



# ***CAHABA VALLEY FIRE & EMR DISTRICT***

STRATEGIC PLAN 2020-2025

# CAHABA VALLEY FIRE & EMR DISTRICT

## STRATEGIC PLAN 2020 - 2025

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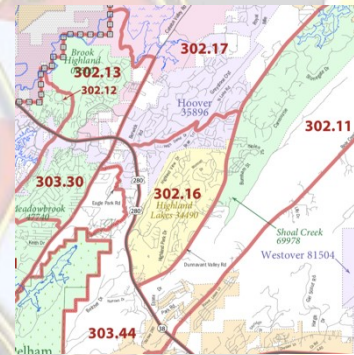
### INTRODUCTION

In September of 2018, the staff of the Cahaba Valley Fire and EMR District embarked on a mission to improve its service delivery. This was accomplished by looking deeply inside the organization and identifying our weaknesses and strengths. This was completed by an internal stakeholder strategic plan team. This team included:

#### Internal Stakeholders Strategic Planning Team

|                             |                          |                             |
|-----------------------------|--------------------------|-----------------------------|
| Fire Chief Jim Witherington | Battalion Chief John Roy | Battalion Chief Buddy Wilks |
| Captain Russ Bradley        | Lieutenant Micah Woodley | Firefighter Nick Burch      |
| Firefighter Dylan Welsh     | Firefighter Cody Wilcox  | Firefighter Wade White      |
| Firefighter Mathew Watkins  |                          |                             |

The goal of this strategic plan is to provide a pathway for the future of the Cahaba Valley Fire and EMR District. By developing this plan, we can remain proactive and stay ahead of the increasing request for service from a growing community. One aspect of our community is the age of the residents and structures. When structures get older, the risk of fire increases. Data was gathered from United States Census Bureau on housing in our community utilizing census tracts. The CVFD has further broken down the census tracts into smaller response areas for improved data collection and response time analysis. The data revealed that a large number of homes are over 20 years old. This has the potential to lead to increasing fires. These areas have registered 54 structure fire responses, and 21 cooking fires since January 2018.



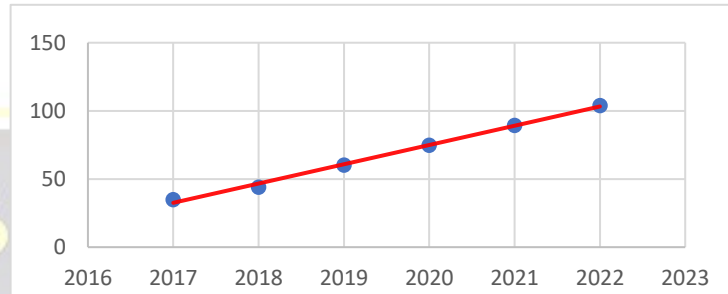
|                 | Number of Homes | Age > 20 yrs |
|-----------------|-----------------|--------------|
| Highland Lakes  | 3097            | 52%          |
| Mt Laurel       | 1130            | 38%          |
| Brook Highland  | 2147            | 77%          |
| Cahaba Beach Rd | 2263            | 80%          |
| Narrows         | 1451            | 45%          |

Figure 1 Age of Homes

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Figure 2 Forecasting Fire Responses

When forecasting potential fire responses data reveals an increase in fire responses. This will lead the strategic plan to take into consideration how to prepare for an increase in fire responses.



NFPA 1710 is the national consensus standards for the deployment of fire department resources. When responding to a residential structure fire, the standard is established based on 2000 ft<sup>2</sup> with no basement. The goal of the standard is to be able to flow a minimum of 300 gallons of water per minute with 2 handlines. This standard also set a minimum staffing level of 14 personnel (16 with a medical component) to mitigate the incident.

The issue with our community is that the majority of the homes have basements and have square footage that exceeds 3000ft<sup>2</sup>. Census data documents the number of rooms that a resident has. This data shows that the majority of houses have 7 rooms or more, resulting in larger square footage. This will compound the situation to effectively and efficiently mitigate a structure fire in our district with a daily staffing level of only 11 personnel. When reviewing apartment fires, the basic square footage is 1200ft<sup>2</sup> in a three-story building. The required personnel to mitigate this incident is 23.

Figure 3 Number of rooms per house

|                 | Size (7 rooms or more) |
|-----------------|------------------------|
| Highland Lake   | 67%                    |
| Mt Laurel       | 85%                    |
| Brook Highland  | 49%                    |
| Cahaba Beach Rd | 11%                    |
| Narrows         | 33%                    |

Adequate response times are essential to controlling an incident. NFPA 1710 sets the response time for a structure fire at 4 minutes 90% of the time for the first arriving suppression unit. The remainder of the response shall arrive within 8 minutes 90% of the time. These time standards are based on fire growth studies that determine the point of flashover and full development of a fire. The longer the time to water on the fire, the more damage and loss of property will occur. Rapid response times coupled with adequate staffing will improve the outcome when responding to a structure fire.





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The age of our residents in the community continues to increase as well. The median age of our community is 44 years old. With an increasing age, comes increasing medical issues, which

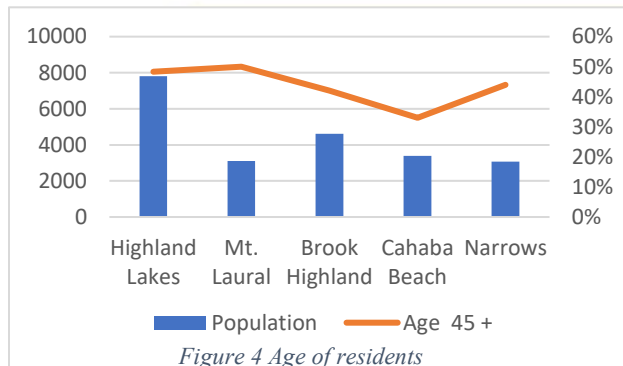


Figure 4 Age of residents

results in an increasing call volume for our department. Emergency medical responses make up approximately 70% of the total responses made by the CVFD. Data shows that 90% of the stroke system patients were age 60 and higher. Fifty-four percent of the cardiac STEMI patients were age 60 and higher. When looking at medications given, 67% was given to patients over the age of 60.

Preparing for the future, the CVFD must take into account the increasing age of our population and the effects it will have on our ability to respond efficiently. When forecasting EMS responses, we can expect to continually increase in EMS responses. Planning will ensure that we have adequate staffing, apparatus, and equipment to meet current and future request for service.

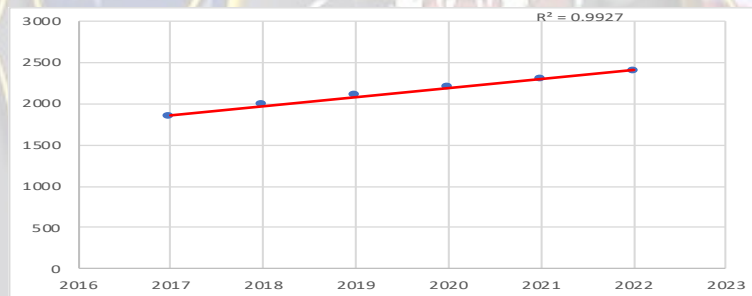


Figure 5 Forecasting EMS responses

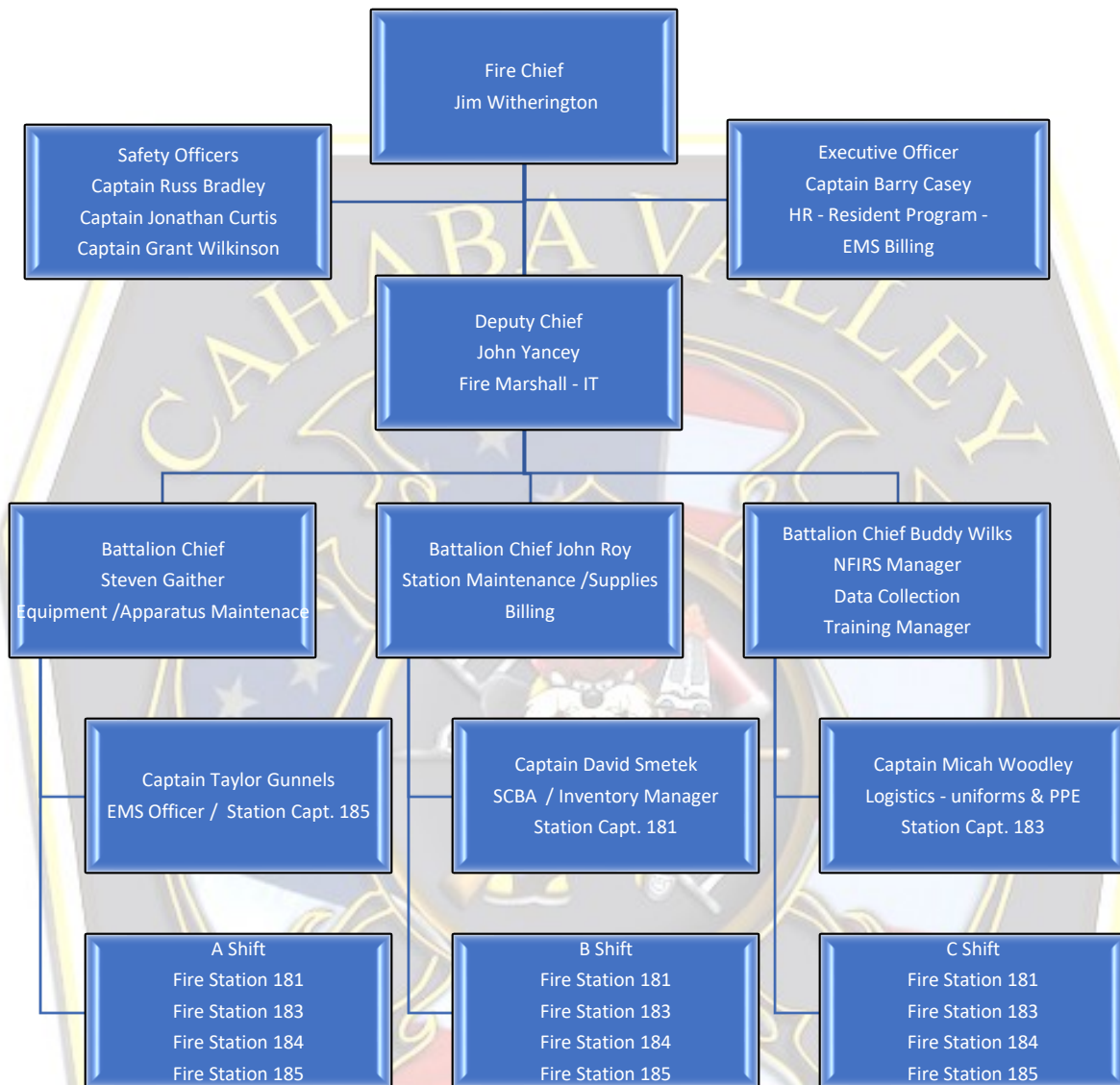
# ***CAHABA VALLEY FIRE & EMR DISTRICT STRATEGIC PLAN 2020 - 2025***

## **ORGANIZATION**

The Cahaba Valley Fire and EMR District was formed October 1st, 1982 as a volunteer organization providing services to a largely undeveloped section of the Highway 280 corridor in Northeastern Shelby County. The first paid firefighters began working in January 1987. The first paid fire chief began in 1990 and in 1993 services were provided to the Rex Lake Fire District.

The Cahaba Valley Fire and EMR District provides fire suppression and emergency medical services including transport to approximately 25,000 customers as well as thousands of drivers traveling the Highway 280 corridor each day. Responding from four stations, the men, and women of CVFD answer around 3,500 calls for assistance each year. The department's response area is a mix of residential and commercial property located in the northern section of the county. CVFD provides protection to several subdivisions including Brook Highland, Highland Lakes, Highland Village, Eagle Point, Shoal Creek, The Narrows, Smyer Lake, Fowler Lake, Holly Brook Lake, and to the town of Mt Laurel. Today, there are 15 full-time employees, 16 part time employees, 3 volunteers, and 13 with the Resident "Live-in" Program that trains firefighters for professional fire and EMS certification. The Fire District is governed by a five-member Board of Trustees who are residents of the Fire District. The Board members are elected to four-year terms and serve without compensation.

# CAHABA VALLEY FIRE & EMR DISTRICT STRATEGIC PLAN 2020 - 2025



*Figure 6 Organization Chart*

The strategic planning committee worked to develop the mission and vision of the CVFD. The mission statement of any organization is the driving force of who we are, why we exist, and what we want to accomplish. A vision statement is a declaration of the organization's objectives. In addition, the team developed our core values. Core values are the fundamental beliefs of a person or organization that dictate behavior. Core values also help organizations to determine if they are on the right path and fulfilling their goals by creating an unwavering guide.



# CAHABA VALLEY FIRE & EMR DISTRICT

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### MISSION STATEMENT

The mission statement was developed during the strategic planning committee's internal stakeholders meeting. This resulted in the following:

*The mission of the Cahaba Valley Fire and EMR District is to deliver professional and compassionate service through our unwavering duty to our community.*

*We will accomplish this through ongoing training and professional development, public education, risk reduction, and an efficient and effective response force.*

### VISION

The internal stakeholders created the organization's vision:

*The vision of the CVFD is to be an accredited professional organization meeting the diverse needs of a growing community.*

### CORE VALUES

The core values of the CVFD are:

**Compassion** – empathetically caring for our community

**Valor** – forsaking ourselves for the well-being of others

**Faithful** – unwavering duty to respond

**Dedication** – fully committed to the development of our community and department

# CAHABA VALLEY FIRE & EMR DISTRICT

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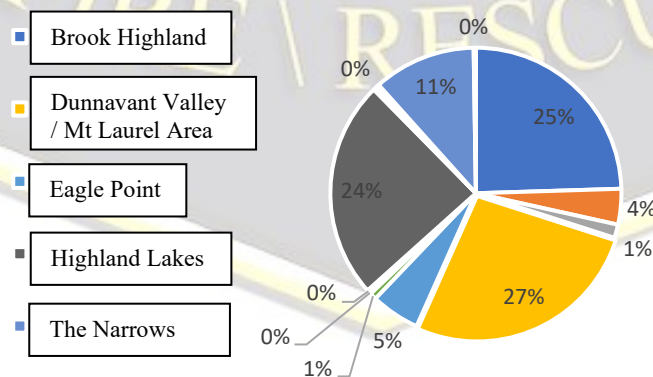
### COMMUNITY SURVEY

To really understand the direction the department needs to go, we need to know how the community views us, their understanding of what we do, and areas that we need to improve. Their input will also assist in developing our plan for the future. During the internal stakeholders meeting, a community impact survey was developed. This survey was mailed out to all residents of the district and was also placed on the department's website. The survey asked the following questions of our community:

- *What best describes the area of the community where you live?*
- *What best describes your property status?*
- *Please indicate the number of people living in your household.*
- *Please indicate the services you are aware of that the CVFD provides to the community.*
- *Have you used or benefited from any of the services provided by the CVFD in the last 12 months?*
- *Please rate the importance to you and your family or business for each of the following areas concerning your fire department? Highly trained workforce, state of the art equipment, modern facilities, effective staffing levels.*
- *When was the last time you checked your smoke detector and/or changed the batteries in your smoke detector?*
- *What services does the CVFD not provide to the community that you would like to see provided in the future?*

The response to the surveys was low, but valuable information was still obtained. Four-hundred and four (404) citizens responded to the survey. The survey will remain on the department's website (<https://www.cahabavalleyfire.org/>) so we can continually receive feedback from the community.

The question “*what best describes the area of the community where you live*”, was to insure that the survey was gathering information from all areas of the district. All areas had citizens that responded to the survey. Twenty-seven percent of the respondents came from the Mt Laurel area, 25% Brook Highland, and 24% Highland Lakes.

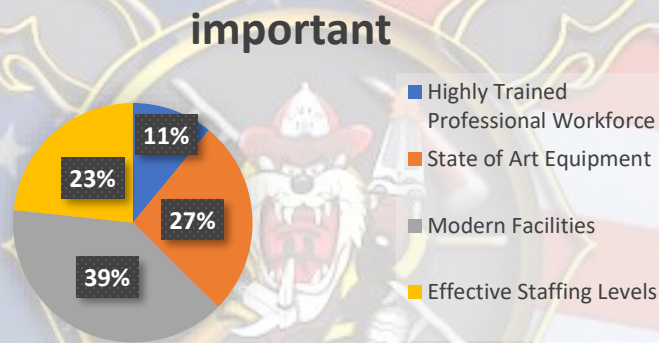




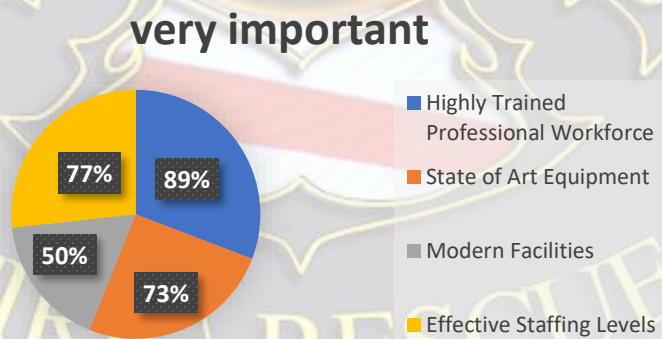
# CAHABA VALLEY FIRE & EMR DISTRICT STRATEGIC PLAN 2020 - 2025

*Figure 7 Area of Community*

Of the respondents, 98% were property owners. Sixty-nine percent reported 2-3 people were living in the home. Eighty-eight percent of the residents were age 46 or higher. The age information provides us with data to prepare for future request for services and will aid in planning for handling an aging community. Interesting data was received with the question “please indicate the services you are aware of that the CVFD provides to the community”; eighty-nine percent of the respondents are not aware the CVFD will install smoke detectors. The survey continued to ask the community for input on other items that are directly supportive of our daily operation. The community was asked to rate a highly trained work force, state of the art equipment, modern facilities, and effective staffing. Each of these areas were to be rated as not important to very important. The results were that the community rated each area as important and very important.



*Figure 8 Important Rating*



*Figure 9 Very Important Rating*

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The survey continued by asking the community to give input to services they would like to see the CVFD provide. From the survey, the community is requesting:

| Community Impact Survey                           |                             |
|---|-----------------------------|
| Online Bill Pay                                   | Child car seat installation |
| CPR training                                      | Home safety inspections     |
| Smoke detector installations & checks             | Storm preparedness          |
| Information of defensible space around structures | Fire extinguisher training  |
| Fire safety classes                               |                             |





# CAHABA VALLEY FIRE & EMR DISTRICT

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### SWOT ANALYSIS

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an organization candidly identify its strengths and weaknesses, as well as external opportunities and potential threats.

#### Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that strengths are consistent with the issues facing the organization. Through a consensus process, the internal stakeholders identified the strengths of CVFD are as follows:

| Strengths of the CVFD                             |   |
|---|---|
| Proactive on-site maintenance program             | Age of department   |
| Equipment   | Adaptability – many groups able to accomplish a variety of task |
| Budget  | Water supply  |
| Technology  | Personnel – diverse group                                       |
| Resident program                                  | Size of the department  |
| Fire district – flexibility to accomplish mission |   |

#### Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the internal stakeholders as weaknesses:

| Weaknesses of the CVFD                     |   |
|--|---|
| Inconsistency between shifts and crews     | Staffing – understaffed, reliance on part-time staff, reliance on auto/mutual aid |
| High turnover rate                         | Experience – age of workforce   |
| Limited financial resources                | Pay   |
| Apparatus                                  | Distribution of resources – overlapping calls                                     |
| Low moral                                  | Internal communication  |
| Aging community – residents and structures | Facilities  |

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### Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The internal stakeholders identified the following potential opportunities:

| Opportunities of the CVFD |                                |
|---------------------------|--------------------------------|
| Professional development  | Getting involved in committees |
| Grants                    | District growth                |
| Increasing automatic aid  | Impact Fees                    |
| Code enforcement          |                                |

### Threats

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the internal stakeholders were as follows:

| Threats to the CVFD                 |                                    |
|-------------------------------------|------------------------------------|
| Annexation – Hoover / Chelsea       | Economic downturn                  |
| EMS legislation – unfunded mandates | Personnel shortage                 |
| Litigation                          | Workplace injury                   |
| Equipment replacement/shortage      | Socio-economic changes in district |

The objective of the strategic plan is to give direction to this organization for the future. As the community changes, the CVFD must stay proactive in our approach to providing essential and effective non-emergency and emergency services. Being fiscally responsible is also essential to continually improving our service delivery. By developing and initiating this strategic plan the CVFD can move forward and remain proactive. The strategic initiatives identified and developed in this process are:

| Strategic Initiatives                                |                                    |
|--|------------------------------------|
| Deployment of Resources and Effective Response Force | Facility Improvements              |
| Apparatus and Equipment Replacement Plan             | Officer Development and Deployment |
| Community Risk Assessment                            | Accreditation                      |



# CAHABA VALLEY FIRE & EMR DISTRICT

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### Strategic Initiative 1

### *Deployment of Resources and Effective Response Force*

This strategic initiative is in-line with information gathered during the SWOT analysis to improve on a weakness and to maintain our strengths:

- Strengths - equipment
- Weakness - Inconsistency between shifts and crews, staffing – understaffed, reliance on part-time staff, reliance on auto/mutual aid, distribution of resources – overlapping calls, internal communications
- Threats – personnel shortages

The community impact survey revealed that effective staffing levels were very important to 77% of the respondents.

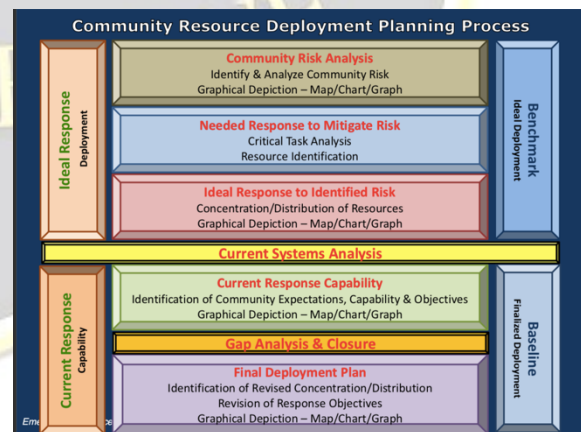
The proper deployment of resources is essential to providing efficient and effective emergency services. The outcome of the responses that we make is dependent on response time of apparatus, the equipment available for the incident, and the proper number of personnel arriving on the scene.

The deployment of resources is designed by identifying the risk that our community is exposed to (i.e. fire, MVA, medical emergency) and matching the correct resources to mitigate the risk. This results in developing an effective response force to be deployed based on the critical task that has to be accomplished.

This process moves further to establish a standards of cover, which is the distribution and concentration of resources to meet the risk of the community. This will further develop and establish benchmarks for performance.

The setting of benchmarks will establish performance objectives to meet. This will move into training objectives and monitoring response time objectives.

This information would lead to increasing daily staffing and adding response units to the system (i.e. staffing ladder company, rescue, engine 185).



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|               |   |
|---------------|---|
| Objective 1.1 | <i>Development of Effective Response Force Plan</i> |
| Timeline      | Immediate and ongoing                               |

- Identify the risk to the community
- Identify the critical task needed to mitigate the risk
- Identify the number of personnel needed to mitigate the incident
- Develop the response plan to deploy the correct resources to the incident type

|                |  |
|----------------|--|
| Objective 1.2a | <i>Increase daily staffing levels to meet Effective Response Force</i> |
| Timeline       | 5 years  |

- Secure staffing of Engine 181 to 4 firefighters each shift – **year 1**
  - Daily staffing level - 15
- Staffing Quint 181/Rescue 182 with 2 firefighters each shift – **year 2**
  - Daily Staffing level - 17
- Staffing Rescue 183 with 2 firefighters to meeting the growth of the community – **year 3**
  - Daily Staffing level - 19
- Staffing Engine 185 with 2 firefighters each day – **year 5**
  - Daily Staffing level - 21

|                |   |
|----------------|---|
| Objective 1.2b | <i>Increase Full Time Staffing levels</i> |
| Timeline       | 5 years                                   |

- Increase full-time firefighters at a ratio of 1 full-time employee for each full-time equivalent position
- Utilize the AFG SAFER grant system to increase full-time employee – **2021 grant cycle**

|               |   |
|---------------|---|
| Objective 1.3 | <i>Develop and implement a formal Standards of Cover Document</i> |
| Timeline      | 3 years   |

- Complete a 3-year response time data analysis – **year 1**
- Develop benchmarks for response times and incident outcomes – **year 2**
- Develop and implement evaluations methods standards of cover – **year 3**



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### Strategic Initiative 2

### Facility Improvements

This strategic initiative is in-line with information gathered during the SWOT analysis to improve on a weakness and to maintain our strengths:

- Weakness – aging facilities, lack of room for any expansion, limited sleeping space for expanding crew size
  - Inability to increase staffing due to no place to sleep employees

The community impact survey revealed that modern facilities was very important to 77% of the respondents.

Having adequate facilities is essential to being able to provide efficient and effective responses. The following list details our deficiencies in our facilities. Currently none of our station are ADA compliant.

**Fire Station 181-** Built in early 1980's and has been renovated four times over the years. There is no room for expansion. There is no proper storage for PPE, and no place for washer/extractor systems or drying systems. In addition, the CVFD has no training facility or formal classroom.



Reserve apparatus are having to be parked outside in the elements which is damaging to equipment and apparatus.



There is no room for increasing staffing at the station. The dormitory can only sleep six personnel and does not have adequate lockers for employee uniform storage. Any expansion of services out of this station will require personnel to sleep on cots.



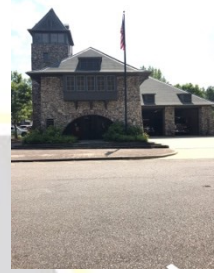


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**Station 183** – Has no kitchen facility for the on-duty firefighters. In addition, there are inadequate sleeping facilities. A wall bed has been placed in the day room for the third staff to sleep. This firefighter has no locker for personal items and uniforms. The station has inadequate storage for PPE.

The Mt Laurel/Regent Park area has a potential growth of 500 new homes, business/residential low rises, and an increased population of 2000 new residents, which will require the full time staffing of Rescue 183. This station cannot house any additional staffing.



|               |  |
|---------------|--|
| Objective 2.1 | <i>Replacement of Fire Station 181</i> |
| Timeline      | 2 years                                |

|                                       |                |
|---------------------------------------|----------------|
| ■ Choosing architect                  | October 2019   |
| ■ Station design                      | December 2019  |
| ■ Construction Bids                   | June 2020      |
| ■ Relocation planning for Station 181 | June 2020      |
| ■ Relocating Station 181 personnel    | September 2020 |
| ■ Construction                        | September 2020 |
| ■ Completion                          | September 2021 |

|               |                                 |
|---------------|---------------------------------|
| Objective 2.2 | <i>Expansion of Station 183</i> |
| Timeline      | 3 years                         |

|                                |               |
|--------------------------------|---------------|
| ■ Meeting with property owners | January 2021  |
| ■ Choosing architect           | April 2021    |
| ■ Station design               | March 2021    |
| ■ Construction Bids            | June 2021     |
| ■ Construction                 | August 2021   |
| ■ Completion                   | February 2022 |

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### Strategic Initiative 3

### *Officer Development and Deployment*

This strategic initiative is linked with information gathered during the SWOT analysis to improve on a weakness:

- Inconsistency between shifts and stations
- Reliance on part-time employees
- Lack of internal communications

This strategic initiative has linkage to the community impact survey referencing a highly trained workforce as very important.

A major issue confronting the CVFD is supervision of employees during a work shift. Currently there is a span of control of 1-11, 1 supervisor for 11 employees working at 4 different locations, each day. Span of control is the number of employees that 1 supervisor can effectively manage. Basic personnel management sets an optimal span of control for 1-5, 1 supervisor to 5 employees. The CVFD has issues with the ability to complete task at outlining stations, communications across shifts, inconsistency across shifts and stations, and current supervisor handling administrative duties as well as supervising 11 employees.



This strategic initiative will develop a plan to improve the professional development of our officer core and establish supervisory levels based on manageable span of control numbers and duties to be performed.

|               |  |
|---------------|--|
| Objective 3.1 | <i>Develop job description for all positions</i> |
| Timeline      | Immediate  |

- Create job description for all positions
- Identify criteria that will differentiate between line and staff position

|               |   |
|---------------|---|
| Objective 3.2 | <i>Establish an officer deployment plan</i> |
| Timeline      | 1 year                                      |

- Develop a proper plan to deploy officers based on span of control
- Develop rank structure commensurate to job duties
  - Review job duties and rank structures of comparable organizations
- Deploy officers to proper supervisory positions
- Develop a plan for expanding staff positions based on percentages of job duties related to administrative duties



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|               |  |
|---------------|--|
| Objective 3.3 | <i>Review and revise professional development plan</i> |
| Timeline      | Ongoing  |

- Review current professional development plan and impact on each level of the organization
- Update the professional development plan to meet all ranks and staff positions
- Develop the training budget to meet the requirements of the professional development plan

|               |   |
|---------------|---|
| Objective 3.4 | <i>Develop and institute a promotional process for all levels</i> |
| Timeline      | 1 year  |

- Establish criteria for promotion based on the professional development plan
- Develop the promotion process and establish a recurring time frame for testing
- Meet with Alabama Fire College on developing a cognitive test
- Administer promotion test



## Community Risk Assessment

- Aging community
- District growth
- Code enforcement

- CPR Training
- Smoke detector installations
- Child car seat installation
- Storm Preparedness
- Fire Safety programs



TURN YOUR  
ATTENTION TO  
**FIRE  
PREVENTION**



| Name:             |               | Address:    |                        |
|-------------------|---------------|-------------|------------------------|
| City:             |               | Zip:        |                        |
| Exposure          | Building      | Life Safety | Other                  |
| 1-Engine Response | Occupant Load | Frequency   | Fire Flow Required     |
| 1-1               | 1-60          | 1-1         | Water Demand           |
| 1-2               | 1-60          | 1-2         | Enter Fire Flow in GPM |
| 1-3               | 1-100         | 1-3         |                        |
| 1-4               | 1-100         | 1-4         |                        |
| 1-5               | 1-100         | 1-5         |                        |
| 1-6               | 1-100         | 1-6         |                        |
| 1-7               | 1-100         | 1-7         |                        |
| 1-8               | 1-100         | 1-8         |                        |
| 1-9               | 1-100         | 1-9         |                        |
| 1-10              | 1-100         | 1-10        |                        |
| 1-11              | 1-100         | 1-11        |                        |
| 1-12              | 1-100         | 1-12        |                        |
| 1-13              | 1-100         | 1-13        |                        |
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| 1-35              | 1-100         | 1-35        |                        |
| 1-36              | 1-100         | 1-36        |                        |
| 1-37              | 1-100         | 1-37        |                        |
| 1-38              | 1-100         | 1-38        |                        |
| 1-39              | 1-100         | 1-39        |                        |
| 1-40              | 1-100         | 1-40        |                        |
| 1-41              | 1-100         | 1-41        |                        |
| 1-42              | 1-100         | 1-42        |                        |
| 1-43              | 1-100         | 1-43        |                        |
| 1-44              | 1-100         | 1-44        |                        |
| 1-45              | 1-100         | 1-45        |                        |
| 1-46              | 1-100         | 1-46        |                        |
| 1-47              | 1-100         | 1-47        |                        |
| 1-48              | 1-100         | 1-48        |                        |
| 1-49              | 1-100         | 1-49        |                        |
| 1-50              | 1-100         | 1-50        |                        |
| 1-51              | 1-100         | 1-51        |                        |
| 1-52              | 1-100         | 1-52        |                        |
| 1-53              | 1-100         | 1-53        |                        |
| 1-54              | 1-100         | 1-54        |                        |
| 1-55              | 1-100         | 1-55        |                        |
| 1-56              | 1-100         | 1-56        |                        |
| 1-57              | 1-100         | 1-57        |                        |
| 1-58              | 1-100         | 1-58        |                        |
| 1-59              | 1-100         | 1-59        |                        |
| 1-60              | 1-100         | 1-60        |                        |
| 1-61              | 1-100         | 1-61        |                        |
| 1-62              | 1-100         | 1-62        |                        |
| 1-63              | 1-100         | 1-63        |                        |
| 1-64              | 1-100         | 1-64        |                        |
| 1-65              | 1-100         | 1-65        |                        |
| 1-66              | 1-100         | 1-66        |                        |
| 1-67              | 1-100         | 1-67        |                        |
| 1-68              | 1-100         | 1-68        |                        |
| 1-69              | 1-100         | 1-69        |                        |
| 1-70              | 1-100         | 1-70        |                        |
| 1-71              | 1-100         | 1-71        |                        |
| 1-72              | 1-100         | 1-72        |                        |
| 1-73              | 1-100         | 1-73        |                        |
| 1-74              | 1-100         | 1-74        |                        |
| 1-75              | 1-100         | 1-75        |                        |
| 1-76              | 1-100         | 1-76        |                        |
| 1-77              | 1-100         | 1-77        |                        |
| 1-78              | 1-100         | 1-78        |                        |
| 1-79              | 1-100         | 1-79        |                        |
| 1-80              | 1-100         | 1-80        |                        |
| 1-81              | 1-100         | 1-81        |                        |
| 1-82              | 1-100         | 1-82        |                        |
| 1-83              | 1-100         | 1-83        |                        |
| 1-84              | 1-100         | 1-84        |                        |
| 1-85              | 1-100         | 1-85        |                        |
| 1-86              | 1-100         | 1-86        |                        |
| 1-87              | 1-100         | 1-87        |                        |
| 1-88              | 1-100         | 1-88        |                        |
| 1-89              | 1-100         | 1-89        |                        |
| 1-90              | 1-100         | 1-90        |                        |
| 1-91              | 1-100         | 1-91        |                        |
| 1-92              | 1-            |             |                        |

# CAHABA VALLEY FIRE & EMR DISTRICT

## STRATEGIC PLAN 2020 - 2025

|               |                                |
|---------------|--------------------------------|
| Objective 4.1 | <i>Identify target Hazards</i> |
| Timeline      | 1 year                         |

- Fire crews will be used to survey facilities in the district to determine risks, hazards, and to collect pertinent information to be filed for future use.
- Implement Occupancy Vulnerability Assessment Profile (OVAP) form to evaluate and determine a hazard risk factor and value of target hazards.
- Develop policies and guidelines for surveys
- Develop list of target hazards and plot in GIS system
- Begin surveys and inspections based on priorities identified in policies and guidelines

|                 |                                |
|-----------------|--------------------------------|
| Objective 4.1.1 | <i>Identify target Hazards</i> |
| Timeline        | 2 year                         |

- Continue surveys and inspections based on priorities identified in policies and guidelines.
- Begin to resurvey target hazards that meet criteria for annual surveys and inspections.

|                 |                                |
|-----------------|--------------------------------|
| Objective 4.1.2 | <i>Identify target Hazards</i> |
| Timeline        | 3 year                         |

- Continue surveys and inspections based on priorities identified in policies and guidelines.
- Complete inspections on list created in year 1.
- Resurvey target hazards that meet criteria for annual surveys and inspections.
- Reassess target hazard list for changes and additions.

|               |                                |
|---------------|--------------------------------|
| Objective 4.2 | <i>Known Risk and Concerns</i> |
| Timeline      | 1 year                         |

- Evaluate data to determine trends, needs, and hazards.
- Modify data collection techniques to better capture services that the district provides.
- Reevaluate data to identify the changes in and additions of trends and to identify needs that we are not currently meeting.
- Adjust responses, automatic and mutual agreements, and resources in favor of the most common and highest risk trends.
- Reevaluate data each year for changes and trends.

# CAHABA VALLEY FIRE & EMR DISTRICT

## STRATEGIC PLAN 2020 - 2025

|               |  |
|---------------|--|
| Objective 4.3 | <i>Community Risk Reduction Programs</i> |
| Timeline      | 1 year                                   |

- Identify CRR programs to improve the community
- Identify the demographics to target particular education programs
- Identify training for CRR and educate personnel in the program
- Identify and establish documentation methods for impact of CRR programs
- Institute child safety seat installation program

|                 |  |
|-----------------|--|
| Objective 4.3.1 | <i>Community Risk Reduction Programs</i> |
| Timeline        | 2 year                                   |

- Institute community CPR training
- Institute smoke detector installation and inspection program
- Institute Fire Safety education programs
- Institute storm preparedness education
- Evaluate CRR programs

|                 |  |
|-----------------|--|
| Objective 4.3.2 | <i>Community Risk Reduction Programs</i> |
| Timeline        | 3 year                                   |

- Institute Wildland Interface protection zone education
- Evaluate CRR programs



# CAHABA VALLEY FIRE & EMR DISTRICT

## STRATEGIC PLAN 2020 - 2025

### Strategic Initiative 5 *Apparatus and Equipment Replacement*

This strategic initiative is in-line with information gathered during the SWOT analysis to improve on a weakness and to maintain our strengths:

- Strength – on-site maintenance program
- Weakness – older apparatus, high mileage, high volume
- Threat – aging apparatus with a lack of replacement plan

The community impact survey revealed that state of the art equipment was very important to 73% of the respondents.

|                |  |
|----------------|--|
| Objective 5.1a | <i>Establish an apparatus replacement plan</i> |
| Timeline       | Immediate                                      |

The apparatus and equipment committee met and established the following replacement guidelines for fire apparatus:

- Fire Engine Apparatus – removed from front line service every 10 years to meet NFPA 1901 standards and rotated to reserve status
  - Purchase new pumper every 5 years to keep in the 10-year standard of frontline apparatus and evaluated at 4 years to be sold to support the purchase for new apparatus
- Rescue apparatus replacement every 2 years,
  - Each vehicle will be evaluated on a 4 years basis for resale, no vehicle is to be kept longer than 8 years in front line
  - Rescue units will be rotated to other stations and to reserve status after initial replacement
  - Remounting of rescue units will be evaluated based on safety standards upgrades
- Aerial apparatus will be replaced at 10 years and evaluated at the 8-year mark for resale.
  - CVFD will not keep a ladder truck in reserve status.
- Battalion vehicle replacement on a 3-year/60,000-mile schedule. This vehicle will be rotated down to safety officers and support vehicles for a 10 year plus life span.
- All other vehicles will be evaluated every 2 years for potential replacement.
- All vehicles removed from service will be sold with the revenue placed into the capital fund to support apparatus purchases.

# CAHABA VALLEY FIRE & EMR DISTRICT

## STRATEGIC PLAN 2020 - 2025

|                |  |
|----------------|--|
| Objective 5.1b | <i>Establish an equipment replacement plan</i> |
| Timeline       | Immediate                                      |

All major equipment items (P.P.E., S.C.B.A., Hose) are on a 10-year life cycle. The committee established the following replacement guidelines for these items.

- S.C.B.A., rescue tools, cardiac monitors, MDT and hose will be purchased along with a new fire engine to stay in the 10-year cycle of front-line service.
  - S.C.B.A. and hose will be sold after 10 years of service with revenue placed into the equipment budget to support equipment purchases.
- P.P.E. will be purchased each year with a minimum of 10 full sets. This will keep all employees in compliant P.P.E. with reserve P.P.E. for replacement during cleaning and repair.
- S.C.B.A., cardiac monitor, stretcher, stair chair, and MDT will be purchased with new Rescue apparatus.
- All equipment removed from service will be evaluated to be sold with revenue being placed in the equipment budget to support equipment purchases.

|                |   |
|----------------|---|
| Objective 5.2a | <i>Replacement of Engine 181 (2013)</i> |
| Timeline       | 1 year                                  |

- Design – prebuild                      October/November 2019
- Mid build inspection                  February/March 2020
- Final Inspection                        June/July 2020
- Delivery                                  July/August 2020
- In-service                                 August 2020

|                |   |
|----------------|---|
| Objective 5.2b | <i>Replacement of Engine 183 (2016)</i> |
| Timeline       | 2 year                                  |

- Evaluation at end of 2020 fiscal year
- Design – prebuild                      October/November 2020

|                |   |
|----------------|---|
| Objective 5.3a | <i>Replacement of Rescue 181 (2017)</i> |
| Timeline       | 1 year                                  |

- Design                                      January 2020
- In-service                                 August 2020

# CAHABA VALLEY FIRE & EMR DISTRICT

## STRATEGIC PLAN 2020 - 2025

|                |   |
|----------------|---|
| Objective 5.3b | <i>Replacement of Rescue 185 (2017)</i> |
| Timeline       | 2 year                                  |

- Design January 2021
- In-service August 2021

|                |   |
|----------------|---|
| Objective 5.3c | <i>Replacement of Rescue 184 (2016)</i> |
| Timeline       | 3 year                                  |

- Design January 2022
- In-service August 2022





# CAHABA VALLEY FIRE & EMR DISTRICT

## STRATEGIC PLAN 2020 - 2025

### Strategic Initiative 6

### *Becoming an Accredited Organization*

Accredited agencies are often described as being community-focused, data-driven, outcome-focused, strategic-minded, well organized, properly equipped, and properly staffed and trained.

The goal of becoming an accredited agency is:

- Raise the profile of your agency with your community
- Emphasize your agency's dedication to excellence to your stakeholders
- Establish an agency-wide culture of continuous improvement
- Assist with communicating your leadership's philosophies
- Offer independent verification and validation of your agency's operations
- Provide tangible data and information for your community

|               |                                     |
|---------------|-------------------------------------|
| Objective 6.1 | <i>Reach Official Accreditation</i> |
| Timeline      | 5 years                             |

- Begin accreditation training - 2020-2021
  - Quality Improvement through Accreditation
  - Excellence Conference – Accreditation Boot Camp
  - Gather data for accreditation
- Become a registered agency - 2021-2022 (3-year limit)
  - 3-year status to prepare for accreditation process
  - Assign an accreditation manager
- Become an applicant agency – 2022-2023 (18-month process)
  - Complete risk assessment
  - Complete standards of cover document
  - Complete community driven strategic plan
  - Complete self-assessment manual
- Become a candidate agency – 2024
  - Peer review team assigned
- Become an accredited agency - 2025