CAHABA VALLEY FIRE & EMR DISTRICT
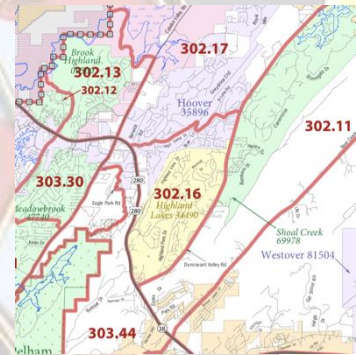
STRATEGIC PLAN 2020-2025

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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 planning 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 Matthew 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 stay 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 the 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 an increase of fires. These areas have registered 54 structure fire responses and 21 cooking fires, since January 2018.

	Number of Homes	Age >20yrs
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

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.

Figure 2 Forecasting Fire Responses
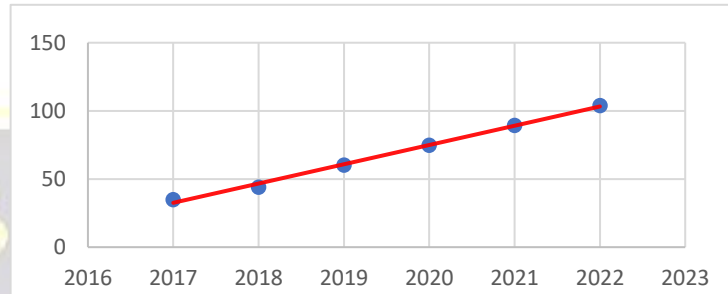
NFPA 1710 is the national consensus standards for the deployment of fire department resources. When responding to a residential structure fire, the standard is established based on 2000 ft^2 with no basement. The goal of the standard is to be able to flow a minimum of 300 gallons of water per minute 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 all have basements and have square footage that exceeds 3000ft^2. Census data documents the number of rooms in a residency. This data shows that the majority of houses have 7 rooms or more, resulting in larger square footage. This will hamper our ability 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 1200 ft^2 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 Lakes	67%
Mt. Laurel	85%
Brook Highland	49%
Cahaba Beach	11%
Narrows	33%

Adequate response times are essential to controlling a 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.

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 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.

Figure 4 Age of Residents
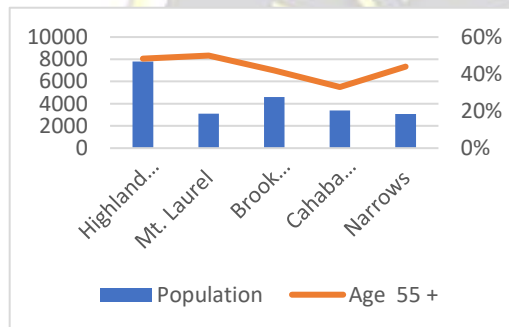
Preparing for the future, the CVFD must take into account the increasing age of our population and the effects it will have on our ability to respond efficiently. When forecasting EMS responses, we can expect to continually increase in EMS responses. Planning will ensure that we have adequate staffing, apparatus, and equipment to meet current and future request for service.
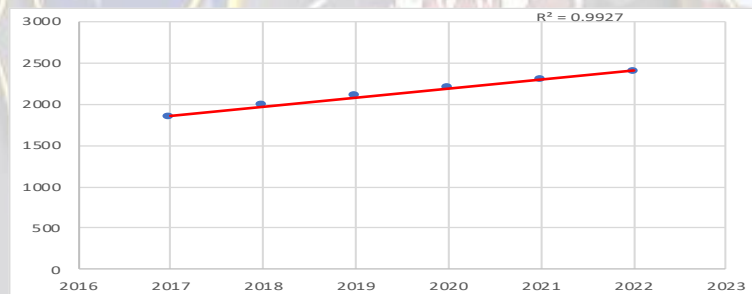

Figure 5 Forecasting EMS responses
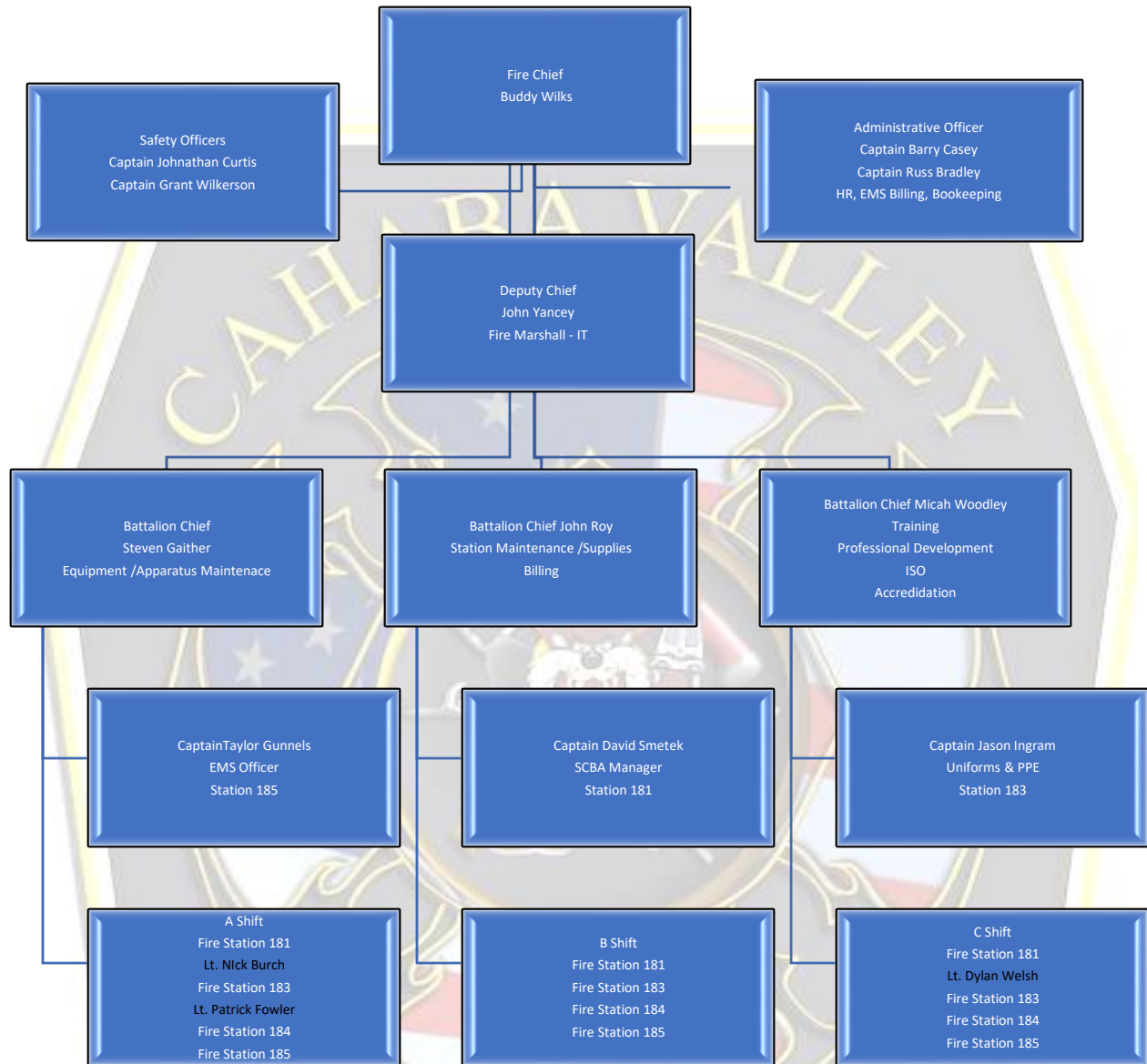
ORGANIZATION

The Cahaba Valley Fire and EMR District was formed October 1, 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. The Cahaba Valley Fire and EMR District provides protection to several subdivisions including Brook Highland, Highland Lakes, Eagle Point, Shoal Creek, The Narrows, Smyer's 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 firefighters 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.

Safety Officers Captain Johnathan Curtis Captain Grant Wilkerson	Fire Chief Buddy Wilks	Administrative Officer Captain Barry Casey Captain Russ Bradley HR, EMS Billing, Bookeeping
	Deputy Chief John Yancey Fire Marshall - IT	
Battalion Chief Steven Gaither Equipment /Apparatus Maintenace	Battalion Chief John Roy Station Maintenance /Supplies Billing	Battalion Chief Micah Woodley Training Professional Development ISO Accreditation
CaptainTaylor Gunnels EMS Officer Station 185	Captain David Smetek SCBA Manager Station 181	Captain Jason Ingram Uniforms & PPE Station 183
A Shift Fire Station 181 Lt. NIck Burch Fire Station 183 Lt. Patrick Fowler Fire Station 184 Fire Station 185	B Shift Fire Station 181 Fire Station 183 Fire Station 184 Fire Station 185	C Shift Fire Station 181 Lt. Dylan Welsh Fire Station 183 Fire Station 184 Fire Station 185

Figure 6 Organization Chart

The strategic planning committee worked to develop the mission and vision of the CVFD. The mission statement of 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 belief 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.

MISSION STATEMENT

The mission statement was developed during the strategic planning internal stakeholder's 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

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 upon. By listening to the input of our community stakeholders, a meaningful and relevant plan can be developed for the future. During the internal stakeholder's 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 benefitted 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 so we can continually receive feedback from the community.

The question "*what best describes the area of the community where you live*", was to ensure 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.
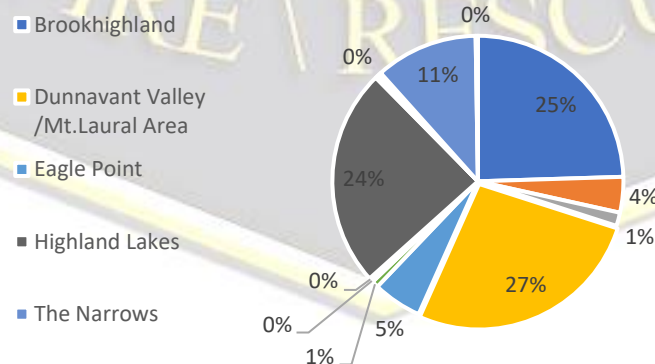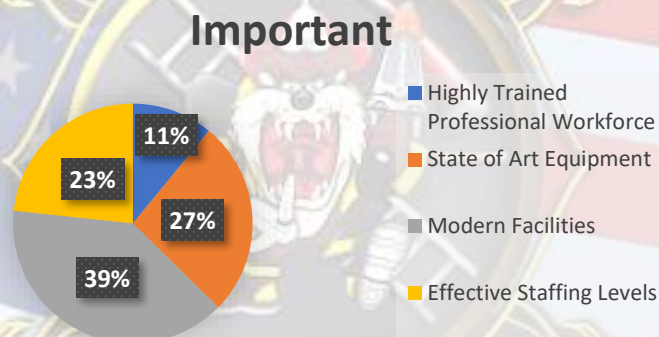
Figure 7 Area of Community

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. A very 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.

Important

11%
23%
27%
39%

■ Highly Trained Professional Workforce

■ State of Art Equipment

■ Modern Facilities

■ Effective Staffing Levels

Figure 8 Important Rating

Very Important

77% 89%
50%
73%

■ Highly Trained Professional Workforce

■ State of Art Equipment

■ Modern Facilities

■ Effective Staffing Levels
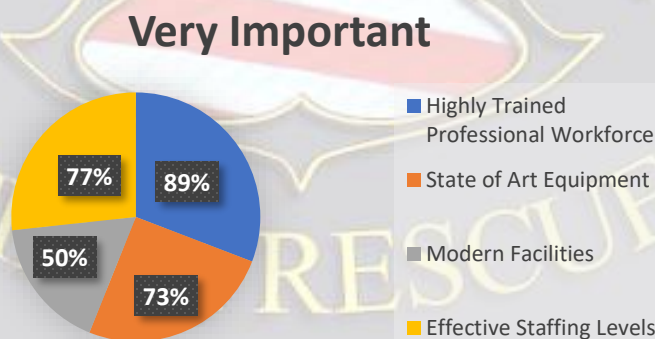
Figure 9 Very Important Rating

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	

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 tasks
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 morale	Internal communication
Aging community	Facilities

Opportunities

The opportunity for an organization depends 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 stay 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

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 was 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 times.

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

Community Resource Deployment Planning Process
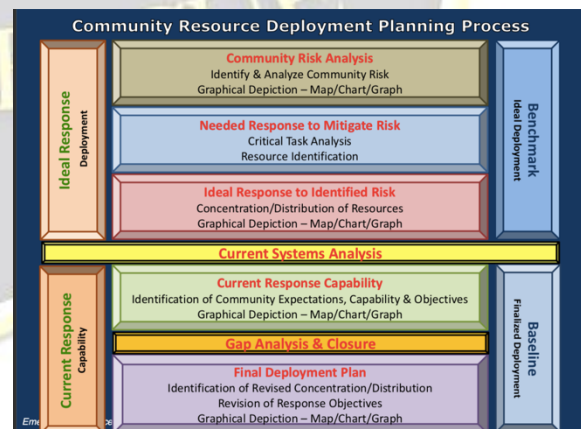
Objective 1.1	*Development of Effective Response Force Plan – Complete*
Time line	Immediate and ongoing evaluation

- 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
- Begin training of Wildland search and rescue for new park and walking trails – New Risk Identified

Objective 1.2a	*Increase daily staffing levels to meet Effective Response Force*
Time line	5 years

- Secure staffing of Engine 181 to 4 firefighters each shift – *year 1 -- Completed*
    - Daily staffing level - 12
- Staffing Engine 185 with 2 firefighters each day – *year 5 – Moved to top priority year 2*
    - Daily Staffing level - 14
- Staffing Rescue 183 with 2 firefighters to meeting the growth of the community – **year 3**
    - Daily Staffing level - 16
- Staffing Quint 181/Rescue 182 with 2 firefighters each shift – *year 2 – Moved to low priority year 5*
    - Daily Staffing level - 18

Objective 1.2b	*Increase Full Time Staffing levels*
Time line	5 years

- Increase full-time firefighters at a ratio of 1 full-time employee for each full-time equivalent position: Have converted 2 FTE positions and 4 resident positions to full time
- Utilize the AFG SAFER grant system to increase full-time employee – *2021 grant cycle*

Objective 1.3	*Develop and implement a formal Standards of Cover Document*
Time line	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*

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
  - o 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 stations are ADA compliant.

Fire Station 181- This station was 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 and administration is spread out over 3 separate facilities.

The reserve apparatus is 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.

Station 183 – This station has no kitchen facility for the on-duty firefighters. In addition there is inadequate sleeping facilities. A wall bed has been placed in the day room for the third staffing 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 the potential growth of 500 new homes, business/residential low rise, and an increase population of 2,000 new residents will require the full time staffing of R183. This station cannot house any additional staffing.

Objective 2.1	*Replacement of Fire Station 181 – In progress*
Time line	2 years

- Lease Signed   May 2021
- Architect Station design   August 2021
- Construction   October 2021
- Relocation Station 181   May 2022

| Objective 2.2	*Expansion of Station 183* Not a feasible option – renovations completed
Time line	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~~

Objective 2.2	*Build and Staff Shoal Creek Station 182*
Time line	2 years

- Begin discussion with Shoal Creek on station construction   November 2021
- Architecture design   August 2022
- Construction   January 2023
- Purchase Apparatus   March 2023
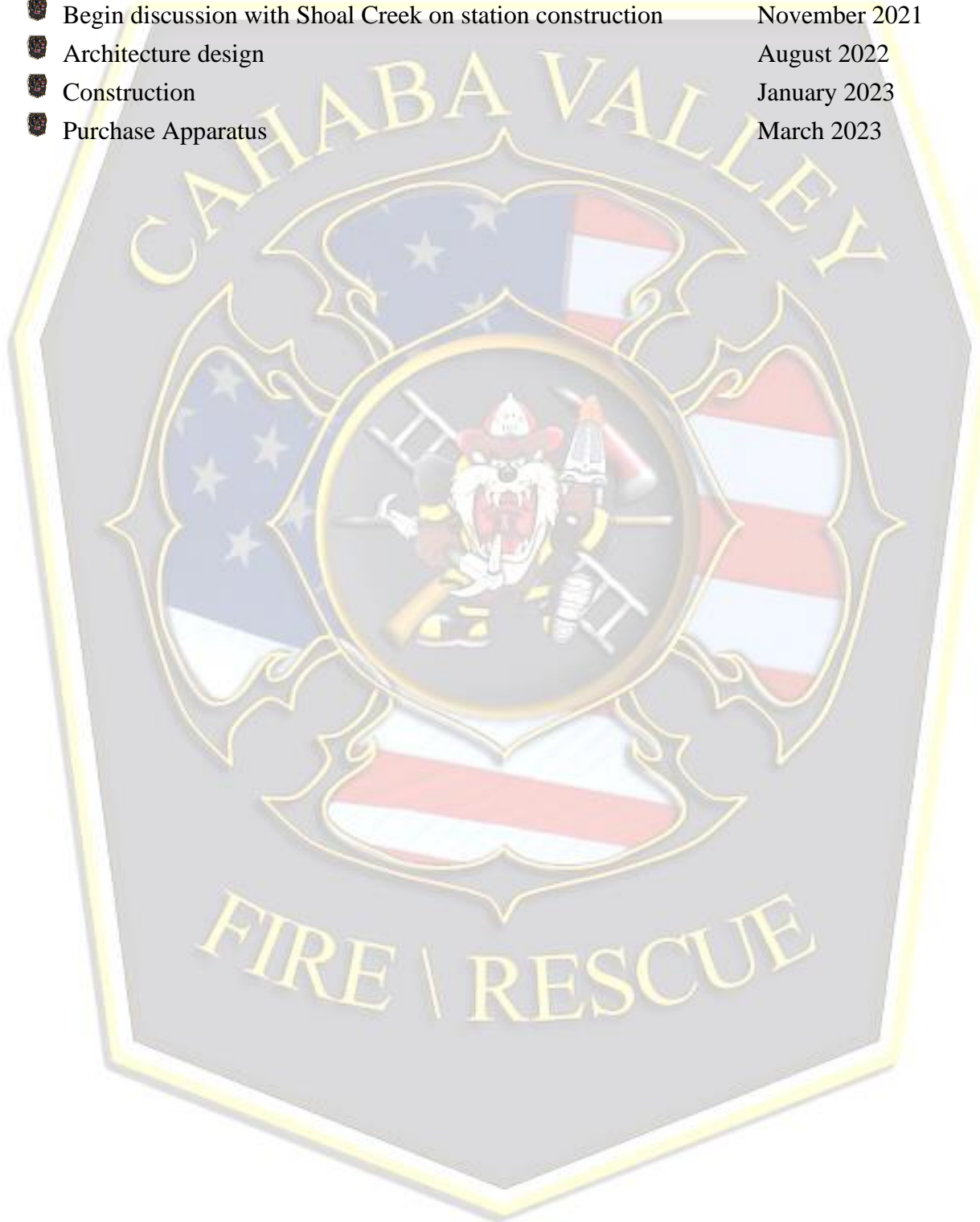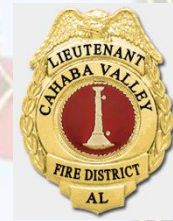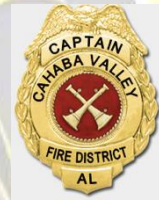
Strategic Initiative 3	*Officer Development and Deployment*

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 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 tasks 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	*Develop job description for all positions – Ongoing 75% complete*
Time line	Immediate

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

Objective 3.2	*Establish an officer deployment plan Ongoing 75% complete*
Time line	1 year

- 🛡 Develop a proper plan to deploy officers based on span of control - Completed
- 🛡 Develop rank structure commensurate to job duties - Completed
    - 🛡 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

Objective 3.3	*Review and revise professional development plan - Ongoing*
Time line	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	*Develop and institute a promotional process for all levels*
Time line	1 year - Completed with Captain and Lieutenant promotions

- Establish criteria for promotion based on the professional develop 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

Strategic Initiative 4	*Community Risk Assessment*

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

- Aging community
- District growth
- Code enforcement

This strategic initiative has linkage to the community impact survey referencing services the community would like the CVFD provide:

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

Community Risk Reduction (CRR) is a process to identify and prioritize local risks, followed by the integrated and strategic investment of resources (emergency response and prevention) to reduce their occurrence and impact. The CVFD is committed to implementing community risk reduction programs to help make our community safer. This will be accomplished by identifying and rating our target hazards, providing education to the community, and code enforcement.

Objective 4.1	*Identify target hazards - Ongoing*
Time line	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 the 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	*Identify target hazards*
Time line	2 years

- 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	*Identify target hazards*
Time line	3 years

- 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	*Known risks and concerns*
Time line	1 year

- Evaluate data to determine trends, needs, and hazards
- Modify data collection techniques to better capture services that the district provides
- Re-evaluate 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
- Re-evaluate data each year for changes and trends

Objective 4.3	*Community Risk Reduction Programs*
Time line	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	*Community Risk Reduction Programs*
Time line	2 years

- 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	*Community Risk Reduction Programs*
Time line	3 years

- Institute Wildland Interface protection zone education
- Evaluate CRR programs

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	*Establish an apparatus replacement plan – completed monitor*
Time line	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 ten years to meet NFPA 1901 standards and rotated to reserve status
  - Purchase new pumper every five years to keep in the ten year standard of frontline apparatus and evaluated at four years to be sold to support the purchase for new apparatus
- Rescue apparatus replacement every two years
  - Each vehicle will be evaluated on a four years basis for resale, no vehicle is to be kept longer than eight 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 ten years and evaluated at the eight year mark for resale
  - CVFD will not keep a ladder truck in reserve status
- Battalion vehicle replacement on a three year, 60,000 mile schedule – Completed
  - This vehicle will be rotated down to safety officers and support vehicles for a ten year plus life span
- All other vehicles will be evaluated every two years for potential replacement – In Progress CH181 vehicle being purchased
- All vehicles removed from service will be sold with the revenue placed into the capital fund to support apparatus purchases

Objective 5.1b	*Establish an equipment replacement plan - Completed*
Time line	Immediate

All major equipment items (PPE, SCBA, Hose) are on a 10 year life cycle. The committee established the following replacement guidelines for these items: New SCBA purchased 2020

- SCBA, rescue tools, cardiac monitor, MDT and hose will be purchased along with a new fire engine to stay in the 10 year cycle of front line service
  - o SCBA and hose will be sold after 10 years of service with revenue placed into the equipment budget to support equipment purchases
- PPE will be purchased each year with a minimum of 10 full sets
  - o This will keep all employees in compliant PPE with reserve PPE for replacement during cleaning and repair
- SCBA, 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	*Replacement of Engine 181 (2013) - Completed*
Time line	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
- *Old Engine sold*

Objective 5.2a	*Replacement of Engine 185 (2000)- In progress*
Time line	2 years

- Evaluation   End of 2020 fiscal year
- Design – prebuild   March 2021
- Purchase   August 2021

Objective 5.2c	*Replacement of Engine 183 (2016)*
Time line	2 years

- Payoff loan   October 2021 – funds moved to pay for E185
- Evaluation   End of 2022 fiscal year
- Design – prebuild   October/November 2023

Objective 5.3a	*Replacement of Rescue 181 (2017)* *Inprogress*
Time line	1 year

- Design   January 2020
- In-service   August 2020

Objective 5.3b	*Replacement of Rescue 185 (2017)*
Time line	2 years

- Design   January 2022
- In-service   August 2022

Objective 5.3c	*Replacement of Rescue 184 (2016)*
Time line	3 years

- Design   January 2023
- In-service   August 2023

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 of 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	*Reach Official Accreditation*
Time line	5 years

- Begin accreditation training - 2020-2021
    - Quality Improvement through Accreditation – Completed 2020
    - 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 an candidate agency – 2024
    - Peer review team assigned
- Become an accredited agency - 2025