



MONTGOMERY
Fire Rescue

City of Montgomery, Alabama

STRATEGIC PLAN 2022-2025

Fire Chief Miford Jordan



OCTOBER 2021

"Effort and courage are
not enough without
purpose and direction"

- JOHN F. KENNEDY

A large fire is burning out of control, with thick black smoke rising into the sky. The fire is consuming a house, and a fire truck is visible in the foreground. The scene is dramatic and intense, illustrating the concept of tactics without strategy.

**"Tactics without
strategy is
noise before
defeat."**

-Sun Tzu

TABLE OF CONTENTS

Executive Summary 5

External Community Feedback 6

Department Overview 8

Mission Statement 10

Vision Statement 11

Organizational Values 12

S.W.O.T. Analysis 13

Critical Issues & Service Gaps 14

Strategic Initiatives 15

Goal I Objectives 16

Goal II Objectives 17

Goal III Objectives 19

Goal IV Objectives 20

Goal V Objectives 21

Goal VI Objectives 22

Goal VII Objectives 23

Goal VIII Objectives 24

Goal IX Objectives 25

Goal X Objectives 26

Goal XI Objectives 27

Goal XII Objectives 28

Implementation Methodology 29

Budget Information 30

Acknowledgements 34

EXECUTIVE SUMMARY



MIFORD JORDAN, FIRE CHIEF

Montgomery Fire/Rescue is focused on the future of our great city and organization. For quite some time, we have used formal strategic planning to ensure that we reach our goals and objectives. This process has brought tremendous value to our organization and helped us accomplish many advancements in our recent history. The strategic planning process helps us to focus our efforts on meeting the ever-changing needs of our citizens.

The 2022-2025 plan aims to include input from internal and external stakeholders, while also identifying solutions for service gaps and critical issues identified in the community risk assessment and S.W.O.T. analysis. As issues were identified, specific goals were developed and accompanying objectives were applied to provide direction for each specific goal. Each goal is assigned to a chief officer of the MFR, who is responsible for driving the objectives toward completion. It is the goal manager's responsibility to continually review the goal's objectives and make any adjustments that may be necessary from time to time. Adding specific timelines to the objectives of MFR helps MFR achieve its goals. These timelines may be adjusted periodically on the recommendation of the goal manager.

A budget and its associated constraints are one of the most important factors to consider when planning for the future. This document outlines the budget factors considered when developing goals for the 2022-2025 planning period.

This strategic plan is quite different from previous MFR plans, in that, it aims to link the plan with our newly developed standards of cover, performance indicators, and the annual budget process. They are all interdependent and putting them together in the department plan provides validation and ensures that the department has a comprehensive, visionary, and focused future.

MFR is excited to begin our journey through coming planning period. Today's environment is ever-changing and fast-paced. A well-developed plan will ensure that your fire department is positioned to provide the service that the citizens and visitors of Montgomery have come to expect. This document brings together years of effort of members and leaders of MFR as well as input from external stakeholders. Citizens and stakeholders are encouraged to continue to provide input and offer ideas to ensure we offer the best services to our community. Thank you for your support as we work to ensure you are always protected to the best of our ability!

External Community Feedback

As part of the Standards of cover and Strategic plan development, a meeting was held with local community leaders and stakeholders. The purpose of the meeting was to gather feedback from community leaders as to what kind of service they expect and what is important to them. The people that live and visit our city deserve the highest level of customer service possible. It is difficult to provide the best service if you do not understand what is important to those you serve. In order to focus our resources and effort on the programs most important to our community, a survey was completed by the focus group that helped to build the community priorities. To further validate the results an open survey was issued through MFR social media outlets to ensure as many citizens as possible were reached. Qualifying questions were asked to ensure that the results of the survey only included the thoughts of those that live or work in the City of Montgomery. The information gleaned from this analysis was later used in developing the values, mission, vision, and goals/objectives (P.I. CC 3B.3).

Community Priorities

MFR Services in Community Ranked Order of Importance		
Service	Rank	Score
Fire Suppression	1	122
Emergency Medical Service	1	122
Fire Investigation	3	102
Hazardous Material Mitigation	4	101
Technical Rescue	5	97
Fire Safety Management (Building Inspections)	6	96
Domestic Preparedness, Planning and Response	6	96
Public Education	8	88

Aspects of Firefighters that are most Important		
Service	Rank	Score
Technical Expertise	1	77
Education Level	2	73
Courteous and caring when interacting with the public	3	66
Physical fitness	4	65
Diversity	5	60

Investments in Order of Importance		
Service	Rank	Score
Equipping the department with the best firefighter workforce	1	74
Equipping the department with the newest technologies	2	70
Equipping the department with more EMS units	3	69
Equipping the department with more fire apparatus	4	63
Equipping the department with more fire stations	5	60

Community Expectations

Most Important Department Responsibilities		
Service	Rank	Score
Response time to emergency incidents	1	82
Ability to conduct fire inspections quickly, efficiently, and accurately	2	65
Fiscal Responsibility	3	63
Emergency Preparedness/preparing the community for emergencies	4	61
Community outreach (i.e., safety education for residents)	5	56

Most Important Type of Community Involvement		
Service	Rank	Score
Public education programs and training.	1	71
Outreach in local neighborhoods (i.e., Open house at fire stations).	2	70
Community service programs (i.e., blood pressure checks).	2	70
Outreach to local schools.	4	66
Joint outreach with MPD and other city organizations.	5	62

Most Important Fiscal Responsibilities		
Service	Rank	Score
Additional personnel, including firefighters and paramedics	1	74
Additional stations to ensure future coverage	2	71
Additional community education programs	3	63
Ability to provide tuition reimbursement for firefighters	4	59
Higher recruitment officer to recruit and increase diversity	5	55

Department Overview

Founded in 1898, Montgomery Fire/Rescue (MFR) provides fire protection to Alabama's capital city. For more than 120 years, MFR has offered the highest quality emergency service, and the department is always looking for improvements. The MFR company is well respected in the fire service, and we will continue to set the bar high as a model agency.

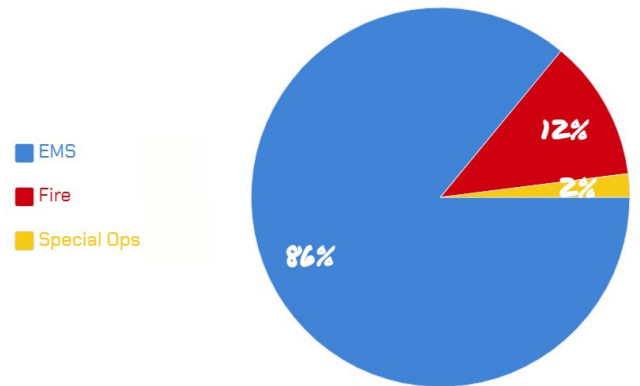
MFR provides all-hazard protection for Montgomery residents and visitors, and we're always prepared no matter what the challenge. Montgomery is home to 199,518 residents. The number of people within Montgomery's city limits increases significantly during work hours because the city hosts several government buildings, including the Capital and Alabama State House. 155 square miles of territory is covered by MFR's 15 fire stations. MFR proudly provides the following services:

- Fire Suppression
- Emergency Medical Service
- Technical Rescue
- Hazardous Materials Response
- Dive Rescue
- Fire Prevention and Code Enforcement
- Public Education
- Regional Disaster Response

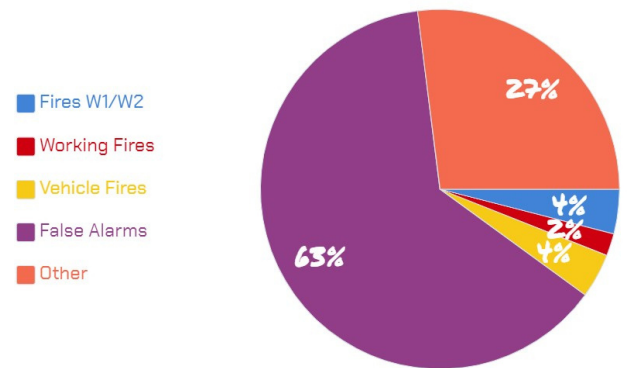
MFR has 407 personnel, including 7 civilian administrative support personnel, with 112 assigned operational positions spread throughout the city's fifteen fire stations and on one of the three 24 hour shifts.

During the week the remaining force can be found at MFR headquarters in downtown Montgomery, at the department's training facility, the supply/logistics warehouse, or at the department's maintenance facility. MFR's most recent operating budget was 33,330,703.

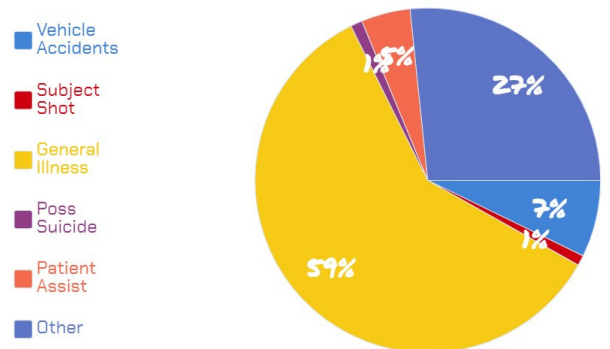
2020 CALL TYPE DISTRIBUTION



FIRE SUPPRESSION



EMERGENCY MEDICAL



In 2020, MFR responded to 42, 274 calls for service. Public education led by the Division of Training facilitated 140 station tours, and had 1,215 contact hours with citizens through a combination of CPR classes, education at school/events, fire safety classes, Sparky the Fire Dog, and recruiting. The Division of Training also conducted or facilitated 95,319 hours of training and drills for MFR personnel. The Division of Inspections/Investigations conducted 8,455 building inspections and collected \$200,891.52 in fees. Investigators conducted 361 fire investigations 7 of which involved a fire fatality. MFR investigators made 15 arrests, and inspected occupancy at nightclubs 208 times in 2020.

Montgomery Fire/Rescue Organizational Chart

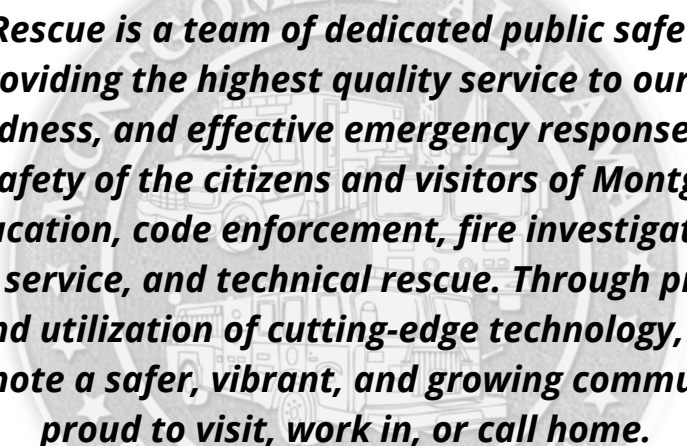


Mission, Vision, Organizational Values

As part of this planning and review process, the strategic planning reviewed the department's mission statement, vision, and organizational values that were already in place. This process has been historically driven by senior department leadership. This year the focus was on refining these components by using the unique and diverse perspective brought by the strategic planning team. It will be the responsibility of this team to ensure that these statements and values are frequently reviewed to ensure that they serve the intended purpose and reflect the totality of the department.

The Mission

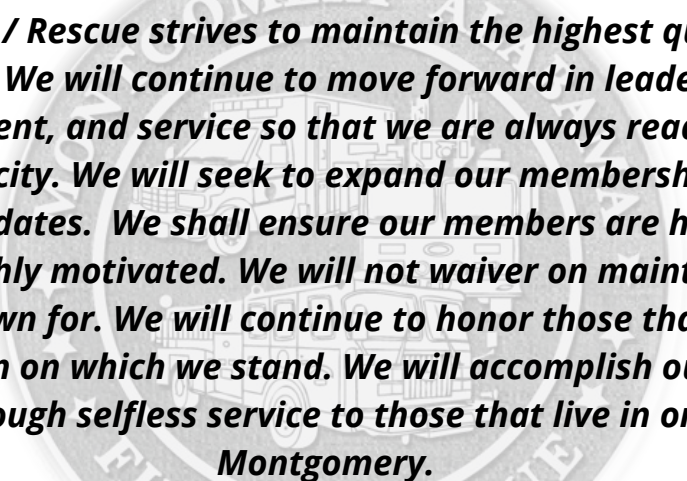
The Strategic Planning Team reviewed the department's mission statement and worked hard to ensure that statement was relevant and truly representative of the department. After much feedback and discussion, the statement was amended slightly in the 2021 review process. This mission statement adequately answers the questions of who we are, why do we exist, what we do, why do we do it, and for whom? The adopted Montgomery Fire Rescue Mission Statement for the planning period 2022-2025 is below.



Montgomery Fire / Rescue is a team of dedicated public safety professionals that are committed to providing the highest quality service to our community through prevention, preparedness, and effective emergency response. We are proud to be committed to the safety of the citizens and visitors of Montgomery through the delivery of public education, code enforcement, fire investigation, fire suppression, emergency medical service, and technical rescue. Through professional training, physical fitness, and utilization of cutting-edge technology, Montgomery Fire / Rescue helps to promote a safer, vibrant, and growing community that everyone is proud to visit, work in, or call home.

The Vision

The Strategic Planning Team reviewed the department's vision statement and worked to ensure that the department's vision marries the organizational values with the mission. The vision statement serves as the guide for the Montgomery Fire Rescue and inspires the planning process as a whole. The vision is the foundation for setting forth what the department wants to achieve. The 2021 review again saw great thoughts and input from the team and the vision statement was the product of that effort.

The seal of Montgomery Fire & Rescue is a circular emblem. It features a central illustration of a fire truck and a fire hydrant. The words "MONTGOMERY" and "FIRE & RESCUE" are inscribed around the perimeter of the seal.

Montgomery Fire / Rescue strives to maintain the highest quality of service in everything we do. We will continue to move forward in leadership, innovation, professional development, and service so that we are always ready to adapt to the ever-changing needs of our city. We will seek to expand our membership by recruiting quality and diverse candidates. We shall ensure our members are highly trained, well equipped, and highly motivated. We will not waiver on maintaining the level of excellence we are known for. We will continue to honor those that have come before us and laid the foundation on which we stand. We will accomplish our mission with respect and integrity and through selfless service to those that live in or visit the great city of Montgomery.

Organizational Values

The values of the organization are the most important component in terms of membership buy-in. The members of the Montgomery Fire Rescue understand and embrace these values. The following values are the product of the strategic planning team and were developed in early 2021 and subsequently adopted by the Fire Chief. The values are developed with input from MFR members and are in alignment with community expectations (P.I. 3B.6).

Professionalism - At the core of MFR is a promise to provide the citizens of Montgomery with a professional responder in appearance, attitude, standards, and values.

Integrity - Incorruptible in thought and action, always holding the moral values in the highest regard.

Honesty - MFR members are honest at all times. Trust is built in the public and with our peers through honesty, that trust must never be violated.

Compassion - Demonstrate kindness & empathy when dealing with the public and coworkers. MFR members support and encourage one another especially in their time(s) of need.

Responsibility & accountability - Professionally, personally, and fiscally responsible for our actions.

Respect - Treat everyone with respect regardless of his or her social status, appearance, or condition of the moment. The MFR member maintains respect even when the same is not reciprocated.

Servant Leadership - While serving Montgomery, we have a duty to be leaders in the community. We have the knowledge, training, experience, and a duty to bring order to chaos.

Embrace Diversity - Be open-minded and responsive to the uniqueness of our community without regard to age, gender, religion, or ethnic origin. Encourage and support a diverse and inclusive workplace.

Commitment - In all department endeavors.

Teamwork - At all times fostering an environment of unity and cooperation.

Health & Safety - Health and safety is paramount in fulfilling the department's mission. The MFR member takes pride in his or her physical fitness and is always prepared to respond when called to do so.

S.W.O.T. Analysis

Through a strengths weaknesses, opportunities, and threats (S.W.O.T.) analysis the Montgomery Fire / Rescue identifies its qualities both positive and negative. By performing this self-analysis the MFR is able to identify areas of success that should be maintained and areas that are potential pitfalls in the organization. The MFR has completed S.W.O.T. analysis many times before with the most recent previous analysis occurring in 2020. In early 2021, the MFR strategic planning team met to review the 2020 plan, build upon it, and produce an analysis that will drive our goals for the 2022-2025 planning period.

Strengths

- Highly motivated, dedicated personnel
- MFR is constantly searching for new opportunities to train members.
- Customer Satisfaction is high.
- Data is being utilized to improve service.
- MFR supports employee safety and growth.
- Good equipment and a safe work environment.
- Highly trained, motivated, and dedicated personnel.
- Members are well-trained in command structure and procedures.
- Peer support team.
- Physical fitness is world class.

Weaknesses

- Communication up and down the chain of command needs improvement.
- Competition with higher paying departments.
- Fire ground safety surrounding experience is concerning.
- Lack of needed stations.
- Limited staffing for technical support and IT.
- Personnel overworked due to staffing shortages and mandatory overtime.
- Recruitment and retention of quality personnel.
- Several areas are not within ISO coverage requirements.
- Additional units needed.

Opportunities

- Enhance officer development through mentoring and cross training.
- Enhance focus on mental well being.
- Expand public relations and outreach.
- Expand recruitment of qualified candidates.
- Identify means of reducing stress and improving morale.
- Increase fleet size to improve response times and effective coverage also reducing EMS workload.
- Maintain ISO '1' and embrace quality improvement through accreditation.
- Retain experienced staff.
- Use technical resources to communicate with employees.

Threats

- Overtime and high call volume has led to stress.
- Buy-in difficult with stressed employees.
- City budget constraints.
- Commercial businesses and other departments are pulling from the same labor pool.
- High expectations and lack of results has created distrust.
- Employee trust and personal agendas working against the mission.
- Retention of quality staff and high turnover rates.
- More than a decade of reduced funding has taken its toll on the department.

Critical Issues & Service Gaps

The Center for Public Safety Excellence (CPSE) defines critical issues as broad challenges to core programs that exist within one's organization. CPSE defines service gaps as broad challenges to an organization's supporting services. After analyzing the community feedback and the SWOT developed by the strategic planning team and narrowed by the departments staff the following critical issues and service gaps have been identified.

Critical Issues and Service Gaps	
Staffing	Lack of Fire Ground Experience
Communication up/down CoC	New Technologies Underused
Lack of Targeted Public Education	CRR Lacks Formal Organization
New Stations/Units are needed	Leadership Development Needed

Strategic Initiatives

In order to address the issues, critical issues, and service gaps identified through the SWOT and community and internal engagement a series of strategic initiatives have been developed. These initiatives are reflected in the goals and objectives that follow.

Strategic Initiatives

Improve staffing through aggressive recruiting and recruit training.

Identify methods to improve communication up and down the CoC.

Target public education to the most vulnerable populous using data identified in the CRA/SOC.

Identify the most underserved areas and plan for coverage improvement.

Address fire ground experience concerns through mentorship and training programs.

Identify programs where use of new or existing technologies would improve service.

Formalize and Expand Community Risk Reduction (CRR) under one umbrella.

Develop a company officer leadership program that targets emerging leaders at the rank of firefighter/paramedic, sergeant, and then lieutenant.

Goals & Objectives

In the development of the 2022-2025 Strategic Plan, Montgomery Fire/Rescue implemented a new method for goal tracking. The product of the 2022-2025 goals is not a wish list. Instead, MFR has developed a set of 12 goals that are specific, measurable, agreed, realistic, and time-bound following the S.M.A.R.T. model. MFR choose to replace achievable with agreed because the leadership believes that realistic covers achievable and an emphasis is placed on how these goals were developed in a new system focused on external and internal feedback. All adopted goals are the shared goals of the MFR staff for the next 3-years.

Each goal is broad in nature and assigned to a goal leader who is responsible for implementation, status updating, and adjustment as necessary. Each goal has a set of objectives that add specificity to the goal and this is where the goal is bound by time. Each of these objectives is developed by the goal lead who sets the initial completion times ensuring all objectives are completed in a timely manner inside the 3-year period. The desired outcome is listed for each goal and represents the goal-specific vision for success upon completion. Goals will be updated continuously informally and formally reported as part of the MFR annual report. Progress is tracked via the Strategic Plan tracking sheet that is not published in this document but is available to all members of the MFR via the MFR intranet.



Goals & Objectives

Goal 1 Construction of a new fire station with a direct focus on community engagement in the densely populated area of South Court St and Fairview Ave.

Goal Lead J. J. Addie, Jr., Chief of Staff

Objectives

- 1.A:** Complete prepared drawings, get approvals, present to public, and create bid documents by first quarter 2022.
- 1.B:** Bidding and Negotiation through the oversight of the City of Montgomery is completed and ground is broken and construction begins by second quarter 2022.
- 1.C:** Plans for consolidation of Station 10 and Station 7 resources are finalized by first quarter 2023.
- 1.D:** Construction is completed and the Station 10 is opened in the new location by second quarter 2024.

Desired Outcomes

- Community relations and engagement one of the cities most vulnerable populations is enhanced by an open and inviting public safety facility.
- Paramedic reliability in planning zones 2, 6, 7, and 12 is improved by the addition of an Advanced Life Support capability to the existing engine company and paramedic units.

Goals Objectives & Critical Tasks

Goal 2 Expand service and protection capabilities for the City of Montgomery by developing and implementing a well-trained and fully equipped Urban Search and Rescue Team

Goal Lead S. B. Castanza, District Fire Chief

Objectives

- 2.A:** Establish and maintain a team of rostered, trained, and deployable personnel by providing training for all USAR team member general requirements by the end of 4th quarter 2022 as well as specific technician level training for Technical Rescue, Hazardous Materials, and Swiftwater on a biannual basis as needed. Provide position-specific training for personnel assigned to command and support roles within the team as needed on a bi-annual basis. Provide continuing education training for all positions on an annual basis. Establish quarterly training with partner agencies. Create Task Books in conjunction with the Alabama Fire College for all special operations personnel by end of 4th quarter 2023.
- 2.B:** Complete the setup of three previously acquired apparatus trailers to store and transport a Type IV USAR equipment cache by the end of 2nd quarter 2022. Identify existing apparatus that will support the USAR function and create a transportation plan for team vehicles by the end of 1st quarter 2022. Incorporate all USAR apparatus, trailers and vehicles into the existing Montgomery Fire / Rescue fleet maintenance plan.
- 2.C:** Acquire functional and secure storage facility space to house USAR team apparatus and equipment by end of 4th quarter 2022. Establish a Point of Departure (POD) with ample parking space and areas for personnel check-in procedures by end of 2nd quarter 2022. Create a written mobilization plan by the end of 2nd quarter 2022.
- 2.D:** Procure functional equipment to supply a USAR Type IV equipment cache in accordance with the standards set forth by the Federal Emergency Management Agency (FEMA), the State Urban Search and Rescue Alliance (SUSAR), and the Alabama Mutual Aid System (AMAS). Equipment cache will include Communications, HAZMAT, Logistics, Base of Operations, Medical, Planning, Rescue, Technical, and Water Operations equipment. Acquire 30% of required equipment by the end of 4th quarter 2022, 60% of required equipment by the end of 4th quarter 2023, and 100% by the end of the 4th quarter 2024. Equipment cache will be stand-alone and separate from first-out line equipment. Develop a written equipment plan for the receiving, warehousing, storage, maintenance, transportation, documentation, tracking, distribution and disposal of cache equipment by end of 4th quarter 2022.
- 2.D:** Identify funding methods for purchase of fuel, food, onsite repairs and incidentals when on deployment by end of 2nd quarter 2022. Establish procedures for tracking team expenses and making claims for reimbursement by end of 4th quarter 2022. Establish alternative funding sources for procurement of additional cache equipment and identify private sector community sponsors by end of 4th quarter 2023.

Goals Objectives & Critical Tasks

Desired Outcome

- A well-equipped, highly trained, and professional Type IV USAR is developed and prepared to respond to any natural or man-made disasters.
- The citizens and visitors of Montgomery are better protected by a local fire department with the in-house capability to respond to and mitigate nearly all potential threats.
- In multi-agency responses or deployments, the City of Montgomery is represented by the most professional and capable group of responders possible.

Goals Objectives & Critical Tasks

Goal 3 Improve the training environment and capabilities through the addition of a live burn facility.

Goal Lead R. H. Bozeman, Assistant Fire Chief

Objectives

- 3.A:** Obtain appropriate permits to build live burn facility at a targeted location without interfering with flight paths from MGM Airport and Dannelly Field. Obtaining clearance at the targeted location should be completed by the end of the first fiscal quarter of 2022.
- 3.B:** Complete perc test on approved land and hire an architect to create blueprints for the live burn building. All initial testings and clearances should be completed by the end of the fourth quarter of the fiscal year 2022.
- 3.C:** Hire appropriate and qualified contractors to complete the installation of utilities and begin the building process. The build of the burn-house should be completed by the end of the fiscal year 2024.
- 3.D:** Inspect the building and prepare it for usage with operator guidelines and safety policies. The burn building should be in operable condition with appropriate documentation by the end of the first quarter of 2025.

Desired Outcome

- MFR will be completely self sustainable regarding live fire training.
- The facility will enable MFR to train regularly in order to meet and exceed NFPA and ISO standards regarding training.

Goals Objectives & Critical Tasks

Goal 4 Bring Montgomery Fire Rescue's Community Risk Reduction efforts together under one umbrella using Vision 20/20 as a guide for the framework of this initiative.

Goal Lead A. L. Milam, District Fire Chief

Objectives

- 4.A:** Formalize a CRR leadership team with a senior representative from Inspections, Investigations, and the Division of Training by the 1st quarter of 2022.
- 4.B:** Each member of the CRR leadership team will complete the self-study course Introduction to Strategic Community Risk Reduction and Introduction to Community Risk Assessments by the 2nd quarter of 2022.
- 4.C:** Each member of the CRR leadership team will complete the NFA on-campus course Leadership Strategies for Community Risk Reduction R0200 by the 1st quarter of 2023.
- 4.D:** The CRR leadership team will develop a CRR model using vision 20/20 as a guide that brings all MFR CRR activities together formalized by policy and under the command of the fire marshal. This initiative should be complete by the 4th quarter of 2023.

Desired Outcome

- MFR Community Risk Reduction is more robust and organized under the leadership of the Fire Marshal, but with a team of CRR professionals in support.
- A circle of CRR operations is developed that provides an illustration of the proper CRR flow for MFR.
- Understanding and proper application of CRR is enhanced.
- Identified risks and associated injury or property loss are reduced through CRR activities and this reduction is measured and demonstrated.

Goals Objectives & Critical Tasks

Goal 5

Develop an improved understanding of the community needs and Expectations through enhanced community engagement. This initiative should not be solely focused on business owners and community leaders but should also include members of the general public.

Goal Lead S. L. Cooper, Assistant Fire Chief

Objectives

- 5.A:** Identify a list of community partnerships that best support the mission of MFR and prioritize engagement with those partners by the 2nd quarter 2022.
- 5.B:** Formalize partnerships with written agreements including points of contact by the 3rd quarter 2022.
- 5.C:** Develop, enhance, and formalize existing processes for garnering external stakeholder feedback and develop an annual community environmental scan report by the 4th quarter 2022.
- 5.D:** Analyze and report on the effectiveness of MFR community engagement efforts with recommendations for adjustments by the 4th quarter 2023.

Desired Outcomes

- Improved community relations.
- A better understanding of the community's wants and needs.
- Future goals are developed with community input and support.

Goals Objectives & Critical Tasks

Goal 6 Improve Internal Communication up and down the chain of command.

Goal Lead E. D. Gauntt, Chief of Operations

Objectives

- 6.A:** Develop a committee from all ranks to analyze internal communication issues and potential solutions by the 2nd quarter of 2022.
- 6.B:** The committee completes a detailed study using measurable research methods identifying the source(s) of internal communication issues in MFR by the 4th quarter of 2022.
- 6.C:** The committee has identified the issue researches potential solutions in the same manner that the problem was identified and studies other agencies that solved similar issues and produce recommendations for the command staff by the 4th quarter of 2023.
- 6.D:** The command staff reviews recommendations and implements achievable solutions by the 2nd quarter of 2024.
- 6.E:** The success of solution implementation is measured by the internal committee by the 2nd quarter of 2025.

Desired Outcome

- Internal communications issues are identified and agreed upon.
- Potential achievable solutions are identified.
- The command staff is presented with solution options.
- The internal communications issues are solved and the success of the implementation is measured.

Goals Objectives & Critical Tasks

Goal 7

Aggressively expand recruiting of qualified and diverse candidates, and retention of current employees with the goal of reducing the overtime burden and providing the citizens of Montgomery with a fully staffed and highly trained diverse, and competent fire/rescue service.

Goal Lead J. C. Selman, Fire Lieutenant

Objectives

- 7.A:** Analyze MFR demographics and compare to the most recent census data for the City of Montgomery. Determine if the department is demographically representative of the community and if not identify why by 4th quarter 2022.
- 7.B:** Work with local universities to identify unique ways enhance recruiting of qualified and diverse candidates by 2nd quarter 2023.
- 7.C:** Identify the casual factors of employee resignation or retirement as soon as eligible and develop a list of recommendations by 4th quarter 2023.
- 7.D:** Develop a MFR recruiting playbook and implement any strategies identified by 4th quarter 2024. Analyze the program and measure the effectiveness by 4th quarter 2025.

Desired Outcome

- A force of Montgomery Firefighters that reflects and represents the community it serves well is cultivated.
- The burden of mandatory overtime is reduced due to full or near full staffing.
- Retention issues are identified and addressed and as a result employee job satisfaction is improved.
- MFR becomes an example for others on how to recruit, develop, and retain a qualified and diverse emergency responder force.

Goals Objectives & Critical Tasks

Goal 8 Improve 90th percentile response times in all analyzed programs with the goal of meeting the newly established benchmark response times.

Goal Lead G. L. Henderson, Assistant Fire Chief

Objectives

- 8.A:** Analyze the 90th percentile response time baseline and benchmark performance data presented in the 2021 CRA/SOC along with the 2021 data to identify priority areas where corrections can be made by 2nd quarter 2022.
- 8.B:** Review the 2022 data presented in the Annual Report and determine if the benchmarks have been met and if not determine why by 2nd quarter 2023.
- 8.C:** Develop a recommendations report that presents the issues preventing benchmark success and offer potential solutions by 4th quarter 2024.

Desired Outcomes

- The movement towards benchmark times is enhanced by the accountability of assigning a lead with the responsibility to monitor and identify roadblocks to success.
- This process identifies issues and where possible corrections are made.
- The citizens and visitors of Montgomery are met with the fastest and most efficient response times possible.

Goals Objectives & Critical Tasks

Goal 9 Conduct an analysis of existing hardware and software technologies and conduct a peer-comparison to identify areas where services could be improved by the use of new technologies within MFR budget limitations.

Goal Lead E. D. Cobble, District Fire Chief

Objectives

- 9.A:** Analyze existing hardware and software technologies used by MFR and compare to at least three other similar-sized fire departments. Develop a report on peer-comparison findings by 4th quarter 2022.
- 9.B:** Identify new or existing technologies that would enhance the services of MFR especially in risk assessment and inspection tracking and develop a report of costs and recommended prioritization by 4th quarter 2023.
- 9.C:** Develop an implementation plan that is cost effective and realistic by 4th quarter 2024.

Desired Outcome

- Services and programs offered by MFR are enhanced by the proper application of new and existing technologies.
- Outdated or seldomly software is eliminated or replaced reducing unnecessary costs.

Goals Objectives & Critical Tasks

Goal 10

Develop a company officer leadership program that targets emerging leaders beginning at the rank of firefighter/paramedic and sergeant. This program should be a mix of online and in person instruction and should be in-depth and occur at varying pace over a period of time to allow for leadership development.

Goal Lead C. J. Carr, District Fire Chief

Objectives

- 10.A:** Conduct a research study on company officer leadership capability in MFR, identifying causal factors for leadership inadequacies by 4th quarter 2022.
- 10.B:** Conduct a literature review of successful leadership programs from other parts of the country, not limited to the fire service, by 2nd quarter 2023.
- 10.C:** Draft a pilot leadership development program and submit for review and approval by 4th quarter 2023.
- 10.D:** Launch a pilot program by 1st quarter 2024.
- 10.E:** Evaluate program effectiveness by 2nd quarter 2025.
- 10.F:** Make adjustments and implement the company officer leadership development program by 4th quarter 2025.

Desired Outcome

- Casual factors for small-unit leadership inadequacies are identified and solutions to improve performance are developed.
- Improved leadership capability at the company officer level that over time improves leadership throughout the department.
- The citizens and visitors of Montgomery are better protected by leaders that are capable of making sound, efficient, and safe decisions both on the emergency scene and in regular day-to-day operations.

Goals Objectives & Critical Tasks

Goal 11 Identify the most underserved communities in terms of fire suppression coverage and EMS unit reliability and plan for coverage improvement.

Goal Lead C. J. Carr, District Fire Chief

Objectives

- 11.A:** Analyze data using geographic information systems (GIS) including information already developed in the 2021 Standards of cover to identify where different types of calls are occurring with the most frequency and how long the units are taking to respond by 4th quarter 2022.
- 11.B:** Develop a recommendations for response improvement for the major service demands by 2nd quarter 2023.
- 11.C:** Map the calls to highlight the most underserved areas and ensure that target public education is aggressively pushed to reduced the need for emergency response by 4th quarter 2023.
- 11.D:** Implement solutions where possible, and develop or adjust goals for the current and future planning periods to improve reliability in the most underserved communities by 2nd quarter 2025.

Desired Outcomes

- Areas of less than desired fire suppression coverage or EMS unit reliability or identified in great detail.
- The Division of Training has a clear picture of areas that would be best served through targeted public education efforts.
- The most vulnerable citizens are better served by the Montgomery Fire Rescue and lives are saved through the quality assurance/quality improvement model developed.

Goals Objectives & Critical Tasks

Goal 12

Improve public education to target the most vulnerable populations using data identified through the CRA/SOC. Further ongoing analysis of hazard types and most affected areas should drive the program. Input/Output measurements will be analyzed through the annual program appraisal.

Goal Lead R. H. Bozeman, Assistant Fire Chief

Objectives

- 12.A:** Analyze the Community Risk Assessment produced by Goal 4 to determine the hazards that are creating the most risk for Montgomery neighborhoods, identify which neighborhoods are most at risk, and identify the root causes of those risks by the end of first fiscal quarter 2022.
- 12.B:** Create targeted lessons by the end of third fiscal quarter 2022 that utilize the stakeholders previously identified in Goal 5 and any resources they may be able to provide to address the root causes of the risks identified in Objective 12.A. The classes created will be designed with a range of subject matter and target audience to meet the minimum standards set forth by the Montgomery Fire/Rescue Public Education SOG.
- 12.C:** Create an online procedure by the end of the fourth fiscal quarter of 2022 for requesting classes and educational material that will be integrated into the City of Montgomery Web site for access by the general public.
- 12.D:** Convert already established classes into online training lessons addressing community risks; and create additional training classes, provide downloadable material, and include interactive educational video for access by the public via the City of Montgomery Web site. This goal is intended to remain an ongoing goal with the initial set of available material accessible by the public before the end of the first fiscal quarter of 2023.
- 12.E:** Review success of the public education program through statistical analysis of data collected from 911 call dispatches, arson investigations, police encounter demographics, and other sources that provide insight into the changes the risks facing Montgomery area communities have undergone. This goal will be an annual task to be completed by the end of the fourth quarter of every fiscal year beginning in the fourth quarter of the 2022 fiscal year after the initial implementation of the created training classes referenced in Objective 12.B.

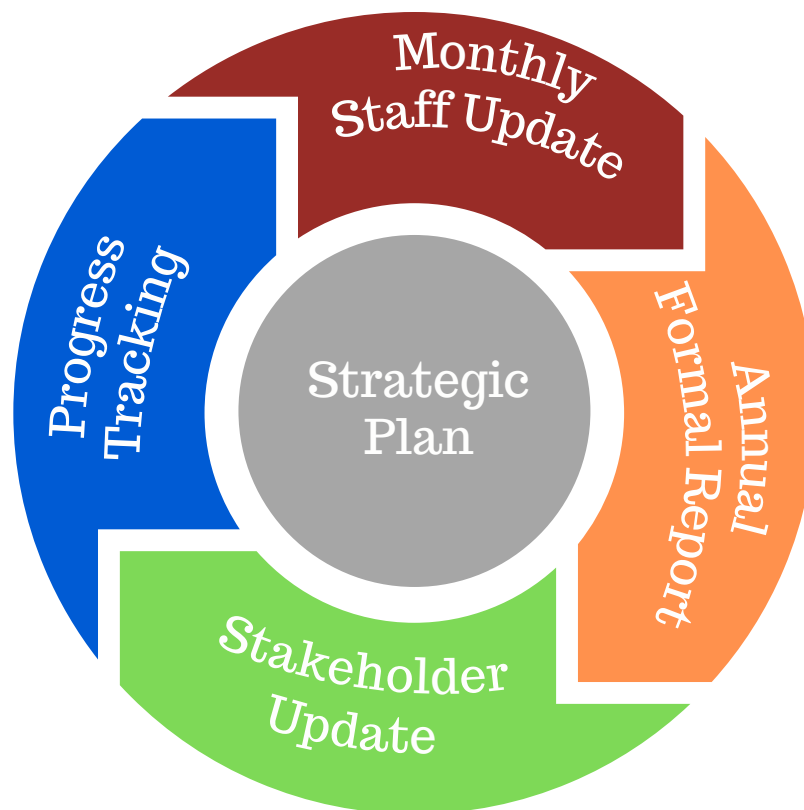
Desired Outcomes

- Reduce risks to the community, and the human, material, and psychological cost of those risks to the citizens of the City of Montgomery area.
- Create a better educated population with safer habits and practices who are able to live safer, more fulfilling lives because of the habits and practices they have obtained.

Implementation Methodology

A strategic plan is only effective in the long term if short-term goal progression is tracked. In order to hold themselves accountable, the leadership of the MFR has developed a strategic planning tracking sheet that is both publicly and internally available and will demonstrate the progression of each goal and note any changes or adjustments during the planning period. During each staff meeting each goal lead will provide an update as to the objective progress and any adjustments made. These updates are published in the monthly staff meeting notes.

Annually, the accreditation team lead by the office of Standards & Compliance will develop an Annual report. This report will use the department's program appraisals, updated 90th percentile response data, and updates from category managers and goal leads in developing this formal report. The annual report will be submitted to the Center for Public Safety Excellence (CPSE) and to the Mayor and City Council. This document will be publicly available on the City of Montgomery Website and be shared with all internal and external shareholders.



Budget Information

Fund: GENERAL
Department: FIRE

FUNCTION

Deliver comprehensive safety services of the highest quality. Support and maintain a safe, healthy, well-trained and high-performance workforce. Provide high-quality first responder services as a part of an integrated emergency medical care system. Serve as a community resource for life-safety knowledge and information of department services. Attract and retain a qualified and diverse workforce.

CURRENT FY BUDGET

\$33,330,703.00

PROPOSED FY BUDGET

\$42,628,794.00

CHANGE FROM FY BUDGET

\$9,298,091.00

REASON FOR CHANGE

Under the direction of the Mayor, MFR increased salaries by 14.5% which increased benefits also. MFR increased funded personnel by 23 employees to obtain sworn staffing of 407. Fuel and utilities were increased to reflect current cost.

CURRENT YEAR ACCOMPLISHMENTS

MFR entered 2021 in the middle of a worldwide pandemic which challenged every aspect of its operation. MFR maintained its ISO Class 1 rating through this challenging time that has a major financial and safety impact on the businesses and homeowners within our community. Members of MFR proudly served our community as they responded to 44,367 emergency incidents, which included suppression 5,819 calls and 38,548 medical calls. Additionally, the MFR Special Operations Units responded to 717 technically challenging emergencies. The Hazardous Materials Team responded to 374 chemical related incidents as the Heavy Rescue Teams responded to 333 calls for technical rescues, and the Dive/Rescue Team responded to 10 emergency calls within our community and surrounding counties. In an effort to reflect our appreciation and support for our citizens, MFR members donated \$22,930.38 of their money to the City sponsored United Way campaign. As in years past, their show of compassion resulted in MFR being the top donor among all City departments.

PROPOSED GOALS AND OBJECTIVES

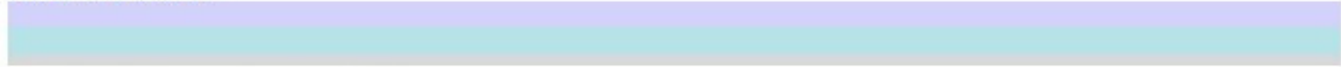
Become more efficient and effective in resources and response management by achieving accreditation through the Center for Public Safety Excellence and being the first municipal fire department in the state of Alabama to achieve this status. Expand service and protection capabilities for the City of Montgomery by developing and implementing a well-trained and fully equipped Urban Search and Rescue Team. Improve the training environment and capabilities through the addition of a live burn facility. Adding a new fire station that will combine resources and better serve the citizens of Montgomery.

Budget Information

KEY PERFORMANCE

Fund: GENERAL

Department: FIRE



KEY PERFORMANCE INDICATORS

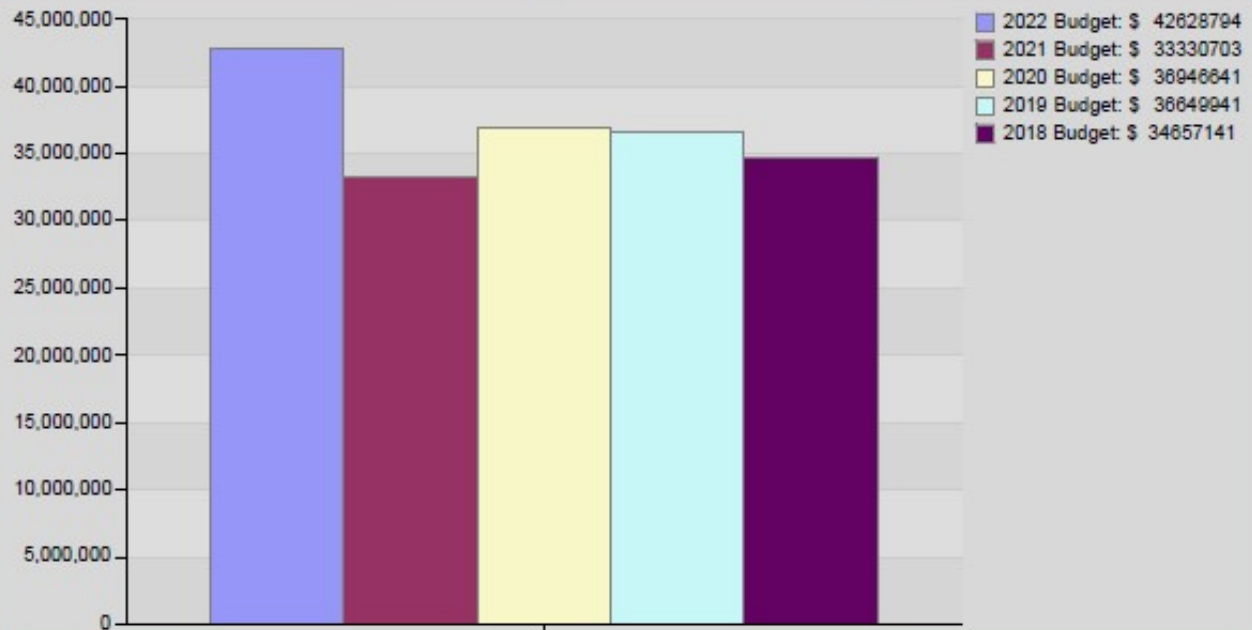
Increased efficiency/reduced expense

Key Performance Indicators	Actual FY 2017	Actual FY 2018	Actual FY 2019	Actual FY 2020	YTD (September 2021) FY 2021
Reduce overtime through increased staffing	2084643	2680939	3048787	3717338	1500000
Increase Alabama Mutual Aid Systems response through training and equipment	87969	33740	0	0	0
Reduce energy cost through energy conservation measures	559955	585187	410386	410131	430650
Generate revenue through Tier II Code Inspections	176827	256688	207891	200892	234130

Budget Information

Five Year Budget History
 Fund: GENERAL
 Department: FIRE

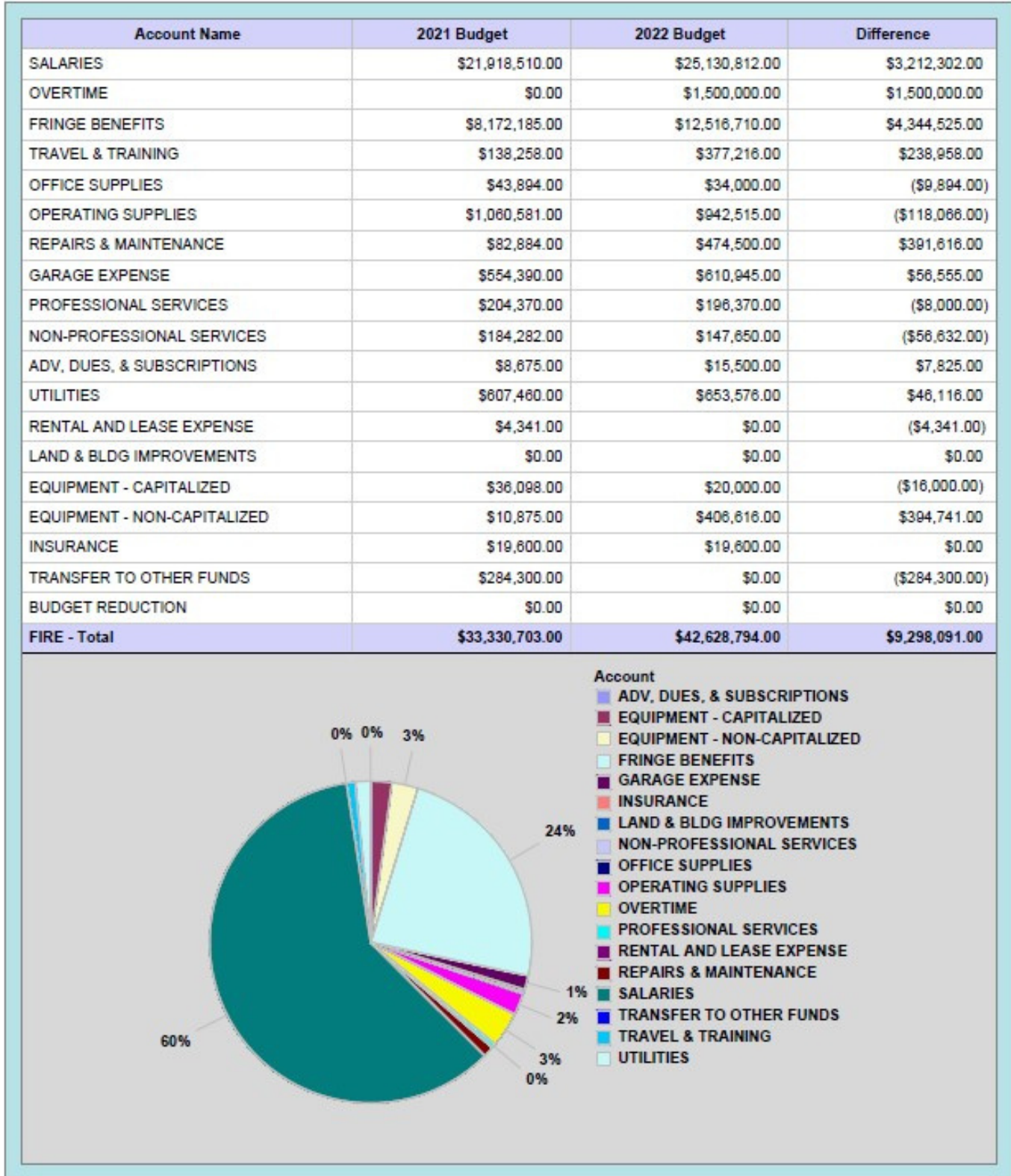
Account Name	2020 Actuals	October 2020 - September 2021	2021 Budget	2022 Budget
SALARIES	\$19,814,633.94	\$14,734,714.15	\$21,918,510.00	\$25,130,812.00
OVERTIME	\$3,717,337.75	\$3,393,762.24	\$0.00	\$1,500,000.00
FRINGE BENEFITS	\$7,227,173.49	\$5,741,168.55	\$8,172,185.00	\$12,516,710.00
TRAVEL & TRAINING	\$322,580.04	\$55,851.45	\$138,258.00	\$377,216.00
OFFICE SUPPLIES	\$49,871.11	\$22,700.51	\$43,894.00	\$34,000.00
OPERATING SUPPLIES	\$1,835,968.64	\$1,071,006.47	\$1,060,581.00	\$942,515.00
REPAIRS & MAINTENANCE	\$257,134.79	\$146,599.54	\$82,884.00	\$474,500.00
GARAGE EXPENSE	\$1,234,060.37	\$535,111.46	\$554,390.00	\$810,945.00
PROFESSIONAL SERVICES	\$278,438.66	\$100,277.65	\$204,370.00	\$196,370.00
NON-PROFESSIONAL SERVICES	\$109,302.81	\$68,234.83	\$184,282.00	\$147,650.00
ADV. DUES, & SUBSCRIPTIONS	\$13,346.96	\$5,846.46	\$8,675.00	\$15,500.00
UTILITIES	\$606,474.44	\$505,497.84	\$607,460.00	\$653,576.00
RENTAL AND LEASE EXPENSE	\$6,081.81	\$3,396.96	\$4,341.00	\$0.00
LAND & BLDG IMPROVEMENTS	\$25,452.76	\$0.00	\$0.00	\$0.00
EQUIPMENT - CAPITALIZED	\$126,568.57	\$6,728.00	\$36,098.00	\$20,000.00
EQUIPMENT - NON-CAPITALIZED	\$35,607.71	\$18,408.09	\$10,875.00	\$406,616.00
INSURANCE	\$0.00	\$2,000.00	\$19,600.00	\$19,600.00
TRANSFER TO OTHER FUNDS	\$198,291.14	\$284,300.00	\$284,300.00	\$0.00
BUDGET REDUCTION	\$0.00	\$0.00	\$0.00	\$0.00
FIRE - Total	\$35,658,324.99	\$26,695,404.20	\$33,330,703.00	\$42,628,794.00



Budget Information

Budget Distribution Summary Graph

Fund: GENERAL
Department: FIRE



Acknowledgements

A special thanks to the team members of MFR that volunteered their time and attention to develop a strategic plan that is community and organizational membership driven. The internal stakeholder team was energetic and full of great ideas demonstrating their commitment to the community and MFR. Chief Cooper was essential at external outreach and developed the path from which the community feedback was gathered. The professionals from all ranks that participated in this project and the goal leaders who will guide the success of the plan are the foundation for the future growth of Montgomery Fire/Rescue.

2022-2025 Strategic Planning Team

Accreditation Management

R. G. Collier, Chief Executive Officer - Accreditation Manager

C. J. Carr, District Fire Chief - Accreditation Team Leader

S. L. Cooper, Assistant Fire Chief - External Stakeholder Liason

Internal Stakeholder Team

S. B. Castanza, District Fire Chief

S. L. Searight, District Fire Chief

J. L. Shaffer District Fire Chief

S. L. Searcy, Fire Captain

J. W. McClelland, Fire Captain

C. E. Fowler, Fire Lieutenant

D. C. Monplaisir, Fire Lieutenant

C. T. McQueen, Fire Lieutenant

M. A. Northcutt, Fire Lieutenant

J. E. Strickland, Fire Sergeant

B. M. Wilkerson, Fire Sergeant

A. P. Repolles, Fire Sergeant

H. L. Brown, Fire Sergeant

J. H. Doane, Fire Sergeant

P. B. McNeely, Fire Sergeant

W. C. Young, Fire Sergeant

J. J. McGough, Firefighter

2022-2025 Goal Leaders

J. J. Addie, Chief of Staff

S. B. Castanza, District Fire Chief

R. H. Bozeman, Assistant Fire Chief

A. L. Milam, District Fire Chief

S. L. Cooper, Assistant Fire Chief

E. D. Gauntt, Chief of Operations

J. C. Selman, Fire Lieutenant

G. L. Henderson, Assistant Fire Chief

E. D. Cobble, District Fire Chief

C. J. Carr, District Fire Chief

**"By failing to
prepare you are
preparing to fail."**

-Benjamin Franklin



DO SOMETHING
TODAY THAT
YOUR FUTURE
SELF WILL
THANK YOU FOR.

*Our actions and decisions today will shape
the way we will be living in the future.*



MONTGOMERY FIRE RESCUE

19 Madison Ave.
Montgomery, AL. 36104
(334) 625-2930
Montgomeryal.gov