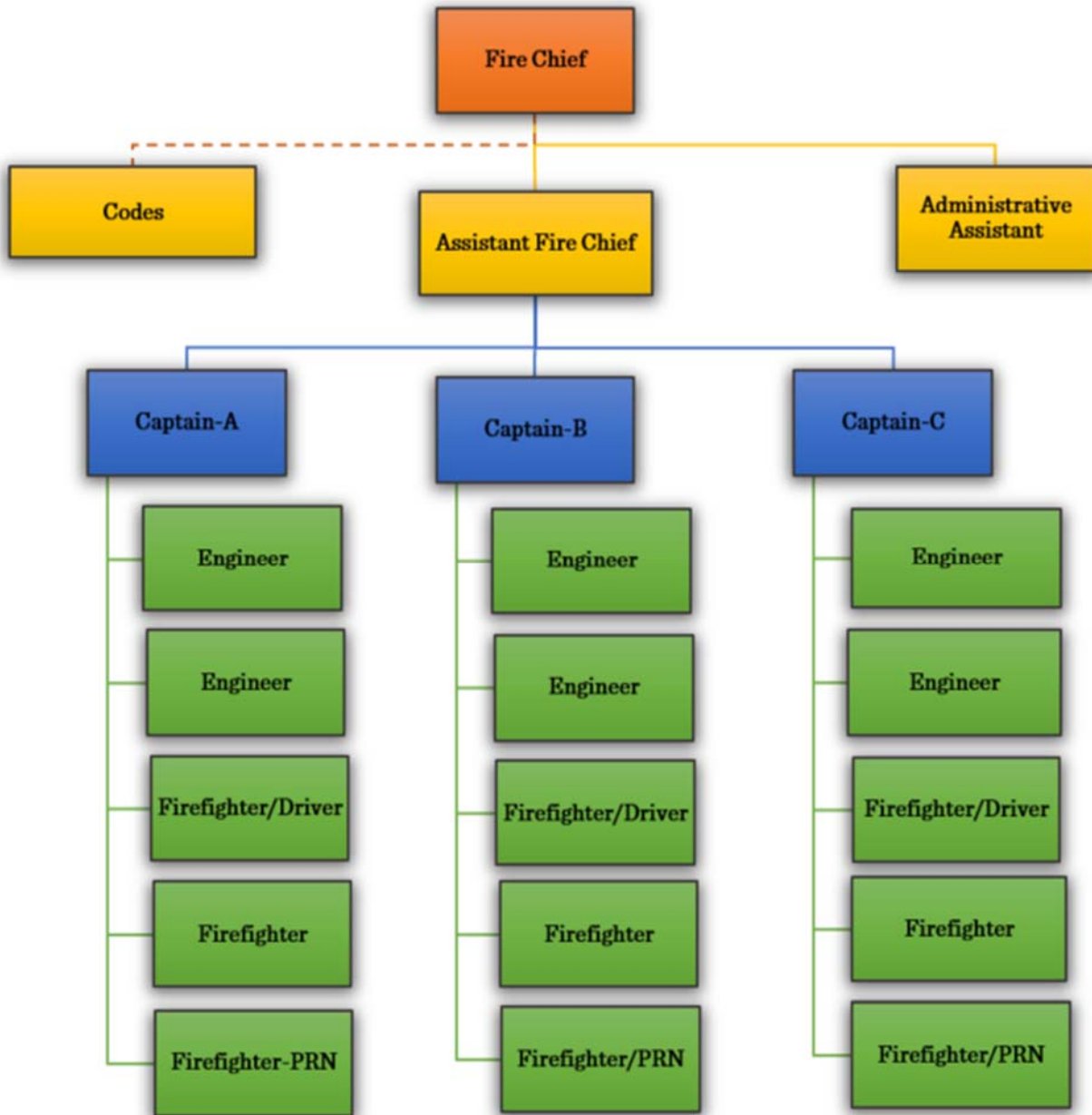
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Mount Pleasant Fire Department Organizational Structure



**Captain Operates like a Battalion Chief*



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Community Risk – General Overview

Mount Pleasant covers approximately 11 square miles and has a population of just over 5,000, based on 2019 certification through the Tennessee Office of Economic and Community Development. The city's urban growth boundary is larger than the current city limits, so additional growth is likely due to the geographic location and the positive economy of the region.

From 2010 to 2019, Mount Pleasant's population increased by approximately 9.4% making Mount Pleasant rank as the 102nd largest city in Tennessee. Mount Pleasant's population is graying, with 17% of the population age 65 or older, as compared to the state average of 16.4%. Statistically, older population segments tend to use the emergency medical services more than other population segments. Approximately 85% of the Mount Pleasant Fire Department's responses for 2019 were for emergency medical calls.

Approximately 13.9% of the housing stock is vacant. This number does not include houses in foreclosure, which means that the percentage of vacant homes and buildings is probably higher. Research by the National Fire Protection Association (NFPA) has shown that the incidence of fires in vacant buildings increases when the economy is weak, and that the risk to neighborhoods is greater as fires in vacant buildings are more likely to spread to adjacent homes than fires in occupied homes. Nationwide, almost half of all fires in vacant buildings are arson fires.

The City of Mount Pleasant has a diverse base of employment opportunities in the city. Healthcare (18.8%), retail (15.7%), other services (14.5%), manufacturing (10.6%), construction (8.7%), professional/scientific/technical (5.6%), accommodations/food service (4.3%), transportation/warehousing (3.7%), and other miscellaneous careers (18.1%) are the employment demographics for Mount Pleasant. Health care, retail trade, other services, and manufacturing appear to be the top four sectors with the most number of employment in Mount Pleasant.

The City of Mount Pleasant will continue to grow due to its geographic location, ease of commuting to larger neighboring cities such as Columbia, Franklin, Brentwood, and Nashville, its convenience to other state like Alabama, its own regional airport and close proximity to Nashville International Airport, and community services and attractions. Mount Pleasant is an attractive city with aesthetic design and has sufficient undeveloped land for planned residential and commercial growth. Its location next to the major transportation routes of Highway 43, Highway



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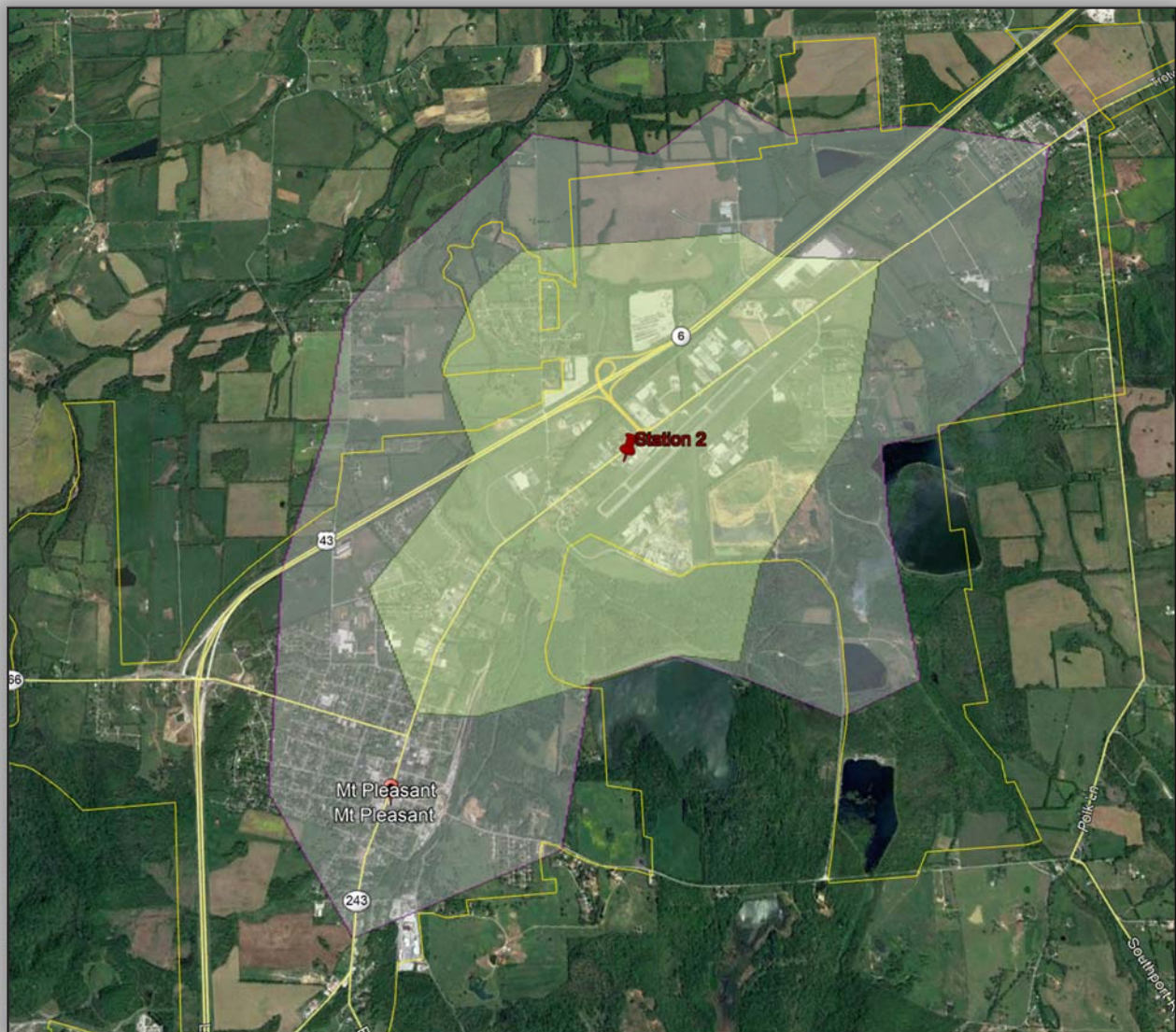
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166, and Interstate 65 make commuting convenient for those who want to work in a different city or another state such as Alabama.

After a review of the Mount Pleasant Fire Department, existing fire service resources have not kept pace with growth and are not adequate for the size and scope of risk and hazards present in the community. Mount Pleasant is poised for growth and must plan accordingly. Existing fire department coverage is noted in the graphic below. The light green shaded area indicates Engine Company coverage and the lighter white shading indicates Ladder Company coverage. As it is noted that most of the more densely populated areas of the city are outside the primary 1.5 mile engine company response area.

Mount Pleasant Station 2 Engine and Ladder Coverage



Mount Pleasant Fire Department

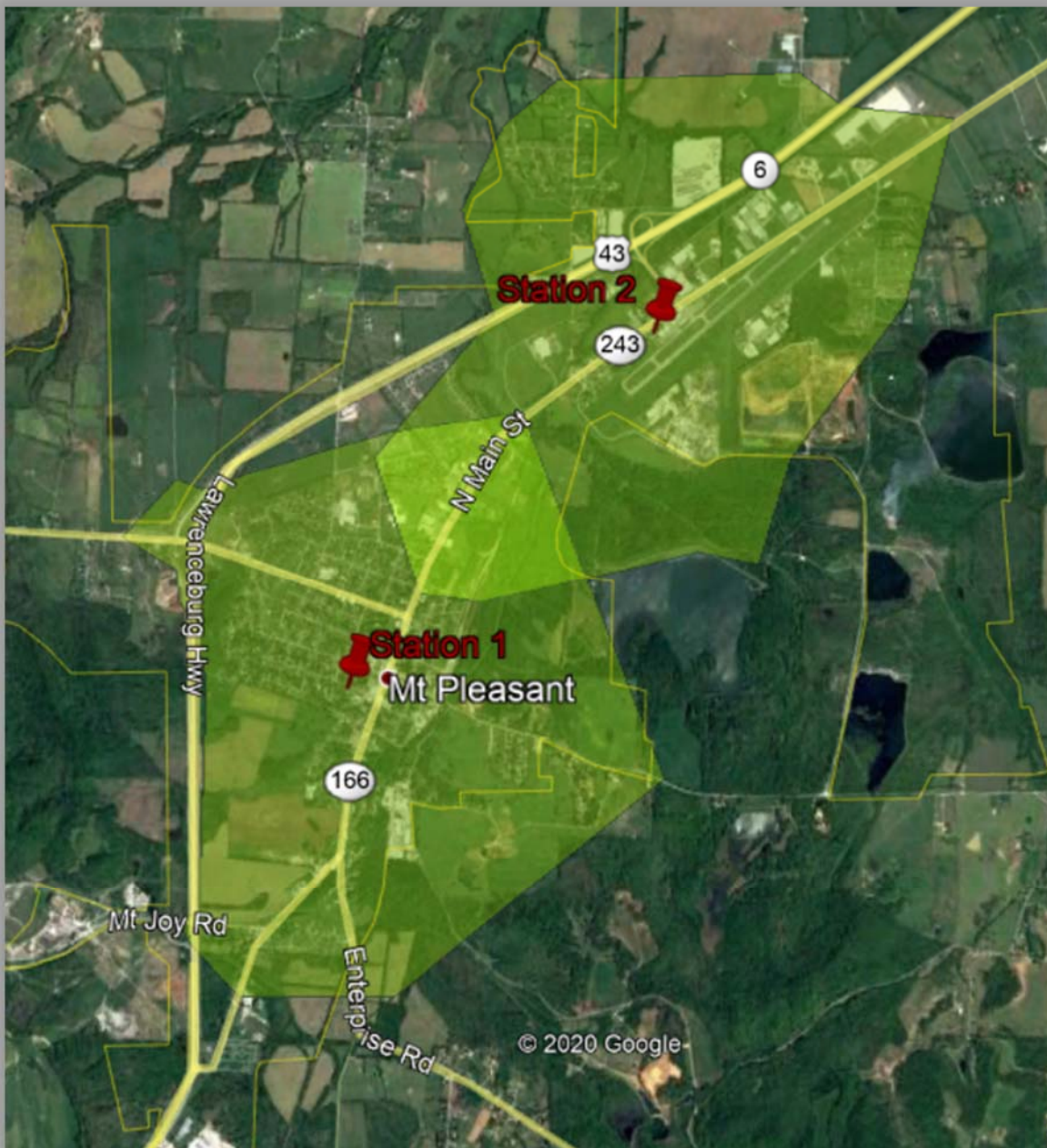
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The opening of Fire Station 1 with an Engine Company facilitates the city having very even Engine Coverage for a high percentage of the city. The graphic below indicates Engine Company coverage with the two station configuration.

Mount Pleasant Engine Coverage with Additional Station 1





Community-Driven Strategic Planning

For really successful businesses and organizations, the voice or input of the customer drives their operations and determines the path for their future. A customer-driven organization, that provides both emergency and non-emergency services, is one that seeks to gather and utilize the needs and expectations of its customer in the development and/or improvement of the services provided. To ensure that the customer remains a focus of an organization's direction, a customer-driven strategic planning process was used to develop this strategic plan.

A strategic plan is meant to be a living leadership and management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources. The process of strategic planning can be defined as "a tool that provides organizational direction, builds a shared mission & vision through organizational values, identifies goals/objectives to optimize service delivery, and the utilization of available resources". (Wallace, 2006)



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The United States Federal Consortium Benchmarking Study Team explains 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.

Correctly used, customer-driven strategic planning is successful due to the highly engaged staff of all demographics of the organization. Planning is a circular process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning is an opportunity to unify the team; getting management, employees, and other 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.

*“Efforts and Courage are not
Enough without Purpose and
Direction”*

John F. Kennedy
35th President of the
United States of America





Customer-Driven Strategic Planning; It's A Process

When an organization prepares to embark on customer-driven strategic planning, it must consider the time, effort, and expertise it will require in order to see the process through to realize the ideal future of the department.

The outline used to facilitate the strategic planning process in Mount Pleasant is as follows:

- Define non-emergency/emergency services provided to our customers
- Establish the community's service priorities
- Establish the community's expectations
- Identify any concerns the community has for the organization
- Identify the aspects of organization the community views positively
- Develop the organization's "Mission Statement"
- Develop the organization's/members' "Values"
- Develop the organization's "Vision" of the future
- Identify any potential/real Challenges for the organization
- Identify areas of Opportunities for the organization
- Identify any Weaknesses of the organization
- Identify the Strengths of the organization
- Identify Critical Issues in process or service delivery
- Identify any potential or real Service Gaps
- Establish realistic goals and objectives for the future
- Identify action tasks for each objective
- Develop draft document for review and consideration
- Revise draft document as needed for approval/adoption by department and elected officials





Process and Acknowledgements

The University of Tennessee Municipal Technical Advisory Service (UT-MTAS) acknowledges and thanks the members of the community and organizational stakeholders for their participation and input into this Customer-Driven Strategic Planning Process. UT-MTAS also recognizes City Manager Kate Collier, Fire Chief Phillip Grooms, and their respective team members for their leadership and overall commitment to this process.

Development of this strategic plan took place beginning in May 2019. The process began with a meeting hosted by the Fire Department to include UT-MTAS Fire Management Consultant Steven Cross and Fire Chief Phillip Grooms. After a very productive meeting, it was decided that the organization was approachable to this process and looked forward to learning more about themselves.

The department identified a variety of stakeholders groups to ensure a broad representation of the community could provide input. The organization hosted in person community events and addressed multiple civic and community groups as well as posted internal and external customer satisfaction surveys on their website to gather data.

Community Group Findings

A key element of the Mount Pleasant Fire Department organizational philosophy is having a high level of commitment to the people of the community, as well as recognizing the importance of customer satisfaction. Thus, the department invited customer representatives to provide feedback on services provided. The department found that they have customers that only reside in their city, customers that reside and work in their city, and customers that only work in their city. It was important to the department to capture each of these customer groups' input. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around customer expectations and concerns (prioritized), as well as positive and other comments about the organization, provided in the appendix of this document. The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization, as well as to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.



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Community Priorities

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

| Program | Ranking | % Respondants |
|--|---------|---------------|
| Fire Suppression | 1 | 95.70 |
| Hazardous Materials | 2 | 93.50 |
| Technical Rescue | 3 | 85.60 |
| Fire Investigations | 4 | 81.60 |
| Hazardous Materials | 5 | 80.20 |
| Community Risk Reduction | 6 | 77.60 |
| Citizen Programs | 7 | 46.10 |
| Domestic Preparedness, Planning, Response | 8 | 73.70 |

Percentages were taken from respondents that ranked the service either 4-5 of 5-point scale as most important to them.



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Department/Employee Stakeholder Group Findings

The department stakeholder work sessions were conducted over the course of two days. These sessions served to discuss the organization’s approach to customer-driven strategic planning, with focus on the department’s Mission, Values, Vision, Core Programs and Support Services, as well as the organization’s perceived Challenges, Opportunities, Weaknesses, and Strengths (C.O.W.S.). The work sessions involved participation by the broad organization representation in attendance, as named below.

| Mount Pleasant Internal Stakeholders | | | | | |
|--|--------------------------------------|-----------------------------------|-----------------------------------|---|---|
| Jason Andrews - Firefighter / Driver | Robert Archibald - Codes Director | Kate Collier - City Manager | Nathan Duncan - Firefighter | Loretta Garner - Finance Director | Phillip Grooms - Fire Chief |
| Deon Hardison - Firefighter | Rodney Howell - Captain | Keith Jennings - Firefighter | Sonya Pinkard - HR Director | Victoria Poindexter - Administrative Specialist | Todd Stewart - Assistant Fire Chief |





Mission

The department's stakeholder group reviewed the agency's existing mission statement. The decision was made that the existing mission was not current, relevant, and reflective of their current views. The group sought to answer some pertinent questions as they embarked on development of their new mission:

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

The department's new mission statement was created, discussed, and accepted as a consensus of the entire group.

The **Mission** of the City of Mount Pleasant Fire Department is to provide high quality emergency response for fire, medical, and rescue incidents while providing community risk reduction efforts for our citizens, visitors, business and industrial stakeholders.



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Department Mission Brainstorming Session

Core Values

Consensus values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. The strategic planning workgroup reviewed the existing core values of the organization and decided revision was needed. The workgroup brainstormed to develop a new agreed upon core values of the organization, utilizing the acronym F.I.R.E., a common term in the fire service industry to ensure quick recall of the Department's Core Values.

Core Values-F.I.R.E.

Faith and Family

Integrity & Innovation

Respect & Relationships

Excellence & Empowerment



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The Core Values and Mission are foundational to the organization. Thus, every effort will be made to keep these current and meaningful so that the individual members of the Mount Pleasant Fire Department are guided by them daily in every decision and action. Each decision and action will bring the organization closer to realizing its critical tasks, objectives, and ultimately its goals



Organizational Vision

The members of Mount Pleasant Fire Department established a vision of what JCFD should be in the future; their ideal future. We continue building upon the framework and foundation of the Mission and Values. The Vision provides targets of excellence that the organization will strive toward and provides a basis for its goals and objectives.

The Vision of the Mount Pleasant Fire Department is to remain the most innovative, educated, and community-driven department in the industry; proactively mitigating all risks & hazards, while serving our city and its' residents with professional services delivered with knowledge, compassion

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and integrity.



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The department is committed to finding the most innovative methods of managing the increasing workload and service demands that currently challenge the agency. As part of this process, the agency will prioritize core and support services that promote customer satisfaction and provide a safe community. In addition, the agency will work to forecast potential workload management challenges and provide effective solutions both for today and in the future. The agency will plan and promote ideas that ensure customers receive the services they expect while maintaining an efficient and effective workforce that is prepared to meet the ever increasing demands for service.



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The challenge of maintaining a highly-motivated, highly-trained, highly-skilled workforce continues to be of tremendous concern to both the citizens and members of the department. Mount Pleasant Fire Department will continue to seek highly qualified candidates to fill positions that become vacant due to a variety of reasons. The agency will research and implement solutions that may enhance the pool of applicants and provide top quality candidates for vacant positions. The department will also work with the city to research and support competitive salary and benefits packages for the purpose of recruitment and retention. As part of this process, the agency will work with department members to provide clear pathways for the preparation, training, and mentoring needed to fill leadership positions. Like many organizations, MPFD must plan for the retirement of our highly skilled, knowledgeable members with great institutional knowledge. The agency is preparing the next generation of leaders today to fill these vacancies as they occur.

The department is committed to always be vigilant in researching and providing cost effective service delivery options. The department will monitor areas of growth and provide city leadership with options that may enhance service delivery. Additionally, the department will evaluate response apparatus and vehicles to ensure that available technology and appropriate response vehicles are purchased in an efficient and cost effective manner. Furthermore, the department will maintain and provide planning necessary for current physical facilities to meet the needs of the department and its mission.

As identified in customer surveys, effective communication continues to be a challenge for the department. The department recognizes the need to monitor and improve several areas of internal communication to ensure clear, accurate, and timely information is shared. Department leadership considers this a high priority and has already taken steps to implement many of the recommendations provided by department members. The department will support ideas and solutions that will support enhanced internal communication procedures.

Effective and clearly understandable processes, policies, and procedures are essential to a well-led well-managed organization. The department will identify areas where standardized training, processes, procedures, guidelines, and regulations will provide a stable foundation for department members to grow and develop within the organization. Standardization in many cases, will reduce confusion and provide clarified pathways for reaching both personal and organizational goals. The agency is committed to providing an environment where all personnel receive consistent, essential training and have a clear understanding of department expectations.



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Programs and Services

The department stakeholders identified the agency’s core programs provided to the community, as well as many of the services that support the organization’s delivery of those programs. The department’s core programs and supporting services are provided below.

| Agency Core Programming | | | |
|-------------------------|---|--------------------|--------------------------|
| Fire Suppression | Emergency Medical Services | Technical Rescue | Community Risk Reduction |
| Fire Prevention | Domestic Preparedness, Planning, Response | Fire Investigation | Public Safety Education |
| Hazardous Materials | Modern Fire Code Adoption / Enforcement | Citizen Programs | |

The members of the agency recognize the fact that they cannot realize their vision without partnerships and collaborations with other departments and organizations. The planning team attempted to identify partnerships that are vital in order to serve the customers to the highest level.

| Mission Support Services | | | |
|------------------------------|------------------------------|--------------------------------|-----------------------------|
| Federal Government | State Government | County Government | Human Resource Department |
| Emergency Communications | Fleet Services Department | Law Enforcement | Code Enforcement Department |
| City Planning Department | Power/Water Departments | Training/National Fire Academy | State Fire Marshal's Office |
| University of Tennessee MTAS | Tennessee State Fire Academy | Media-Print, Radio, TV | Social Media |
| Ambulance Service | Railroad | Red Cross | Professional Associations |





C.O.W.S Analysis

The Challenges, Opportunities, Weaknesses, and Strengths (C.O.W.S.) analysis is designed to lead an organization to honestly identify its positive and less-than-desirable attributes. Department stakeholders participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential challenges. Information gathered through this analysis provides guidance toward the larger issues and potential gaps in services that exist within the agency. The information gathered will assist the agency in finding its overarching critical issues and possible service gaps. Appendix B consists of the COWS data and analysis collected by the department stakeholders.



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Critical Issues and Service Gaps

Following the identification and review of the department's COWS, the strategic planning team worked in groups of department stakeholders to identify themes as primary critical issues and potential service gaps. The critical issues and services gaps identified by the stakeholders provides further guidance toward identification of the strategic initiatives, which will ultimately lead the team to the development of goals, objectives, critical tasks, and timelines.





Strategic Initiatives

Based upon analyzing all the available data, information, and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

| Agency Strategic Initiatives | | | |
|-----------------------------------|----------------------------------|---------------------|-------------------------------|
| Community Risk Reduction Planning | Lifecycle Planning for Equipment | Succession Planning | Effective Communications Plan |
| Compensation Plan / Compression | Improve ISO PPC 3 | SOGs/SOPs | Training Priorities |
| Minimum Staffing Plan | | | |

Goals and Objectives

To continuously achieve the mission of the Mount Pleasant Fire Department, realistic goals and objectives with timelines for completion must be established to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the department’s efforts, as they will direct the organization to its desired future while having reduced the obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the Mount Pleasant Fire Department leadership.

“Begin with the end in mind.”

Stephen Covey

Author-7 Habits of Highly Effective People



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Goal 01

| | | | |
|--------------------------|---|---------------------|-------------------------------------|
| Goal 01 | Merge Building Codes and Fire Department Records Management Systems by December 1, 2020. | | |
| Objective 01-A | Plan form merger of records of both departments to ensure as many needs as possible are met. | | |
| Timeframe | December 1, 2020 | Assigned To: | Fire and Building Officials |
| Critical Tasks | Talk with stakeholders from both departments to identify needs. Research software to ensure capability to meet needs. | | |
| Funding Estimates | Capital Costs: | | Consumable Costs: \$3,500.00 |
| | Personnel Costs: | | Contract Costs: |
| Objective 01-B | Train Codes and Format Permitting and Records Management Systems. | | |
| Timeframe | | Assigned To: | Fire and Codes Officials |
| Critical Tasks | Train stakeholders on new software processes and identify lanes of responsibility. | | |
| Funding Estimates | Capital Costs: | | Consumable Costs: |
| | Personnel Costs: | | Contract Costs: |



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Goal 02

| | | | |
|--------------------------|---|---------------------|-----------------------------------|
| Goal 02 | Plan and Design new Fire Facility/Station on Bond Street | | |
| Objective 02-A | Develop Request for Proposals to attract the best architectural firm to design Bond Street Facility. | | |
| Timeframe | December 31, 2020 | Assigned To: | Fire Chief and Elected Officials |
| Critical Tasks | Collaborate with Architectural Firm, City Administration, and Elected Officials to design Fire Station 1 on Bond Street. | | |
| Funding Estimates | Capital Costs: | | Consumable Costs: |
| | Personnel Costs: | | Contract Costs: |
| Objective 02-B | Design Bond Street Facility to meet the needs of the department as a response location as well as an administrative location. | | |
| Timeframe | December 31, 2020 | Assigned To: | Fire Chief and Elected Officials |
| Critical Tasks | Collaborate with Architectural Firm, City Administration, and Elected Officials to design Fire Station 1 on Bond Street. | | |
| Funding Estimates | Capital Costs: | | Consumable Costs: |
| | Personnel Costs: | | Contract Costs: \$7,500.00 |



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| | | | |
|--------------------------|--|---------------------|--------------------------|
| Objective 02-C | Review architectural plans to ensure what the department needs is being translated into the proper drawings. | | |
| Timeframe | January 31, 2021 | Assigned To: | Fire Chief |
| Critical Tasks | Meet with stakeholders to ensure needs are being met. | | |
| Funding Estimates | Capital Costs: | | Consumable Costs: |
| | Personnel Costs: | | Contract Costs: |



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Goal 03

| | | | |
|--------------------------|--|---------------------|-----------------------------------|
| Goal 03 | Construct Fire Department / Codes Facility on Bond Street | | |
| Objective 03-A | Using modern building principals and adopted codes, build the new facility on Bond Street. | | |
| Timeframe | December 31, 2023 | Assigned To: | Fire Chief / City Project Manager |
| Critical Tasks | Construct Facility that was designed for the Fire and Codes Departments. | | |
| Funding Estimates | Capital Costs: | \$1,000,000.00 | Consumable Costs: |
| | Personnel Costs: | | Contract Costs: |
| Objective 03-B | Obtain Certificate of Occupancy on new City Fire / Codes Facility. | | |
| Timeframe | December 31, 2023 | Assigned To: | Fire Chief / City Project Manager |
| Critical Tasks | Obtain Certificate of Occupancy on new facility that ensures a safe workspace for our members. | | |
| Funding Estimates | Capital Costs: | | Consumable Costs: |
| | Personnel Costs: | | Contract Costs: |



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Goal 04

| | | | |
|--------------------------|---|---------------------|--------------------------|
| Goal 04 | Open New Fire / Codes Facility with a Fire Suppression Staff of Nine Firefighters. | | |
| Objective 04-A | Analyze personnel costs to prepare budget projections for city. | | |
| Timeframe | January 31, 2024 | Assigned To: | Fire Chief |
| Critical Tasks | Develop analysis of staffing scenarios for new station. Develop a cost for each staffing scenario. | | |
| Funding Estimates | Capital Costs: | | Consumable Costs: |
| | Personnel Costs: | | Contract Costs: |
| Objective 04-B | Develop grant application to apply for grant funding from United States Assistance to Firefighters Staffing for Adequate Fire and Emergency Responses (SAFER) | | |
| Timeframe | March 15, 2024 | Assigned To: | Fire Chief |
| Critical Tasks | Develop a competitive grant application with the intent to secure minimum of 3-years of funding for staffing new fire facility. | | |
| Funding Estimates | Capital Costs: | | Consumable Costs: |
| | Personnel Costs: | | Contract Costs: |



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Goal 05

| | | | |
|--------------------------|---|---------------------|--------------------------|
| Goal 05 | Select and hire a Permitt Technician for the new facility. | | |
| Objective 05-A | Develop job description for Permitt Technician. | | |
| Timeframe | January 31, 2024 | Assigned To: | Building Official |
| Critical Tasks | Research and develop a relevant job description for the Permitt Technician. | | |
| Funding Estimates | Capital Costs: | | Consumable Costs: |
| | Personnel Costs: | | Contract Costs: |
| Objective 05-B | Select and make employment offer to the best candidate for the Permitt Technician position. | | |
| Timeframe | July 1, 2024 | Assigned To: | Codes Official |
| Critical Tasks | Using an assessment process to measure the competencies of the candidates who applied for position, select the best candidate for the position. | | |
| Funding Estimates | Capital Costs: | | Consumable Costs: |
| | Personnel Costs: | \$65,000.00 | Contract Costs: |





Organization Vision

As a part of the development of the Mount Pleasant Fire Department's Customer-Driven Strategic Plan, UT-MTAS developed a strategic plan vision statement of where the organization is predicted to be in the future as the department accomplishes current and future goals. The intent of this prediction is not to override the organizational vision created by the department stakeholders but instead, to view their vision with an outside eye to determine if an outside audience understands the agency's vision.

Mount Pleasant Fire Department's Predicted 2025 Vision:

An all-hazards emergency services provider demonstrating excellence in services delivery to the community while upholding its core organizational values.

Excellence by recruiting and retaining the highest quality professional workforce and continual investment in our personnel, evidenced by our comprehensive training program, health and wellness initiatives, along with succession plans to provide guidance to our workforce.

Professionalism through empathy centered customer service. In delivering both non-emergency and emergency services, our internal and external customers always deserves our very best.

Honesty is a core value that all other attributes are measured by. We will always serve our customer with the intent to be transparent in all our dealings.

The members, of this organization, are united in our commitment to living our values, accomplishing our goals, and making our vision a reality.

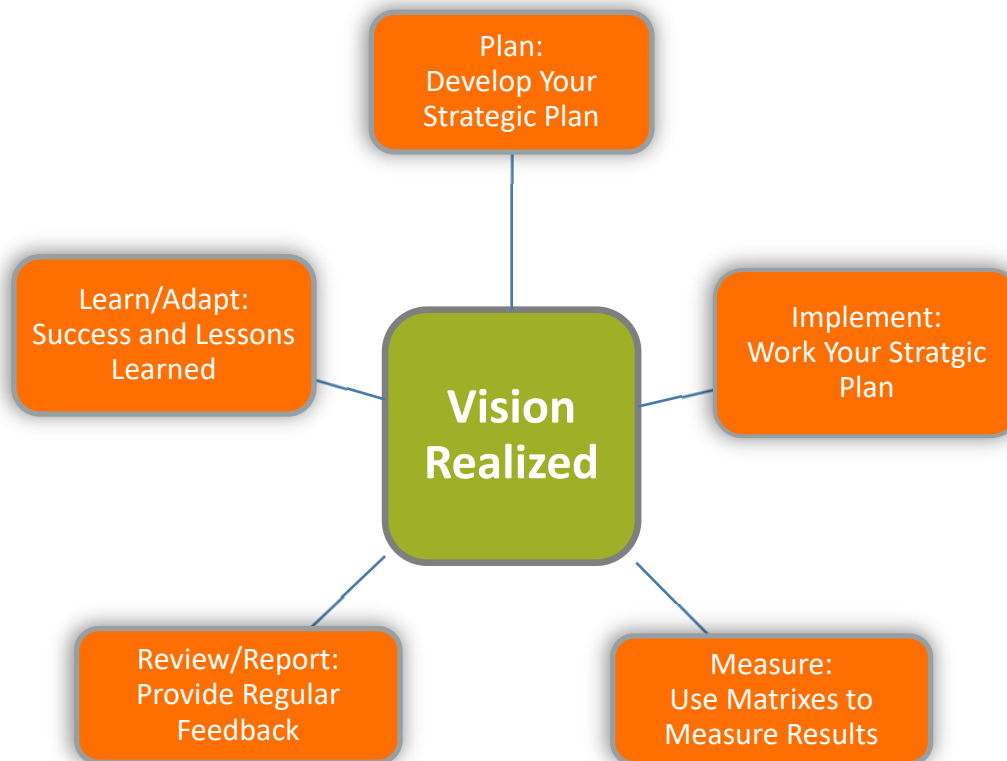




Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, "What matters is not finding the perfect indicator, but settling upon a consistent and intelligent method of assessing your output results, and then tracking your trajectory with rigor." (Collins, 2009) Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

To establish that the department'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:



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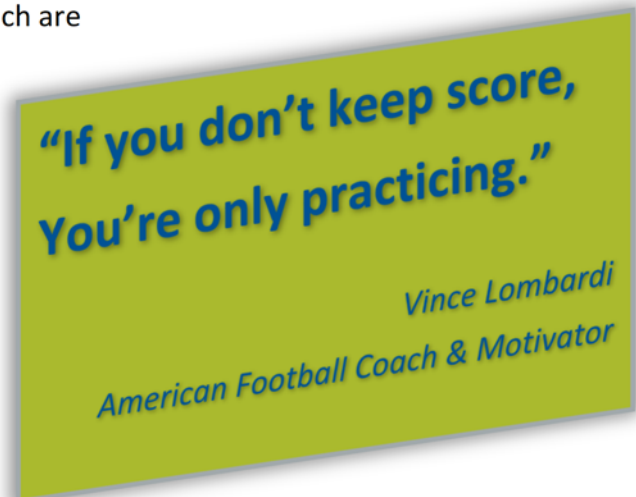
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In order to measure results, several data components must be recorded and analyzed:

- Inputs - Value of resource used to produce an output.
- Outputs – Quantifiable units produced which are activity-oriented and measurable.
- Efficiency - Inputs used per output (or outputs per input).
- Service Quality - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- Outcome - Qualitative consequences associated with a programs and service.



Success of the Strategic Plan

The Mount Pleasant Fire Department 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 success of MPFD's Strategic Plan will not depend upon the implementation of the goals and their related objectives, but from the support received from the municipality's leadership, the membership of the agency, and the customers at-large.

The MPFD Strategic Plan creates a platform for a wide range of beginnings. This Plan will come to life by being shared and implemented in the context of organizational realities.

The final step in the Customer 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 MPFD 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."

Jim Collins

Good to Great and the Social Sectors





Glossary of Terms and Acronyms

For the purposes of the Customer-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, and ensures a level of quality in those services.

Accredited: The act of accrediting or the state of being **accredited**, especially the granting of approval to an institution or agency by an official review board or organization that has established nationally accepted standards.

Community: Those who receive service from the agency, regardless of residency within the jurisdiction.

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.

Key Performance Indicator: Measurable factors of extreme importance to the organization in achieving the strategic goals, objectives, vision, and values that, if not implemented properly, would likely result in significant decrease in customer satisfaction, employee morale, and financial management.

Master Planning: A combination of the organization's strategic plan and its operational plans. The anticipated future of the community's demographics and how the community is expected to develop or change in a specified timeframe.



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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 Management: The monitoring for improvement of performance through the ongoing process of goal-setting, allocation of budget resources to priorities, and the evaluation of results against pre-established performance criteria.

Performance Measure: A specific measurable result for each goal and/or program that indicates achievement.

Service Quality: A performance indication that identifies the degree to which customers are satisfied with a program, or how accurately or timely a service is provided.

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.

Standard Operating Procedure: Established or prescribed methods to be followed routinely for the performance of designated operations or in designated situations.

Strategic Direction: The organization's goals, objectives, and strategies by which it plans to achieve its vision, mission and values.

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 the 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.



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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 plan or methodology for achieving a goal.

Support: As used in the objectives and strategies outlined in this plan, support may include, but is not limited to; information, facilitation, coordination, technical assistance, or financial assistance.

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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Appendix A-Internal Customer Survey Data

Question 1 -What is the biggest challenge facing the department over the next 5 years? How would you address it?

Growth in the community and not enough man power to cover it. I would probably look to open another station on the south end of the city. I would try to at least staff it with two men and one truck for running med calls and cutting response time down.

Growing the department. Adding another Station. Adding a training facility. Adding on to existing station. Adding more apparatus

Adding a new station.

Nothing that is any different anywhere else. The challenges I think we face is with folks being fine with the status quo. We must continue to raise the bar of expectations.

Space. I believe it's being addressed.

With the growth in industry which will lead to a higher daily population, MPFD could use more personnel to handle what could turn into multiple call volume at the same time. Also could benefit from industrial fire training. Additional fire station to reduce response times to downtown and south district. Could look into the SAFER GRANT for personnel. Seek training opportunities through TFACA. With renovation of a downtown structure to serve as a second fire station.

Growth. Have a plan for a station downtown and more personnel.

Growth of the city Vs Growth of Department and being able to fund for the needs of said growth. Prepare, plan, and stay ahead of the growth of the city.

Growth and man power

This department need another station staffed fully. The city is growing from a trickle-down effect from the north. Currently the citizens are left unprotected with the exception from neighboring departments if an incident requires 4 personnel.



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Question 2 -What division or program do you feel needs the most attention (change)? How would you fix it?

Apparatus and facility maintenance. The use of vendors who specializes in the maintenance of fire apparatus could reduce downtimes and possible extra problems from not being adequately trained in apparatus maintenance. Using a facilities maintenance company could speed up repair times due to "waiting" for the proper employee be on shift with the time to work on projects or one shift thinking another is going to handle the maintenance. Along with a more stringent daily, weekly, monthly checkoff system with documentation to cutoff bigger problems.

EMS More personnel trained to EMR.

Technical Rescue, Provide more training

Spec ops

Question 3 -Identify as many core programs that you are aware of that the department offers to the public:

Fire Extinguisher training. Smoke alarm installation Public education

CPR Certificates, Fire safety class.

CPR training Fire Prevention

CPR Certification classes, public education in schools, fire extinguisher use classes, pre fire incident surveys and inspections.

CPR, Fire Extinguishers, Smoke Alarm installs, Public Education the schools

CPR, Extinguisher Training, Pub Ed for children

Medical pub Ed



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Question 5 -Identify support services that help the department provide its core services and meet its mission to the citizens:

Fire hydrant inspection. Along with items listed in previous question.

Maury Regional EMS, OEM

Multiple instructors in these areas so the needs are met.

Question 6 -Positive comments about the organization

Good department to work for. Great leadership that leads by example.

It's has grown to better the citizen of Mt. Pleasant in the last 5 years. The fire dept. has grown and work hard in the last 5 years.

Our leadership is excellent and both Chief Grooms and Assistant Chief Stewart are looking for us to succeed!

MPFD's upper management has a passion for the fire service and its influence for the city.

I'm excited to see what the next few years hold for our department. We are headed in the right direction for the city.

This department has come a long way since I have been here under the direction of Chief Grooms and I can only see it getting better.

It's great. Everyone is a team player. We just don't have enough personnel for adequate fire protection for the city in my opinion.



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Question 7 -Opportunities to Improve the Organization

Going in the right direction. Holding everyone to the same standard and accountable is how we will move forward.

Search for new enhanced training opportunities, with more members hazmat tech trained.

I would like to be able to help the Chief do more in the codes part of the job. So he's able to do more work for the betterment of the department.

Continue to offer as much training as possible.

Safer Grant. Land purchase for new station

Question 8 -Additional Comments

Thankful to be a part of Mt Pleasant Fire Department.

MPFD has become a more proactive department, while looking for better ways to provide services.

Appendix B-Challenges, Opportunities, Weaknesses, and Strengths (COWS)



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Organizational Challenges

| Organizational Challenges | | | |
|--------------------------------|---|-------------------------------|--|
| Political-Election Cycle | Economic-Fiscal Restrictions and Infrastructure | Revenue Streams | Cost of Training, Equipment, Retention |
| Other Agencies | Building Values in Public Perception | Tax Breaks and Up Front Costs | Any City Agency, Private For Profit, Volunteer |
| Public and Fire Staff Culture | Adaptation | Communication of Services | Recruitment / Retention of certified personnel |
| Communications / Relationships | Consistency with Collaborators | | |

Organizational Opportunities

| Organizational Opportunities | | | |
|---------------------------------|--|------------------------------|---|
| Election Cycle-Education | Growth & Fiscal Responsibility | Culture of Public and Staff | Education and Retention |
| Keeping up to date | Maintain Relevance | Affordable Housing | New Businesses |
| Grants / New Tax Revenue | Automatic Aid | Team Building | Relationships with Federal and State agencies |
| Relationships with UT - M T A S | Updated Rewards and Compensation plans | Stream Line Customer Service | Networking |
| Leading by Example | Involvement | FEM A Mitigation Funding | |

Organizational Weaknesses

| Organizational Weaknesses | | | |
|-----------------------------------|-------------------------------------|---|--|
| Lack of Long-Term Planning | Unable to meet NFPA 1710 | Emergency Communications Between Agencies | Training on Hazardous Materials |
| Training on Technical Rescue | Water Supply and Hydrant Placement | Firefighter Psychological Support | Disaster Management Concepts and Community Awareness |
| Recruitment of Younger Generation | Lack of Vision of Elected Officials | Communications | Funding |

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Organizational Strengths

| Organizational Strengths | | | |
|------------------------------------|-----------------------------|-------------------|------------------------------|
| Proactive Leadership | Dedicated Staff | Educated Staff | Employee Buy into Leadership |
| Public Image | Records Management | Updated Equipment | Open to Change / Adaptable |
| Community Focused | Genuine / Caring for Others | Employee Morale | Ability to Get Along |
| Employees Professional Credentials | | | |

Appendix C-Organizational Critical Issues

| Critical Issues Identified By Department | | | |
|--|------------------------------|---|--|
| Maintaining Training | Budget and Revenues | Staffing Issues | Staff Development |
| Technical Rescue-Swift Water | Departments Working Together | Data Sheet Need to be Kept/Pre-Planning | Cardio Pulmonary Resuscitation Classes |
| | | | |

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Appendix D-Organizational Potential Service Gaps

| Potential Service Gaps Identified By Department | | | |
|---|---------------------------------------|------------------------|--------------------------------------|
| Service Gap Funding / Limitations | Single Structure Fire Department | Fire Station Locations | Training-Hazmat and Technical Rescue |
| Single Company Response Department-Location | Staffing Issues | Work Flow -Bond Street | Additional Fire Station Needs |
| Location of Fire Station | Personnel to Apparatus as Staff Grows | | |



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