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INTRODUCTION

The Zionsville Fire Department (ZFD) is proud to present the **2022-2027 Zionsville Fire Department Strategic Plan**. This plan is the result of collaboration between the Department as a whole, outside partner agencies, community members and leaders of the Town of Zionsville, and Public Consulting Group LLC (PCG), who partnered with the ZFD to consult and manage the strategic planning process that has taken place from June 2021 through March 2022.

This plan reflects the dedication and effort of all these participants and will lead the Department forward over the next five years. Utilizing this plan as a guide, the Department will work to improve all facets of the organization and as stated in our new Vision statement, to be a recognized and respected premier public safety agency committed to our community through excellence and duty to our mission and values.





PROCESS AND ACKNOWLEDGEMENTS

The Zionsville Fire Department and Public Consulting Group LLC (PCG) acknowledge and thank the community, partner agencies, and Department stakeholders for their participation and input into this community-driven strategic planning process. PCG also recognizes Fire Chief James VanGorder and his team of professionals for their leadership and commitment to the process.

The development of this strategic plan began June 2021 and ran through March 2022, beginning with meetings hosted by PCG with the designated ZFD Strategic Plan Steering Committee. Partner agencies and community stakeholders also provided valuable feedback via web-based surveys that was used to inform strategic planning efforts.

ZFD STRATEGIC PLAN STEERING COMMITTEE

James VanGorder - Fire Chief

Joshua Frost – Assistant Chief

Mark Hart - Deputy Chief of Operations

Jason Potts - Division Chief of Planning

Julie Johns-Cole – Deputy Mayor

Steve Hayes – President, IAFF Local 5195

Bobby Smith – Union District Vice-President

J.J. Anderson – Firefighter

Benjamin Johnson - Firefighter

Rob Coonfield - Firefighter

Shane Daugherty – Firefighter

ZFD STRATEGIC INITIATIVE GOALS AND OBJECTIVES PARTICIPANTS

Captain Brian Miller

Engineer William Luttrull

Firefighter Robert Coonfield

Lieutenant Benjamin Box

Engineer Robert Smith

Firefighter Benjamin Johnson

Deputy Chief Mark Hart

Battalion Chief Ryan Sparks

Firefighter Walter Leverich

Lieutenant Jeffrey Beam

Engineer Matthew Petro

Engineer Harley Griswold

Lieutenant Scott Peters

Firefighter Jake Simpson

Firefighter John Ball

Battalion Chief David Kail

Captain Gregory Scales

Firefighter Tad Henderson

PARTNER AGENCIES

Zionsville Police Department

Perry Township Volunteer Fire Department

Sheridan Fire Department

Westfield Fire Department

City of Lebanon Fire Department

Boone County Sheriff's Department

Carmel Fire Department

Whitestown Police Department

Whitestown Fire Department

KEY EXTERNAL STAKEHOLDERS

Town of Zionsville Mayor: Emily Styron

Town of Zionsville HR Director: Jo Kiel

> Medical Director: Michael Kaufmann

Chamber of Commerce:
Allyson Gutwein

School District COO: Rebecca Coffman

HISTORY OF ZIONSVILLE

While the first permanent settlement in Zionsville occurred in the early 1820s, the Town of Zionsville was officially registered with the recorder for Boone County, Indiana in early 1852. The Town was named after William Zion, a member of the board of directors of the Lafayette and Indianapolis Railroad who founded Hazelrigg Station around 1851. William partnered with the Cross family, who were some of Eagle Township's first settlers, to establish a new town. The final layout for the Town was officially filed with the Boone County recorder's office on January 26, 1852.



Thanks to the railroad and productive farmland in the area, Zionsville grew through the late 1800s and by 1910 was the second largest town in Boone County with a population of 840 people. The Town of Zionsville experienced a strong revitalization in the 1970s and the Town's boundaries began to expand. As

a result, Zionsville's population grew by 49%, in the decade between 1970 and 1980. After the passage of growth restrictions that were created in the 1980s, Zionsville returned to a significant period of growth in the early 1990s. In 2010, Zionsville had a population of approximately 14,000 people and has since grown to an estimated population of approximately 30,000 people in 2020.

Since its founding, the Town has grown to become one of the most desirable places to live in the United States. As the Town is only 20 minutes north from the city of Indianapolis, Zionsville captures both small-town character and easy access to the amenities of a major metropolitan area. The Town of Zionsville offers high-quality shopping through unique boutiques and stores, art galleries that host nationally known artists, and a variety of locally owned restaurants that offer a wide range of delicious selections. Not only does the area provide many means for entertainment and things to do, but also it is a great place to live for those looking to put down roots. The school system is excellent, residential homes maintained their value and community events provide a way for anyone to become involved and feel part of the community.

ORGANIZATIONAL BACKGROUND

In 1930, the Zionsville Fire Department (ZFD) was established as an all-volunteer department. ZFD transitioned into a fulltime career department in 2007. The Department has significantly evolved as it has grown, currently operating with 86 members career who provide emergency fire and emergency medical services (EMS) from three fully staffed stations and one station in the former Perry Township with contracted services by the Perry Twp. Volunteer Fire Department of Boone County.

The Zionsville Fire Department began with a humble start, but when the population of Zionsville experienced rapid growth between 2000 and 2006 the need for fire/EMS services quickly grew as well. In response, a strategic plan was drafted in 2004 and implemented in 2007, outlining a transition for the Department to change from a volunteer to a full-time fire department.

Both then and now, the Zionsville Fire Department has provided an all-hazards approach to ensuring the protection of the lives and property of the residents, visitors, and businesses of the Town of Zionsville. The ZFD strives to demonstrate its core values as well as its commitment to providing the highest quality fire and rescue services to the residents and guests of the Town of Zionsville.

The Insurance Services Office (ISO) is a third-party independent agency that reviews and evaluates individual communities or fire protection areas to classify them. Classifications range from 1

to 10, with 1 representing superior fire protection.

Currently, the Department boasts an **ISO Class 2** fire protection rating, which acknowledges the Department's fire prevention and fire suppression capabilities.



As part of the ongoing process of continuous improvement and enhancement, the Zionsville Fire Department contracted with Public Consulting Group LLC (PCG) to facilitate the creation of a community-driven strategic plan intended to guide the organization for the next five years (2022-2027).

The community-driven strategic planning process is meant to challenge the organization's members to examine their mission, vision, values, culture, and philosophies. Ιt also provides opportunity for Department members, as well as key external stakeholders and the community at large, to participate in the development of the organization's future direction and focus. These groups have demonstrated a commitment to this process, as well as the execution of the plan.

SNAPSHOT: THE TOWN OF ZIONSVILLE & THE FIRE DEPARTMENT

POPULATION PROTECTED:

30,603 as of April 2020

SQUARE MILES SERVED:

67

TOWN OF ZIONSVILLE BUDGET (FY2020-FY2021):

\$31,961,824

ZIONSVILLE FIRE DEPARTMENT BUDGET (FY2020-2021):

\$10,455,240

COST PER CAPITA BY POPULATION PROTECTED:

\$342 per Resident

ISO RATING:

Class 2/2Y

NUMBER OF FIRE STATIONS:

4

MINIMUM STAFFING LEVEL PER SHIFT:

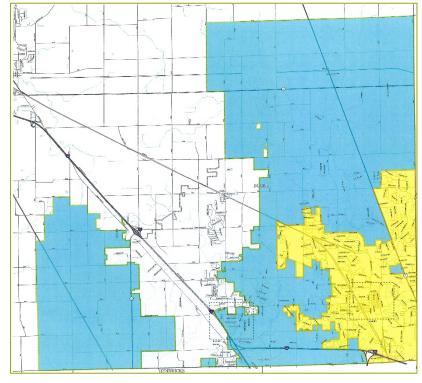
16

TOTAL NUMBER OF PERSONNEL:

77





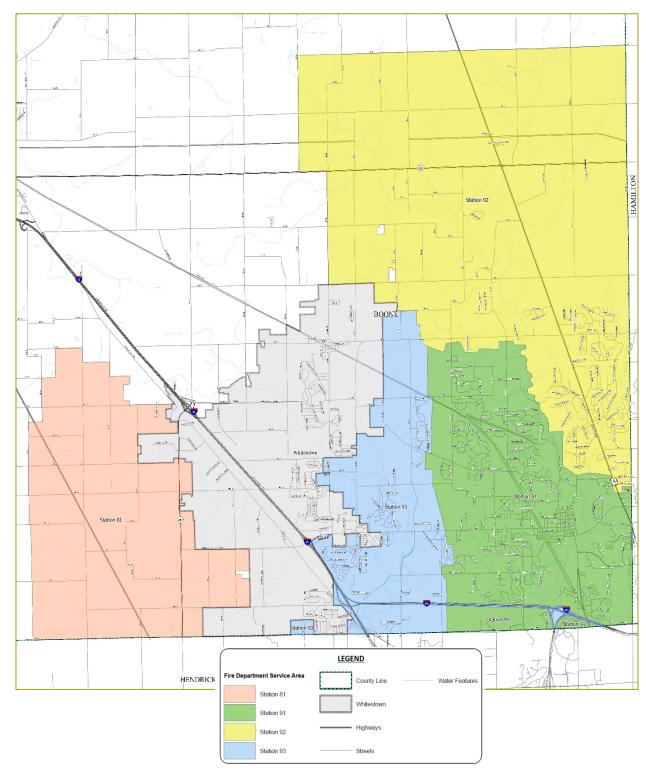


MAP OF ZIONSVILLE

	ZIONSVILLE FIRE DEPARTMENT SERVICE CALLS BY YEAR			
YEAR	FIRE	EMS	OTHER	TOTAL
2018	86	1482	777	2345
2019	114	1528	668	2310
2020	70	1714	769	2553

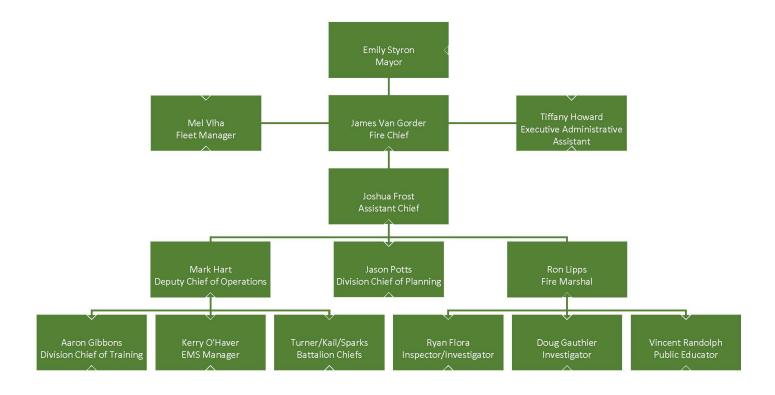
ZIONSVILLE FIRE DEPARTMENT SERVICE AREAS

The Zionsville Fire Department provides emergency response services from four fire stations: Station 81, Station 91, Station 92, and Station 93. A map of each station's service area is provided below.



ORGANIZATIONAL STRUCTURE

The organizational structure pictured below visually conveys the internal roles, responsibilities, and relationship hierarchy between individuals within the Department.



COMMUNITY-DRIVEN STRATEGIC PLANNING

Community-driven strategic is guided by the philosophy that a public service organization is driven by the needs and expectations of the community it serves. A community-driven public service organization seeks to gather information from both internal and external stakeholders to develop or improve upon services that serve community needs and expectations.

Strategic plans are dynamic management tools that provide for short- and long-term direction, build a shared vision, communicate organizational mission and values, document goals and objectives, and optimize the use of resources. Effective strategic and master planning are achieved with a consistent structure and process, executed across all levels of the organization. These plans are designed around a theory of continuous improvement. They can also be opportunities to unify management, employees, and stakeholders through a common understanding of where the organization is going, how it will get there, and how to measure progress and success.

The community-driven strategic planning process (outlined below) will serve as the vehicle to move the Department toward one major milestone: accreditation through the Center for Public Safety Excellence (CPSE) Commission on Fire Accreditation International (CFAI), which has become a gold standard for all fire service organizations.

OUTLINING THE COMMUNITY-DRIVEN PLANNING PROCESS

- 1. Define the programs provided to the community.
- 2. Establish the community's service program priorities and expectations of the organization.
- 3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
- 4. Revisit the mission statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
- 5. Revisit the values of the organization's membership.
- 6. Identify the internal strengths and weaknesses of the organization.
- 7. Identify areas of opportunity or potential threats to the organization.
- 8. Identify the organization's critical issues and service gaps.
- 9. Determine strategic initiatives for organizational improvement.
- 10. Establish a realistic goal and objectives for each initiative.
- 11. Identify implementation tasks for the accomplishment of each objective.
- 12. Determine the vision of the future.
- 13. Develop organizational and community commitment to accomplishing the plan.

PROGRAMS AND SERVICES

Zionsville Fire Department programs and services describe the core areas of public services provided by the organization. These core programs and services include many additional services provided within each core area. Each also requires substantial administrative and logistical support, in addition to the expected budgetary, planning, and personnel support. Each program and service offered by ZFD is described below.

FIRE SUPPRESSION

Fire Suppression encompasses all the emergency and training functions involved in the response to and mitigation of fire related emergencies.

EMERGENCY MEDICAL SERVICES

Emergency Medical Services describes the emergency and training functions involved in the response to and treatment of traumatic and medical emergencies.

AMBULANCE TRANSPORT

Ambulance Transport includes any transport of patients and victims from emergency scenes to the appropriate medical facility.

FIRE PREVENTION

Fire Prevention involves those programs and processes that are designed to reduce life and fire loss through research, permitting, enforcement, and professional education.

COMMUNITY RISK REDUCTION

Community Risk Reduction includes programs and processes designed to reduce fire and safety risk to the public through outreach, education, and training.

FIRE INVESTIGATIONS

Fire Investigations includes the programs, processes, and policies related to the analysis of fire-related incidents to determine fire cause and origin.

PUBLIC EDUCATION

Public Education includes all the programs and processes used to provide education, training, and information outreach to the community regarding the function, operation, and responses of the fire department, community visits, facility tours, community partnerships, and presentations.

HAZARDOUS MATERIALS OPERATIONS

Hazardous Materials Operations describes the training for and emergency responses to calls involving the use of hazardous materials. This includes the containment, mitigation, evacuation, and decontamination factors involved with hazardous materials responses.

RESCUE OPERATIONS

Rescue Operations describes the training for and response to calls involving operations either directly or indirectly related to fire and medical emergencies. Examples include motor vehicle extrications, drownings, entrapments, evacuations, and other rescuerelated responses.

EMERGENCY VS. NON-EMERGENCY

Each program and service area of the Zionsville Fire Department can be classified as an emergency or non-emergency service. Emergency services provide interventions that are required immediately and may involve injury to individuals or harm to property. A non-emergency service is still vital and important to the Department and the community but will not require immediate action and does not involve serious or dangerous situations. The services provided by the ZFD are categorized below.

EMERGENCY SERVICES

Fire Suppression

Emergency Medical Services

Ambulance Transport

Hazardous Materials Operations

Rescue Operations





NON-EMERGENCY SERVICES

Fire Prevention

Community Risk Reduction

Community Outreach

Public Education

COMMUNITY INPUT FINDINGS

An important element of the Zionsville Fire Department's philosophy is the strong commitment to the community and meeting service expectations. The Department invited community members to give feedback on services provided by the organization in the form of a web-based survey. This survey was open to the public from August 12th, 2021 through September 12th, 2021. The survey link was provided in several formats including a web page and an article on the Town of Zionsville website, and a publication in the September 2021 edition of *Currently Zionsville*. Community members were asked to provide a prioritized perspective of ZFD programs and services, as well as their expectations, concerns, and comments. In total, 303 responses were received from the community.

By receiving community feedback, the ZFD was able to ensure alignment with strategic initiatives, goals, and objectives for the organization's strategic plan. Community priorities and a feedback summary is provided below. A copy of the survey as well as further details on community feedback themes and trends is found in **Appendix B**

COMMUNITY PRIORITIES

To help the ZFD determine strategic priorities, the Department must understand the community's priorities. In the community input survey, stakeholders were asked to prioritize areas that affect the Department's ability to deliver services. The list below shows the Department's programs organized by order of priority as determined by survey respondents.

- 1. RESPONSE TIME
- 2. PREPAREDNESS, TRAINING, EXPERTISE
 - 3. EMS OPERATIONS
 - 4. FIREFIGHTING OPERATIONS
- 5. QUALITY OF APPARATUS AND EQUIPMENT
- 6. CUSTOMER SERVICE, EMPLOYEE PROFESSIONALISM
 - 7. STAFFING LEVELS
 - 8. FIRE PREVENTION
 - 9. FISCAL RESPONSIBILITY
 - 10. COMMUNITY OUTREACH

QUALITY OF SERVICE

Survey respondents were asked to rate the overall quality of the fire and emergency medical services (EMS) provided by the Zionsville Fire Department. Both fire and EMS services were highly rated with most respondents selecting "Excellent" as their choice for both areas.

When asked to provide rationale for their rating selection, respondents spoke very favorably about the Department with over 90% of the responses being positive. Below is a word cloud showing the key terms found in this feedback.



STRENGTHS AND OPPORTUNITIES

Respondents were also asked to provide feedback on strengths and opportunities for the Department. The most common themes from this feedback are provided below.

STRENGTHS

- Professionalism
- Community Outreach
- Pride and Satisfaction with the Department
- Programs
- Knowledge and Performance
- Response Time

OPPORTUNITIES

- Program Promotion and Development
- Employee and Leadership Development
- Service Development
- Department Structure
- Transparency and Communication

A detailed analysis of community survey results is included in **Appendix A**.

STRENGTHS, CHALLENGES, OPPORTUNITIES, THREATS (SCOT) ANALYSIS

By completing a SCOT (Strengths, Challenges, Opportunities, and Threats) Analysis, an organization can candidly identify its positive and negative attributes. A SCOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize on, as well as those that pose a danger. A detailed analysis of all SCOT surveys is available **in the appendix.**

INTERNAL STAKEHOLDER SCOT FINDINGS SUMMARY

As part of the strategic planning process, a SCOT analysis survey was made available to all members of the Zionsville Fire Department and was open from July 13th through August 8th, 2021. In total, 35 responses were received. The Public Consulting Group LLC team performed qualitative and quantitative analysis of survey data to identify the major themes. These common themes were then used to identify areas for goals that were assigned to working groups made up of ZFD members. Below are the common themes that were found in this analysis.

STRENGTHS

- Equipment, apparatus, gear
- Young, healthy department, eager to learn
- Good firefighters/personnel
- Benefits
- Knowledgeable firefighters
- Training
- Public education programs/outreach
- Good EMS provider
- Good Department and Town

OPPORTUNITIES

- Training with other agencies
- Value the employees
- Accountability, communication
- Hiring, pay
- Promotional process
- Bring in outside trainers
- Specialty training, response
- Training facility
- New technologies

CHALLENGES

- Retention, recruitment
- Staffing levels
- Communication, leadership, morale, trust
- Politics
- Pay
- Accountability, consistency
- Cooperation with partner agencies
- Inexperience among firefighters/ranks
- Micromanagement
- Transparency

THREATS

- Applicants, retention, turnover
- Politics
- Paramedic shortage
- Competency
- Budget for pay/benefits

CRITICAL ISSUES AND SERVICE GAPS

As part of the SCOT survey, questions were also included asking respondents to discuss any critical service gaps or cultural/value issues within ZFD. The major themes found in these responses are included below.

CRITICAL SERVICE GAPS

- Staffing
- Station locations/mutual aid
- Paramedic retention
- Promotional process

CULTURE/VALUE ISSUES

- Mission/values statement
- Morale/trust
- Communication
- Attitude/respect/ valuing each other
- Diversity
- Chain of command

OTHER NOTABLE COMMENTS

- Need improvements but great place to work
- Focus on firefighters and fix little things first
- Quality members but need organization/guidance
- Love the dept. but need staffing improvement
- Lots of good people but many having trust/morale issues
- Implement information from these surveys
- Love dept and town but need better communication/pay/benefits

PARTNER AGENCY STAKEHOLDER SCOT FINDINGS SUMMARY

To gain further insight into the strengths, challenges, threats, and opportunities for the Zionsville Fire Department, a SCOT Survey was also released to partner agency stakeholders and was open from July 23rd, 2021 to September 24th, 2021. Surveys were sent to stakeholders from the following agencies: City of Lebanon Fire Department, Whitestown Fire Department, Whitestown Police Department, Perry Township Volunteer Fire Department, Zionsville Police Department, Westfield Fire Department, Carmel Fire Department, Boone County Sheriff's Department, and Sheridan Fire Department. In total, 13 responses were received. PCG analyzed survey results to identify major themes, which were used to help identify the focus areas for the working groups.

STRENGTHS

- Professional in their interactions and assistance to ZPD
- Well trained
- High level of community service
- Good equipment and stations
- Good scene management

CHALLENGES

- Maintain staff and services with town growth
- Morale
- Changes in leadership
- Communication with surrounding agencies
- Current political environment
- Department leadership

OPPORTUNITIES

- Partnerships with larger departments
- Train with other town divisions for larger scale emergencies/disasters
- Increase to service (shop) and training areas of the organization
- Young and skilled workforce
- Allow new executive leaders (Deputy Chiefs) to do job and not be micromanaged

THREATS

- Funding reductions
- Politics
- Internal strife between leadership and field personnel
- Lack of trust in leadership and each other

CRITICAL ISSUES AND SERVICE GAPS

As part of the Partner Agency SCOT survey, respondents were asked to describe critical service gaps or cultural/value issues within ZFD. The major themes are included below.

CRITICAL SERVICE GAPS

- Specialty unit training
- Need better coverage west of I-65 in rural area
- Better joint training with surrounding agencies
- Lack of organizational maturity
- Dysfunctional leadership

CULTURE/VALUE ISSUES

- Political agendas and morale
- Micromanagement

THE IMPORTANCE OF VISION, MISSION, AND VALUES

The vision, mission, and values of a fire department are integral to the future of the Department. They work to align all members of the department together to create a guiding force for the entire organization. It is important that all statements are reflective of the department and, as such, it is vital to receive feedback from its members.

To begin the process of choosing vision, mission, and values statements for the Zionsville Fire Department, a working group was selected to draft several initial options for each area. All choices drafted by the working group were then provided to the members of the Department in the form of a survey. This survey was open from October 15, 2021 to November 1, 2021, and asked members to rank which options they felt were best suited to ZFD. A total of 33 responses were received for this survey.

All responses were analyzed to determine the final vision, mission, and values for the Department which will be used to guide the organization for the next five years. Descriptions for each area and the final selection made by the Zionsville Fire Department are included in the following pages.

VISION

The organization's vision should be clear and should provide a true north for the organization's effort. It should be a catalyst for the organization's spirit and motivation to become, achieve, and create. The vision should also provide a compelling path to change, progress, and growth.

Below is the **Vision** for the Department that was the result of collaborative efforts between small groups and all Department staff.

Our vision is to be recognized and respected as a premier public safety agency, committed to our community through excellence and duty to our mission and values.



MISSION

The mission is the foundation of the organization's existence and should provide the organization's members guidance on why they are here. An organization's mission should answer the following questions:

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

Members from the Zionsville Fire Department produced three mission statements that were then provided in the Mission, Vision, Values survey for departmental review. The entirety of the Department had the opportunity to rank the options for a final selection. As a result of this effort, below is the **Mission** of the Zionsville Fire Department.

The mission of the Zionsville Fire Department is to protect the lives and property of our citizens and visitors with professional excellence through emergency response, community risk reduction, and fire and life safety programs.



VALUES

Values are the beliefs that make up the culture and personality of the organization. The values of the organization should be known and embraced by all members of the organization.

Members from the Zionsville Fire Department outlined a set of values for the Department. As part of selecting the values for the Department, staff were asked to define and rank these values in accordance with their importance. In culmination of the responses, below we have defined the **Values** of the ZFD.

INTEGRITY

We act with integrity by striving to do the right thing at all times and serving each other and our community with the highest moral and ethical standards.

TRUST

We earn trust through our actions and commitment to honesty and transparency. We maintain trustworthiness with our ability, character, and desire to fulfill the expectations of our department and community.

HONOR

As men and women of honor, we take pride in who we are and what we do. We live up to our oath of selfless service with respect, courage, and passion. We are responsible for our actions and seek to carry on the honorable legacy of those who came before us.

PROFESSIONALISM

As professionals in our craft, we take pride in what we do and strive to maintain our competence and proficiency through training and dedication to excellence. We show respect for ourselves and our department in the way we look, act and speak. We are courteous and respectful both on and off duty.

COMPASSION

We have compassion, respect, and empathy for all of our patients and coworkers. We provide caring support and comfort in all interactions with our community regardless of severity. We treat our patients and their families as we would our own.

HUMILITY

We act with humility and are willing to learn from our mistakes. We are modest and open to personal change and improvement. We maintain a humble attitude and understand how lucky we are to serve our community in their times of need.

TEAMWORK

We are committed to successfully achieving ZFD's mission, objectives, and goals through unified, collaborative teamwork. As teams, we will seek to understand each other's strengths and weaknesses, and are willing to ask for and offer assistance to our teammates in order to accomplish our common goals.

STRATEGIC INITIATIVES AND GOAL SETTING

To continuously achieve the mission of the Zionsville Fire Department, realistic goals and objectives with timelines for completion must be established. To identify goals, strategic initiatives were categorized as the foundation for working groups, whose objective it was to outline goals for the Strategic Plan.

STRATEGIC AREAS OF GROWTH

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

COMMUNICATION, CULTURE, AND TRUST

Communication, culture, and trust are the most important foundational areas of any organization and certainly within public service. It is critical for the success of any organization to have a culture and goals that support regular communication and the development and maintenance of trust.

FACILITIES, LOCATION, AND DEPLOYMENT

The location and use of facilities as well as the emergency deployment system of apparatus and personnel directly relate to the ability of the organization to serve the public efficiently and effectively, as well as its ability to provide for the safety of its personnel.

PROMOTIONS, DEVELOPMENT, AND SUCCESSION PLANNING

The opportunities for employees to develop skills, knowledge, and abilities are important to the success of both employee and employer. Providing for the advancement of employees is critical to their growth and job satisfaction as well as the ability for the organization to support long-term progression through succession planning.

RECRUITMENT AND RETENTION

Recruitment and retention goals will allow the organization to support the natural advancement and retirement of personnel and meet the demands of additional service needs as the town continues to expand. They also provide for objectives that support the retention of existing employees through their career.

TRAINING, SOG, AND DISCIPLINE

Comprehensive training, disciplinary, and operational guidelines and procedures provide for the structure and framework of how an organization works. It is important for these structural components to be present and effective as they guide the processes and personnel in their employment.

STAFFING, DATA, AND REPORTING

Data-driven decision-making is one of the hallmarks of successful organizations. Organizations should expect to support their processes, budget, and programs with sound data and comprehensive data reporting. This is also important for organizations to monitor the effectiveness of their decisions and assist in predicting service needs into the future.

DEVELOPING GOALS AND OBJECTIVES

Upon compiling the list of strategic initiative areas, working groups comprised of members of the Zionsville Fire Department were recruited. These small groups were organized and given an initiative to focus on for the purpose of outlining goals for the organization. The groups met starting August 30th, 2021 and concluded goal drafts by September 20th, 2021. Public input gathered from the Community Input survey was incorporated into these goals after the survey closed September 12th, 2021.

Once initial goals were identified by the working groups, the Steering Committee began prioritizing, reviewing, and refining the goals. All goals included in this Strategic Plan were finalized in January of 2022 and are the culmination of effort from both the members of the working groups and the Steering Committee.

These goals will serve to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. Ideally, goals should become the focus for all Department efforts as they should direct the organization to its desired future while reducing obstacles and distractions along the way. The final goals of the Zionsville Fire Department Strategic Plan (2022-2027) are outlined in the following pages, including tables with detailed goals, objectives, and critical tasks by focus area.



To ensure successful adoption and implementation of the strategic plan, the ZFD leadership-established workgroups should continue to meet and manage progress toward accomplishing these goals and objectives as well as adjust budget and timelines as needs change. Regular reports of progress and changes should be shared with the Department's leadership.

STRATEGIC GOALS BY FOCUS AREA 2022 - 2027

Communication, Culture, and Trust

Facilities, Location, and **Deployment**

Evaluate Station

Promotions Development, and Succession

Recruitment and Retention

Training, SOG, Discipline

Staffing, Data, and Reporting

Improve communication of departmental information.

location effectiveness.

Establish comprehensive Career Development Plan.

Create 3 Shift Level PIO to manage department requirements.

Improve departmental training to ensure effective and safe operations.

Ensure ZFD maintains appropriate reporting system to meet needs.

Improve cultural and trust concerns.

with NFPA standards.

Improve

deployment

efficiency and

effectiveness.

Ensure response time compliance

> Establish professional development standards and training programs.

Define and execute new recruiting opportunities.

Evaluate and

improve hiring

process for

successful recruits.

Review and redo SOG's to ensure all related items are adequately communicated.

Utilize data tracking to meet the mission and objectives of the Department.

Improve employee accountability & commitment to mission, vision, and values.

Change mindset

Develop a plan for

station coverage.

Revise promotional process to improve retention.

Develop comprehensive Discipline manual to address disciplinary processes.

Adequately staff ZFD to fulfill the Department's mission.

of employees Evaluate the regarding feasibility of Ambulance and Civilian based EMS. EMS system.

> Revise bid process to help employee retention relating to seat assignment.

Consideration of revision to pay and insurance package.

Improve retention through employee development support.

FOCUS AREA: COMMUNICATION, CULTURE, AND TRUST

Goal 1	Improve communication of pertinent departmental information.	
Objective 1A	Improve communication from executive staff to field personnel.	
Time Frame	3rd Qtr. 2022 Assigned to: General Staff	
Critical Tasks	 Send out operational updates (fire, EMS, prevention, investigation, etc.). Ops Chief to meet with BC's monthly (include minutes, handouts, data, etc.). BCs to meet with crews monthly to pass along BC meeting information and address issues. 	
Objective 1B	Improve communication among executive staff.	
Time Frame	3 rd Qtr. 2022	Assigned to: Company Officers and Executive Staff
Critical Tasks	 Weekly executive staff meetings to stay aligned with mission/vision/values/goals and information communicated to crews. Annual goals, expectations, and performance communicated between FC and executive staff. 	

Goal 2	Improve cultural and trust concerns.		
Objective 2A	Develop strategies to engage with crews and address field questions and concerns.		
Time Frame	2 nd Qtr. 2022 Assigned to: Administrative Staff		
Critical Tasks	 Executive staff to visit stations on regular basis (quarterly?). Develop method for FC/executive staff to communicate with stations regularly (video chat, town hall meetings, company officer meetings) Discuss all elements of employee behavior/conduct as they relate to ZFD mission and values 		
Objective 2B	Commitment to execution of strategic plan and regular review.		
Time Frame	3rd Qtr. 2022 Assigned to: All Staff		
Critical Tasks	 Regular meetings with group members to review plan and current efforts Post updates on strategic plan efforts in monthly Ops update? 		

Goal 3	Improve employee accountability and commitment to mission/vision/values.	
Objective 3A	All levels of officers (including exec) to review pertinent SOG's with direct reports (harassment, retaliation, general conduct, discipline, work expectations, chain of command etc.).	
Time Frame	4 th Qtr. 2022	Assigned to: All Staff
Critical Tasks	 Develop a plan for all officers to meet with direct reports and review Address all pertinent SOG's, chain of command, mission/vision/values, conduct and behavior expectations for all academy recruits. 	
Objective 3B	Develop a plan for all chief and company officers to meet annually with direct reports to map out goals/responsibilities/expectations/ performance and discuss needs for success or issues impeding success.	
Time Frame	1st Qtr. 2023 Assigned to: Company Officers and Executive Staff	
Critical Tasks	 Determine expectations of each rank Provide training for officers on crucial conversations, goal setting, coaching etc. Work with HR to develop document that is solely for purpose of assisting employee in their goals, performance, expectations, tools for success, and job satisfaction (not punitive, or affecting pay, promotions). 	

Goal 4	Change the mindset of employees regard	ling Ambulance and EMS.
Objective 4A	Create a culture that embraces ambulance rotations and efforts of employees.	
Time Frame	Review 3 rd Qtr. 2022	Assigned to: Company Officers
Critical Tasks	 Share workload for incident reports wh Officers create and enforce a rotation for all employees to share the responsi 	n for staffing ambulance to allow
Objective 4B	Work with FC/Exec staff to develop plans to increase number of paramedics within the department.	
Time Frame	3 rd Qtr. 2022	Assigned to: Executive Staff/EMS Committee
Critical Tasks	 Meet quarterly with Exec staff to develop, implement plan to increase paramedics through internal means. Work with Exec staff to promote additional paramedic processes to increase number of paramedics. Create and implement plan to allow for precepting of paramedic students with goals to increase applicants during paramedic processes. 	
Objective 4C	Work within the operations staff to coordinate Medic units on working incidents.	
Time Frame	3 rd Qtr. 2022	Assigned to: Operations
Critical Tasks	 Working with training to create drills that incorporate Medic unit staff as independent units at working fire incidents Educate officers through trainings and meetings on utilizing medic units for working fires. 	

FOCUS AREA: FACILITIES, LOCATION, AND DEPLOYMENT GOALS

Goal 1	Evaluate Station location effectiveness based on run volumes and future growth.	
Objective 1A	Evaluate the location of Station 93 and the practicality of movement towards the east to better deal with current and future run volume and community growth.	
Time Frame	4 th Qtr. 2022	Assigned to: Planning, Executive Staff, 3 rd Party
Critical Tasks	 Work with Town planning to determine possible growth areas of Station 93 service area. Use current run volume and growth estimates to assist in predicting possible increases to run volume in areas east of Station 93. 	
Objective 1B	Evaluate whether a movement of Station 91 to the southeast of downtown area is better due to current and future run volume and future Town growth.	
Time Frame	4 th Qtr. 2022	Assigned to: Planning, Executive Staff, 3 rd Party
Critical Tasks	 Work with Town planning to determine possible growth areas of Station 91 service area. Use current run volume and growth estimates to assist in predicting possible increases to run volume in area southeast of downtown area. 	
Objective 1C	Evaluate run response into our We	est district/Perry area.
Time Frame	4 th Qtr. 2022	Assigned to: Planning, Executive Staff
Critical Tasks	 Consider plan to utilize Perry Fire or mutual aid rather than responding Station 93's ladder across WFD district for all call types. Consider working with neighboring departments for mutual aid response concentrating on the most appropriate first due apparatus and specific call types. 	
Objective 1D	Develop planning considerations for Station 94 and possibly Station 95	
Time Frame	4 th Qtr. 2022	Assigned to: Planning, Executive Staff, 3 rd Party
Critical Tasks	 Work with Town planning to determine projected growth areas and growth potential in the Town of Zionsville. Using projected growth areas, estimate or predict future station(s) need to ensure proper response times for 1st and 2nd due apparatus in accordance with NFPA response standards. 	

Goal 2	Improve efficiency and effectiveness for all repair/maintenance/storage of items associated with ZFD vehicles, supplies, and tools.		
Objective 2A	•	f a centralized location for maintenance of all ration to additional Town owned vehicles as well.	
Time Frame	2 nd Qtr. 2023	Assigned to: Executive Staff, 3rd Party	
Critical Tasks	 Evaluate the use of stations for maintenance vs a separate location specifically designed for maintenance and storage. Determine availability of existing Town facilities for centralization of apparatus maintenance. Determine availability of Town owned vacant land for development of centralized facility. Work with other Town departments to determine ability to centralize maintenance of all Town vehicles. 		
Objective 2B	Consider utilizing the mair of tools and equipment.	Consider utilizing the maintenance and repair location for storage/pickup of tools and equipment.	
Time Frame	2 nd Qtr. 2023	Assigned to: Executive Staff	
Critical Tasks	Plan for storage/pickup		
Objective 2C	Develop more efficient means of moving and swapping apparatus when service or preventative maintenance is required.		
Time Frame	1st Qtr. 2023	Assigned to: Planning, Operations	
Critical Tasks	 Develop committee to determine options to improve efficiency of apparatus movement for service/preventative maintenance. Determine most efficient, feasible option and develop/deliver new plan. 		

Goal 3	Ensure response time compliance with NFPA standards or department set standard, if NFPA standard is determined not to be feasible.	
Objective 3A		parn time standard is reasonably feasible for ZFD,
Time Frame	Data gathering/ 3 rd Qtr. 2022	Assigned to: Planning
Critical Tasks	 Evaluate times in which it takes crews to move from different locations in the stations to the apparatus. Bunk rooms at night vs other areas during the day. Determine if realistic time expectations are aligned with NFPA out of barn time standards, and if not, Identify a realistic time expectation for department out of barn times. Identify time saving measures related to routine applications completed by crews when trying to deploy (i.e., bay doors closing automatically, speed in which doors open and close, proximity to apparatus within the stations, map, and dress time). 	
Objective 3B	Improve dispatch call pro	cessing times and accuracy of information.
Time Frame	1st Qtr. 2023	Assigned to: Planning
Critical Tasks	 Work with BCCC to help train dispatchers to result in quicker more accurate dispatch, better communication with crews while on scenes, as well as working with BCSO to understand the value in additional dispatchers with higher levels of training. Communicate NFPA standards on call processing to BCCC and work with them to determine strategies that will ensure compliance with NFPA call processing standards. 	

Goal 4	Improve deployment efficiency and effectiveness.	
Objective 4A	Determine feasibility of using call prioritization to improve deployment efficiency and effectiveness.	
Time Frame	3rd Qtr. 2022 Assigned to: Planning/Operations	
Critical Tasks	dispatch center. Review existing call pr best for ZFD. ZFD to work with Medic per the chosen prioritiz ZFD to work with Medic response for all levels of Provide information ar	dical Director to determine type and level of

Goal 5	Develop a plan that will automatically pull in service ZFD apparatus or mutual aid companies for station coverage.		
Objective 5A	Develop a plan for station coverage while apparatus are OOS for training or service gaps are created due to longer term, multi-unit emergency calls.		
Time Frame	3 rd Qtr. 2022	Assigned to: Planning/Operations	
Critical Tasks	 Use data to determine most efficient movement of companies to maintain coverage in all service areas. Work with partner agencies to develop plan for mutual aid use to address significant coverage gaps. Develop SOG to communicate awareness, purpose, and data support of unit movement to all members prior to implementation. Work with all company and chief officers to gather input, address concerns, identify exceptions and create the overall plan of unit movement to ensure coverage. 		
Objective 5B	Consideration of use off duty personnel to come in and cover staffing needs in addition to normal day to day operations. (i.e., Units OOS for training, Community outreach events, Town special events, 4th of July etc.).		
Time Frame	4 th Qtr. 2023 Assigned to: Executive Staff		
Critical Tasks	 Determine events requiring additional staff and level of need. Determine budgetary implications and plan to address. Develop Presentation to support and defend need for additional overtime. 		

Goal 6	Evaluate the feasibility of Civilian based EMS system.	
Objective 6A	Review existing civilian EMS staffing programs to see what may work at ZFD or if a new model should be created.	
Time Frame	3 rd Qtr. 2023	Assigned to: Operations/EMS Manager
Critical Tasks	 Determine possible need for civilian in house EMS crews staffing ambulances. Consider option of Satellite station/ stations located closer to our high-volume EMS call locations. Determine possible use of medic only crew for transports as well as special events to help keep 911 trucks in service. 	
Objective 6B	Study possibility of moving an ambulance such as 93's out of 93's station to 91's and running it as a second out Medic.	
Time Frame	4 th Qtr. 2022	Assigned to: Planning/Operations
Critical Tasks	 Review EMS call volume and location for both stations. Determine predicted volume for both stations based on plan and how changes effect response times and workload. 	
Objective 6C	Examine the possibility of an EDO or similar type of personnel in order to facilitate an additional medical member with duties to involve assisting the ZFD EMS Director, respond to high priority medical calls, MCI's, etc. and perform other duties as seen fit.	
Time Frame	3 rd Qtr. 2023	Assigned to: Executive Staff
Critical Tasks	To be determined	

PROMOTIONS, DEVELOPMENT, AND SUCCESSION PLANNING GOALS

Goal 1	Establish comprehensive Career Development Plan.	
Objective 1A	Position Definition	
Time Frame	3 rd Qtr. 2022	Assigned to: Operations
Critical Tasks	 Determine all current and upcoming positions in the department Articulate job descriptions for positions. Develop minimum requirements for each department position. Define position maintenance/continuing education standards and guidelines. Establish pay standards for each position. Establish position specific uniforms, insignias, awards, benefits, etc. Establish career development review process & associated procedures for changing positions & related SOPs. 	
Objective 1B	Promotion / Position Selection	
Time Frame	3rd Qtr. 2023	Assigned to: Executive Staff
Critical Tasks	 Define selection criteria for each elected/appointed/promoted position and formalize through SOP. Define procedures for changing positions, position requirements, and promotion requirements through formal SOP. Define and notifications of change process via SOP. 	

Goal 2	Establish professional developm programs.	Establish professional development standards and associated training programs.	
Objective 2A	Mentorship Program	Mentorship Program	
Time Frame	1 st Qtr. 2024	Assigned to: Executive Staff	
Critical Tasks	 (Including civilian & admin portion) Develop mentorship progration knowledge but does not restricted by the last formal than current programmers and growth by facilitating job shadowing. Revaluate department portindividuals to act in a new descriptions. Define selection criterian mentorship and formalize three processing provement. Particularly improvement. Particularly improvement. 	 Develop mentorship program/packets for all department positions (Including civilian & admin positions) Develop mentorship program: training curriculum that expands knowledge but does not result in being cleared in new capacity. Less formal than current packetsaim is increased operational awareness and growth by identify personnel career interest and facilitating job shadowing. Revaluate department packet program (training that clears individuals to act in a new role) in light of core task data/job descriptions. Define selection criteria for requesting/receiving packet or mentorship and formalize through SOP Develop standardized packet documentation process Trainee feedback process: Give concrete feedback on areas of improvement. Particularly important when remediation is necessary. Progress Reports: Regular documentation up the chain of command 	
Objective 2B	Performance Review	Performance Review	
Time Frame	3 rd Qtr. 2023	Assigned to: Executive Staff	
Critical Tasks	 Utilize each position's core job task to determine review criteria. Define standards of performance to create a formal review matrix. Determine frequency and standardize format of reviews and associated documentation. Develop standard procedures for individuals who need remediation. Develop appeal process for employees who would like to challenge their scores. Train officers in utilization of new performance review system. 		

RECRUITMENT AND RETENTION GOALS

Goal 1	Create (3 Shift level "PIO, title to be determined" - focused on marketing) to manage department hiring website, public information, and recruiting functions.	
Objective 1A	Create job description.	
Time Frame	4 th Qtr. 2022	Assigned to: Executive Staff, Communications, HR
Critical Tasks	 Define requirements for position. Define work conditions (hours, response). Define duties/responsibilities (Public information, recruiting). Work with HR to assign a pay band. 	
Objective 1B	Obtain Town approval for position/pay, budget for position and fill positions.	
Time Frame	2 nd Qtr. 2023	Assigned to: Executive Staff
Critical Tasks	Work into department budget for fiscal year.Define parameters to fill.	

Goal 2	Define and execute new recruiting	opportunities.
Objective 2A	Utilize College boards and regional and national job recruiting websites as well as local community outreach strategies.	
Time Frame	2 nd Qtr. 2024	Assigned to: Assistant Chief
Critical Tasks	 Department to work with HR to market openings on websites. Develop specific strategies to reach out to local communities, military, school system and civic. 	
Objective 2B	Develop a hiring department website link on Town website.	
Time Frame	2 nd Qtr. 2024	Assigned to: Assistant Chief
Critical Tasks	 Find examples already in use. Create a list of items and information to include on the website. Work with Town on formatting and location of link on website for effectiveness. 	
Objective 2C	Create a candidate orientation program that includes both physical and educational orientation related to requirements and expectations in fire service.	
Time Frame	4 th Qtr. 2024	Assigned to: Public Education, Training
Critical Tasks	 Find examples already in use. Create outline of program to include all pertinent functions and needs for both physical and educational portions of program. Work with Town HR/Attorney to address any liability issues. Define ideal times and location for program. 	

Goal 3	Evaluate and improve hiring process to provide for successful recruits.	
Objective 3A	Use of new outside agency for candidate testing.	
Time Frame	2 nd Qtr. 2024	Assigned to: Assistant Chief
Critical Tasks	 Work with testing company to create standard validated candidate written test and interviews, as well as cognitive and non-cognitive components of testing process. Work with HR and testing company to identify passing scores and groups to move on to interview process. 	
Objective 3B	Incorporate comprehensive background checks into hiring process.	
Time Frame	2 nd Qtr. 2024	Assigned to: Assistant Chief
Critical Tasks	 Identify personnel necessary to assist in performing checks. Perform after final group selected from written/interviews. 	
Objective 3C	Update current Town application that is geared toward the fire department.	
Time Frame	2 nd Qtr. 2024	Assigned to: Assistant Chief
Critical Tasks	Work with HR to develop a more dynamic, non-sterile application.	

Goal 4	Revise Promotional process to improve employee retention related to job opportunity and mobility.		
Objective 4A	Provide training, and educational o	Provide training, and educational opportunity.	
Time Frame	3rd Qtr. 2022	Assigned to: Operations	
Critical Tasks	 Identify requirements for officer positions. Create list of outside educational needs to assist in preparation for promotional opportunities. Identify and create departmental instruction and training in areas pertinent to promoted positions. 		
Objective 4B	Create mentoring program for officer promotions.		
Time Frame	2 nd Qtr. 2023	Assigned to: Operations	
Critical Tasks	 Identify areas of officer expectations that benefit from mentoring. Create mentoring guide for mentors to assist in preparing officer candidates. Determine method to identify qualified mentors for officer candidates and provide training to mentors to ensure alignment with departmental expectations for officers and SOG's. Determine how and when mentors will provide assistance. 		
Objective 4C	Use of new outside agency for new	Use of new outside agency for new promotional process.	
Time Frame	2 nd Qtr. 2023	Assigned to: Executive Staff	
Critical Tasks	 Find at least three options and work with Town HR to identify ideal outside testing company Work with testing company to create standard validated candidate written test, assessment center, and candidate interviews Work with HR and testing company to identify passing scores and process for candidate list development Create policy/procedure for ability to act up, off of promotional eligibility list Complete regular promotional tests to maintain consistent promotional eligibility list. 		

Goal 5	Revise bid process to help improve employee retention as it relates to seat assignment.	
Objective 5A	Modify the current bid policy to allow all riding assignment to be filled through the bid process.	
Time Frame	Review 3 rd Qtr. 2022	Assigned to: Operations
Critical Tasks	 Perform complete re-bids for all positions. Review float positions and allow for shift bidding. 	

Goal 6	Consideration of revision to pay and insurance package to improve and remain competitive with surrounding agencies and provide for better employee retention.		
Objective 6A	Adopt longevity.		
Time Frame	3 rd Qtr. 2022	Assigned to: Executive Staff, Employee Benefits Committee	
Critical Tasks	Work with Town to determine fe	easibility and parameters.	
Objective 6B	Revise current stack pay positions.	Revise current stack pay positions.	
Time Frame	3 rd Qtr. 2022	Assigned to: Executive Staff, Employee Benefits Committee	
Critical Tasks	 Review current stack/ride out pay positions. Determine possible adjustments. Consider additional positions (i.e., Tech Rescue certs). 		
Objective 6C	Add retirement insurance.		
Time Frame	3 rd Qtr. 2022	Assigned to: Executive Staff, HR, Employee Benefits Committee	
Critical Tasks	Work with Town to determine fe	Work with Town to determine feasibility and parameters	
Objective 6D	•	Remain competitive with surrounding agencies with consideration for inflation, CPI, local taxes and cost of living	
Time Frame	3 rd Qtr. 2022	Assigned to: Executive Staff, HR, Employee Benefits Committee	
Critical Tasks	Work with Town to determine parameters for consistent annual evaluation of pay and benefits for existing and retired employees.		
Objective 6E	Review Paramedic salaries, stipends, and overall compensation.		
Time Frame	3 rd Qtr. 2022	Assigned to: Executive Staff, HR, Employee Benefits Committee	
Critical Tasks	 Work with Town to determine parameters for consistent annual evaluation of pay and benefits for existing and retired employees. Do a salary study for fire-based paramedic position due to nationwide paramedic shortage 		

Goal 7	Improve retention through employee development support	
Objective 7A	Develop a more robust education and training leave program to ensure employees opportunities to be granted time off and compensation.	
Time Frame	4 th Qtr. 2022	Assigned to: Executive Staff, Training
Critical Tasks	 Increase training budget to allow for more opportunities Allowing for all approved trainings to be compensated or staff detailed off shift regardless of staffing changes 	

TRAINING, SOG, AND DISCIPLINE GOALS

Goal 1	Improve departmental training to ensure effective and safe operations.				
Objective 1A	Establish a standard of training and development for operational personnel to meet proficiency and leadership standards.				
Time Frame	1st Qtr. 2023 Assigned to: Training				
Critical Tasks	 Develop plan for Quarterly multi-company drills Include BC and EMS in trainings Ensure Relevant and timely Training topics (electric cars, current drug use in the area, current building construction trends) Develop regular Leadership training- individual, third party, input form subordinates Review current Training calendar – hit the standards, focus on what our community needs. Develop plan for annual training on larger scale emergencies with partner agencies. 				
Objective 1B	Develop comprehensive Strategy and Tactics Manual to provide guidance, expectations, best practices, options, education, risk management, for the basic types of fire responses (SFD, Apartment, High Rise, Big box/strip mall) to include command, strategy, risk evaluation, assignments/tactics, decision-making, radio communication, transfer of command, etc.				
Time Frame	2 nd Qtr. 2023 Assigned to: Operations				
Critical Tasks	 Determine committee personnel to work on development Review existing manuals for reference and national best practices Outline standard ZFD practices and expectations Develop manual utilizing ZFD experience, specific practices based on unique features of community, national best practices, NFPA standards, NIOSH reports etc. 				
Objective 1C	Assess the ability of training division to perform the standard of work with current staff.				
Time Frame	1st Qtr. 2023	Assigned to: Operations & Training			
Critical Tasks	 Assign/create Training officers for each shift. Allow officers to assess crew and plan station level training. BC's to ensure Consistency of training across the shifts. Provide Education to FF about access to training files location, move to Target solutions. 				

Goal 2	Review and redo SOG's to ensure all pertinent work-related guidelines, policies, procedures, and expectations are adequately communicated.				
Objective 2A	Hire third party to annually review and monitor department SOGs to meet national best practices.				
Time Frame	2 nd Qtr. 2022 Assigned to: Planning				
Critical Tasks	 Determine appropriate third party to complete objective. Secure funds for the project and complete contract with company Follow up with regular review of ZFD SOG's for possible changes, additions and consistency with best practices Format and file SOGs for ease of reference Provide both electronic and hard copies for all work locations within ZFD 				

Goal 3	Develop comprehensive Discipline manual to address all informal and formal disciplinary processes within ZFD.				
Objective 3A	Review current process for discipline within the department and develop robust discipline process based on national best practices.				
Time Frame	2 nd Qtr. 2022	2 nd Qtr. 2022 Assigned to: Executive Staff			
Critical Tasks	 Determine personnel to review, recommend, and develop discipline process (i.e., Chiefs, field personnel, union, Town admin, HR) Review existing disciplinary processes and best practices Ensure Appeals process for all forms of discipline. Both charging officer and subordinate should have input into comments section. Discipline handled at lowest level possible based on severity and type. Ensure informal methods of coaching, training, obstacles to success etc. are part of process. Ensure consequences match level of infraction and are progressive in nature. 				
Objective 3B	Establish a Professional Standards Board/Committee. Merit system/Board to oversee progressive discipline/appeals/record keeping/disciplinary timelines etc.				
Time Frame	1st Qtr. 2023 Assigned to: Executive				
Critical Tasks	 Ensure Timely discipline/appeals process Provide Education of officers on discipline/coaching/ leadership Provide education on Federal, state, and local guidelines/regulations (Title IX etc.) Ensure appropriate Use of chain of command for discipline, communication, reports etc. 				

STAFFING, DATA, AND REPORTING GOALS

Goal 1	Ensure Zionsville Fire Department maintains appropriate reporting systems that meet the current and future needs of the department.			
Objective 1A	Identify reporting options to meet the department's current and future needs.			
Time Frame	2 nd Qtr. 2022 Assigned to: Planning			
Critical Tasks	 Review current and future data Determine software options to requirements Ensure ability of reporting software computer aided dispatch software 	 Determine current and future reporting needs Review current and future data point requirements Determine software options to meet reporting needs and data point requirements Ensure ability of reporting software to interface with or be integrated with computer aided dispatch software Prioritize consolidation of software options, including identity 		

Goal 2	Utilize data tracking to meet the mission and objectives of Zionsville Fire Department.			
Objective 2A	Identify the data points necessary to meet department mission and objectives.			
Time Frame	3rd Qtr. 2022 Assigned to: Planning			
Critical Tasks	 Review applicable national standards (NFPA, CFAI, NEMSQA, NFORS, CARES) Determine national standard data points applicable to Zionsville Fire Department 			
Objective 2B	Develop a data tracking standard for Zionsville Fire Department.			
Time Frame	3rd Qtr. 2022	Assigned to: Planning		
Critical Tasks	 Perform needs analysis of specific department data points utilizing past operational and administrative challenges and successes Determine data points applicable to Zionsville Fire Department Develop and implement a plan to capture the necessary data points 			
Objective 2C	Implement regular review and evaluation of data as it relates to fulfillment of the department mission and objectives.			
Time Frame	On-going Assigned to: Executive Staff and Officers			
Critical Tasks	 Develop on-going reporting for operational and administrative decision making Develop communication plan for regular reporting of pertinent operational data between executive chief officers, field officers, and station personnel 			

Goal 3	Adequately staff Zionsville Fire Department to fulfill department's mission.			
Objective 3A	Identify all current administrative and operational staffing positions and conduct an analysis to determine if current needs are being met and predict future needs.			
Time Frame	4 th Qtr. 2022 Assigned to: Executive Staff			
Critical Tasks	 Identify department staffing requirements for all current apparatus/stations and administrative divisions, focusing on critical and supportive tasks Evaluate incident volume and response times per apparatus Determine if adjustments should be made to current apparatus to meet service demand Review applicable NFPA standards and relevant personnel field studies (NIST, UL, etc.) to develop target benchmarks related to staffing Establish clearly defined thresholds for evaluation of the need for additional apparatus/stations 			
Objective 3B	Develop a 2-year plan to reach target staffing benchmarks.			
Time Frame	4th Qtr. 2022 Assigned to: Executive Staff			
Critical Tasks	 Review past department data, including response times; population growth areas; incident volume Develop data-based predictions related to employee resignation/retirement and workforce injury/illness Analyze current employee benefit policies for their effect on department staffing Develop a staffing formula to determine the number of daily operational personnel required, taking into consideration the completed critical tasks for this objective Present plan to department membership and Town of Zionsville Executive staff for adoption and inclusion in annual budgets 			

PERFORMANCE MEASUREMENT

To assess and ensure that an organization is delivering on the initiatives made in its strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. The organization must focus on the assessment of progress toward achieving improved output. Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes. Performance data must be implemented and integrated as part of the plan to measure whether or not a department's strategic plan is achieving

TIPS FOR INSTITUTIONALIZATION

- 1. Communicate to all levels, even during onboarding.
- 2. Get all levels involved in the implementation and tap their creativity.
- 3. Empower all leaders and let them go.
- 4. Maintain accountability.
- 5. Report progress regularly for all to see.

results. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- 1. The identification of strategic goals and objectives;
- 2. The determination of resources necessary to achieve them;
- 3. The analyzing and evaluation of performance data:
- 4. The use of that data to drive continuous improvement in the organization.

A "family of measures" typically utilized to indicate and measure performance includes:

INPUTS

Value of resource used to produce an output.

OUTPUTS

Quantifiable units produced which are activity-oriented and measurable.

EFFICIENCY

Inputs used per output (or outputs per input).

SERVICE QUALITY

The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.

OUTCOME

Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.

THE SUCCESS OF THE STRATEGIC PLAN

A community-driven strategic plan is a significant opportunity for an agency to become united with its stakeholders in a common pursuit. The Zionsville Fire Department worked diligently to implement a strategic and master plan that accumulated input from the community, partner agencies, and organization members during all stages of the planning process. The Department also employed professional guidance from Public Consulting Group LLC (PCG) to assist with conducting each phase of the strategic planning process and pulling each piece together cohesively. Now that the plan has been completed, its success will depend upon the adoption of the outlined goals and objectives by not only the members of the Department, but also by town administration and the community of Zionsville.

A strategic plan is a dynamic document that must be supported by ongoing leadership and participation to be effective. Department leaders can ensure that deadlines are met but will also adjust when obstacles arise and new information must be incorporated. As needs change, new improvements can be identified for the Department and new or revised strategies can be implemented to reach goals and objectives. Progress on strategic goals and objectives will be tracked and reported on a regular basis to ensure accountability and follow-through. The results of these reports will be transparent and available to all members of the organization, so that progress is visible and identifiable.

Goals and objectives will be definitively achieved and as the environment shifts and changes, the Department will be able to showcase its accomplishments. As a result of monitoring progress and success, all members of the organization will become familiar with the vision for the Department's future and an ongoing cycle of continuous improvement will be created.

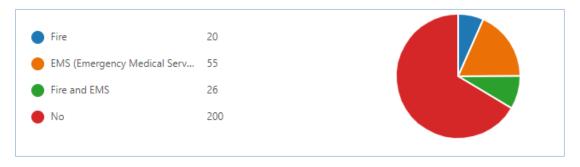


APPENDIX A: COMMUNITY INPUT SURVEY ANALYSIS AND RESULTS

EVALUATING QUALITY OF SERVICE

The first question that survey respondents answered was whether they have used either fire or medical services provided by the Zionsville Fire Department. Respondents selected whether they have used fire, EMS, both or neither of these services. Most respondents have not had to use either service (67%), but of respondents who did require services of the Department, they were given the chance to elaborate on their experience and its quality. For quality of the fire/emergency services ratings, respondents who had not used either service did not receive this survey question, only respondents who had used either services or both.

1. Have you ever used fire/emergency medical services provided by the Zionsville Fire Department?



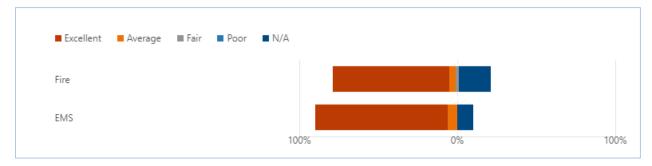
2. How would you rate the overall QUALITY of the fire/emergency medical services provided by the Zionsville Fire Department?

Fire Quality ratings:

- Excellent-73.5%
- Average-4.1%
- Fair-2%
- Poor-0%
- N/A-20.4%

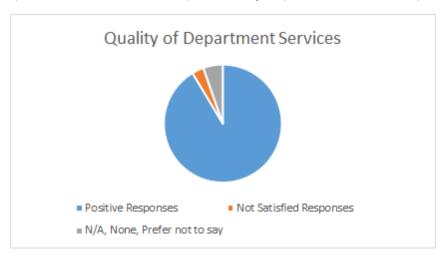
EMS Quality ratings:

- Excellent-83.7%
- Average-6.1%
- Fair-0%
- Poor-0%
- N/A-10.2%



Respondents were asked to provide rationale for their above responses, 93 responses were given:

- 85 responses were positive
- 3 responses were not satisfied/negative
- 5 responses were N/A, no response, or just preferred not to say



Positive Feedback:

Positive reviews frequently mentioned these key words related to the service provided: Friendly, Professional, Knowledgeable, Timely, Thorough, and Caring. Below are some highlights of specific comments provided by respondents:

- "We had a false alarm and I couldn't get over how patient, nice and polite the firefighters were. We felt so grateful for their assistance and help keeping us safe."
- "The EMS saved my infant's life arrived at our home in a timely manner and resuscitated him.
- The fire department responded with much grace when my curious 3 year old pulled the fire alarm at the high school. They kindly educated him why we must not ever do that."
- "Showed up quick, stabilized me and got me to the hospital. Maybe helped save my life."

Additional Feedback:

Regarding quality of service and response times, survey respondents also provided feedback for improvement.

- "My IV should have been placed differently based on my situation so as not to impede my recovery. Otherwise, my experience was great."
- "Our house was struck by lightning and caught on fire. I got a call (AFTER the

911 call to the fire department) and came from 86th and Michigan Road and arrived BEFORE the fire department. The neighbors all heard the sirens coming our way twice and then move away into the distance and it was never understood why they have hundreds of thousands of dollars of GPS equipment on board and yet it would have been outperformed by any \$200 smart phone...."

• "Appreciated the quick response and services of ZFD, however in the process of opening the hydrant too fast they broke a water main under the street."

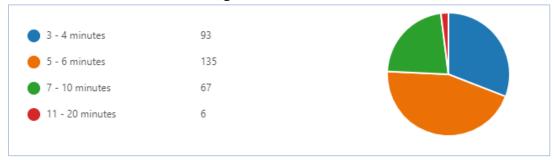
RESPONSE TIMES

Opinions on fire/medical response time were positive, with 95% of respondents saying that services arrived sooner or right at the time they expected help to arrive. Expectations of what an average response time respondents believed fire/medical services to arrive were mixed. Most respondents believed that fire/medical assistance should arrive within 5-6 minutes (44%), followed by those who expected an arrival between 3-4 minutes (31%) so most of the participants in this survey expect quick emergency response from the Department.

3. Provide your opinion on how long it took fire/emergency medical assistance to arrive:



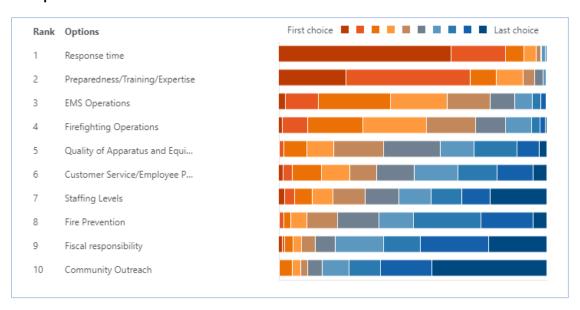
4. What are your expectations for how long it should take fire/emergency medical assistance to arrive after calling 9-1-1?



DEPARTMENT SERVICES

Participants were able to review a list of topics that the Zionsville Fire Department focuses on and list them out in the order of their own personal importance. This allowed those surveyed to express what they felt was most important that ZFD would prioritize.

5. Please arrange the list of topics below in order of highest importance to least importance:



Top-rated topics:

- Response time (64.3% chose this as their #1 most important topic)
- Preparedness/Training/Expertise
- EMS Operations

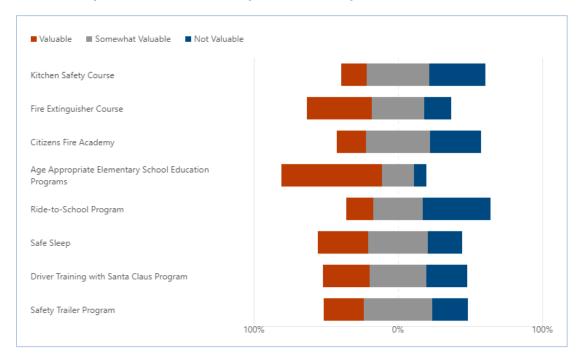
Lowest rated topics:

- Community Outreach (0 respondents chose this as either their first or second most important topic)
- Fiscal responsibility
- Fire Prevention

PROGRAMS

Participants were given the opportunity to review the programs that the Zionsville Fire Department offers and indicate how valuable they found they found the programs to be and list out any programs they may not have known about previously or were not very familiar with already. Something that was reoccurring with some of the "Not valuable" responses, was that participants then would say that they listed them as "Not valuable" were programs they did not know about so they could not assign value to them.

6. Please rate how valuable each PUBLIC SAFETY/COMMUNITY OUTREACH program offered by the Zionsville Fire Department is to you.

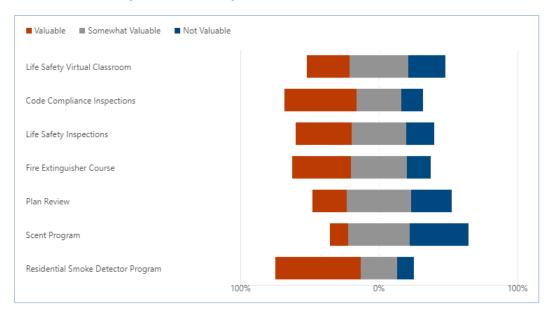


7. "Please list any PUBLIC SAFETY/COMMUNITY OUTREACH programs listed above that you were not previously aware of or are not familiar with."

There were 285 answers provided for this free response question. Something worth noting was that Community Outreach was ranked as the least important topic to survey participants and had the most responses of participants not knowing about most or any of the public safety and community outreach programs.

- 72 people described not being aware of "most" or at least 3 or more programs (Most mentioned program: Ride to School, Safe Sleep, and Safety Trailer)
- 21 people listed only Ride to School as the program they did not know about or weren't familiar with.

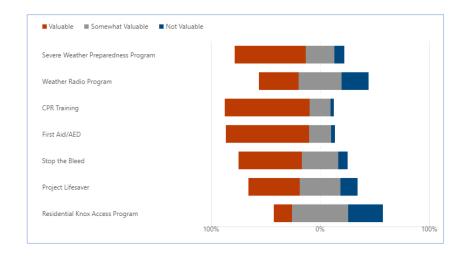
8. Please rate how valuable each FIRE PREVENTION program offered by the Zionsville Fire Department is to you.



9. "Please list any FIRE PREVENTION programs listed above that you were not previously aware of or are not familiar with."

There were 288 answers provided for this free response question:

- 43 people described not being aware of "most" or at least 3 or more programs (Most mentioned programs: Scent Program, Life Safety Classroom, and Life Safety Inspections)
- 57 people listed only the Scent Program as the program they did not know about or weren't familiar with
- 10. Please rate how valuable each EMERGENCY SERVICE program offered by the Zionsville Fire Department is to you.



11. Please list any EMERGENCY SERVICE programs listed above that you were not previously aware of or are not familiar with.

There were 288 answers provided for this free response question:

- 50 people described not being aware of "most" or at least 3 or more programs (Most mentioned programs: Residential Knox, Project Lifesaver, and Stop the Bleed)
- 79 people listed only Residential Knox as the program they did not know about or weren't familiar with
- Only 3 respondents explicitly stated that they were aware of ALL the programs

GENERAL FEEDBACK

12. Please share any areas of improvement of concerns you have about the Zionsville Fire Department.

The most common response to this question raised concerns with leadership and politics between the Mayor and Fire Chief in Zionsville. Another common response from respondents was being unaware of the programs that ZFD offers. Responses were categorized into: Budget/Tax Dollar Allocation, Community, Department Practice and Structure, Geographic Expansion, Leadership, Program Promotion and Awareness, Public Safety, Response Time/Productivity, Retention/Staff Wellbeing, Positive Feedback and N/A or No Answer. There were 296 answers provided for the free response question.

Category of Response	Number of Responses
Leadership	50
Program Promotion and Awareness	34
Department Practice and Structure	10
Retention and Staff Wellbeing	9
Geographic Expansion	8
Budget/Tax Dollar Allocation	7
Response Time/Productivity	6
Public Safety	3
Community	3
General Positive Feedback	16
Not Applicable or No Answer	150

13. Please provide any POSITIVE FEEDBACK (STRENGTHS) you may have regarding the personnel, service delivery, programs, or any other areas you feel are important to the Zionsville Fire Department.

There was variety in responses with the most common themes being professionalism on the job and within the community as well as general satisfaction with the Department's knowledge and performance. Responses were categorized into: Community, Department Satisfaction, Equipment, Knowledge/Performance, Leadership, Professionalism, Programs, Public Safety, Response Time, and N/A or No Answer. There were 296 answers provided for the free question response:

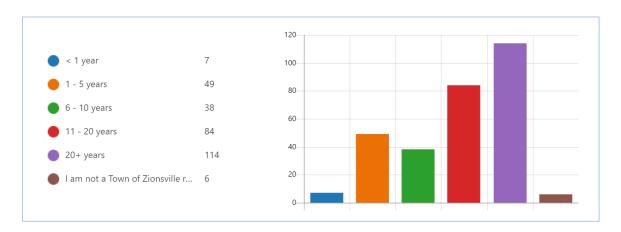
Category of Response	Number of Responses
Professionalism	52
Community	52
Department Satisfaction	33
Programs	21
Knowledge/Performance	19
Response Time	15
Leadership	8
Public Safety	3
Not Applicable or No Answer	93

14. Please list any OPPORTUNITIES for service delivery or program improvements you feel the department could or should be taking advantage of.

It is important to note that many responses discussed ways to improve current services and programs and did not specify specific opportunities. The most common opportunity respondents listed was using new forms of communication to increase public awareness current services and programs. Responses were categorized into: Community Growth, Program Promotion and Development, Department Structure, Employee/Leadership Development, Service Development, Transparency/Communication, Positive Feedback, and N/A or No Answer. There were 296 responses provided for the free question response:

Category of Response	Number of Responses	
Program Promotion and Development	61	
Employee/Leadership Development	8	
Service Development	7	
Department Structure	4	
Transparency/Communication	3	
Community Growth	2	
General Positive Feedback	11	
Not Applicable or No Answer	107	

15. How long have you been a resident of the Town of Zionsville?



16. Please share any other comments or thoughts about the Zionsville Fire Department or its services.

Most responses included general positive feedback and additional comments on the conflict between town office and the department. Responses were categorized into: Community/Public Safety, Department Development, Leadership, Positive Feedback, Program Awareness, Service Delivery, and N/A or No Answer. There were 123 responses provided for the free question response:

Category of Response	Number of Responses	
General Positive Feedback	46	
Leadership	17	
Service Delivery	7	
Community/Public Safety	7	
Program Awareness	6	
Department Development	6	
Not Applicable or No Answer	30	

APPENDIX B: COMMUNITY INPUT SURVEY

The purpose of this survey is to get community feedback regarding personal experiences with the SK

		Fire Department. Note to five		will assist in t	he developmen	t of a strategic	plan
1.		ve you ever used partment? Fire EMS (Emergen Fire and EMS No			ices provided b	y the Zionsville	Fire
2.		w would you rate th the Zionsville Fire D		.ITY of the fire/	emergency med	ical services provi	ided
		Excellent	Average	Fair	Poor	N/A	
Fire		0	0	0	0	0	
EMS		0	0	0	0	0	
3.	Ple	ase provide the rati	ionale for your s	selections abov	/e.		
	Er	nter your answer he	ere.				
4.	Pro O	vide your opinion o Arrived sooner th	•	ook fire/emerç	gency medical as	sistance to arrive	:
	0	Arrived at the tim	e I expected				
	0	Arrived later than	I expected				
5.		aat are your expecta arrive after calling 9 3 – 4 minutes		ong it should ta	ike fire/emergen	cy medical assista	ance
	0	5 – 6 minutes					
	0	7 – 10 minutes					
	0	11- 20 minutes	5				
6.		ase arrange the list move a topic, hove		-	,	•	nce.

Response time
Preparedness/Training/Expertise
Community Outreach
Customer Service/Employee Professionalism/Conduct
Firefighting Operations
Fire Prevention
EMS Operations
Quality of Apparatus and Equipment
Fiscal Responsibility
Staffing Levels

7. Please rate how valuable each PUBLIC SAFETY/COMMUNITY OUTREACH program offered by the Zionsville Fire Department is to you.

	Valuable	Somewhat Valuable	Not Valuable
Kitchen Safety Course	0	0	0
Fire Extinguisher Course	0	0	0
Citizens Fire Academy	0	0	0
Age-Appropriate			
Elementary School	0	0	0
Education Programs	Ü	<u> </u>	Ü
Ride-to-School Program	0	0	0
Safe Sleep	0	0	0
Driver Training with Santa			
Claus Program	O	O	O
Safety Trailer Program	0	0	0

8. Please list any PUBLIC SAFETY/COMMUNITY OUTREACH programs listed above that you were not previously aware of or are not familiar with.

	Enter your answer here.	
1		

9. Please rate how valuable each FIRE PREVENTION program offered by the Zionsville Fire Department is to you.

			Valuable	Somewhat Valuable	Not Valuable
Life	Safety	Virtual	0	0	0
Classro	oom				
Code	Co	mpliance	0	0	0
Inspec	tions				

Life Safety Inspection	ons	0	0	0
Fire Extinguisher Co	urse	0	0	0
Plan Review		0	0	0
Scent Program		Ö	Ö	Ö
Residential	Smoke			
Detector Program		0	0	O

10. Please list any FIRE PREVENTION programs listed above that you were not previously aware of or are not familiar with.

Enter your answer here.		

11. Please rate how valuable each EMERGENCY SERVICE program offered by the Zionsville Fire Department is to you.

	Valuable	Somewhat Valuable	Not Valuable
Severe Weather	0	0	0
Preparedness Program			
Weather Radio Program	0	0	0
CPR Training	0	0	0
First Aid/AED	0	0	0
Stop the Bleed	0	0	0
Project Lifesaver	Ö	Ö	Ö
Residential Knox Access Program	0	0	0

12. Please list any EMERGENCY SERVICE programs listed above that you were not previously aware of or are not familiar with.

Er	nter your answer here.		

13. Please share any areas of improvement or concerns you have about the Zionsville Fire Department.

Enter your answer here.	
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14. Please provide any POSITIVE FEEDBACK (STRENGTHS) you may have regarding the personnel, service delivery, programs, or any other areas you feel are important to the Zionsville Fire Department mission.

Enter your answer here.	
15. Please list any OPPORTUNTIES for service delivery or program improve you feel the Department could or should be taking advantage of.	ements
Enter your answer here.	
16. How long have you been a resident of the Town of Zionsville?	
O <1 yearO 1 – 5 years	
O 6 – 10 years	
O 11 – 20 years	
O 20+ years	
O I am not a Town of Zionsville resident.	
17. Please share any other comments or thoughts you have regarding the Zionsv Department or its services.	rille Fire
Enter your answer here.	

APPENDIX C: PARTNER AGENCY SCOT SURVEY

The purpose of this survey is to get feedback from Zionsville Fire Department partnering agencies that will be used to develop the Department's strategic plan.

Responses to this survey are confidential and anonymous.

Strengths

Identification of organizational strengths can help align services with community expectations and ensure that efforts are focused on internal issues and community needs. Organizational strengths should match organizational programs and the primary functions of the organization. Below are questions that can help foster thoughts concerning the strengths of the Zionsville Fire Department.

What are things the Zionsville Fire Department does well?

What do you see as the Zionsville Fire Department's strengths?

What are the Zionsville Fire Department's positive attributes?

What are their unique or available resources?

What sets them apart from other agencies?

What Zionsville Fire Department programs or processes function well?

1. List the STRENGTHS of the Zionsville Fire Department:

Enter your answer here.

Challenges (Weaknesses)

Any organization seeking to progress or improve must be able to identify those areas where it needs improvement, functions poorly, or not at all. These are not threats, but internal areas of concern or issues that inhibit progress or meeting organizational goals and objectives. Below are questions that can help foster thoughts concerning challenges that the Zionsville Fire Department is encountering.

Where could the Zionsville Fire Department improve?

Where does the Zionsville Fire Department have resource needs?
What do you see as the Zionsville Fire Department's weaknesses?
What do you identify as the Zionsville Fire Department's organizational and/or service gaps?
What Zionsville Fire Department programs or processes function poorly or not at all?
2. List the CHALLENGES facing the Zionsville Fire Department:
Enter your answer here.
3. List any critical and/or service gap challenges you feel exist within the Zionsville Fire Department.
Enter your answer here.
4. List any cultural and/or value driven challenges you feel exist within the Zionsville Fire Department.
Enter your answer here.
Opportunities Opportunities are identified as an organization thinks about how its strengths and weaknesses can be used to enhance existing service, programs, and processes, as well as develop new possibilities for organizational service, growth, and progression. Below are questions that can help foster thoughts concerning opportunities for the Zionsville Fire Department. What opportunities are open to the organization?

What industry trends can the Zionsville Fire Department take advantage of?

What external relationships can the organization foster to create opportunities?

opportunities?

How can the Zionsville Fire Department turn weaknesses into strengths, and strengths into

How can the Zionsville Fire Department leverage their strengths?
What technologies can improve the Zionsville Fire Department operations?
What technologies can improve the zionsvine the Department operations.
5. List the OPPORTUNITIES for the Zionsville Fire Department:
Enter your answer here.
Threats
Recognizing external threats can help an organization reduce the potential for loss. It is important to identify threats and understand to what extent they are or are not under your
control. Below are questions that can help foster thoughts concerning threats facing the
Zionsville Fire Department.
What threats could harm the Zionsville Fire Department?
What threats do the Zionsville Fire Department's weaknesses expose them to?
What resource shortages or issues could pose a threat to the organization?
What external political, financial, regulatory, economical etc. issues could pose a threat to
the organization?
What future technological developments could change how the Zionsville Fire Department
operates?
What community needs or behaviors could impact Zionsville Fire Department operations?
6. List the THREATS to the Zionsville Fire Department:
Enter your answer here.
Demographics

7. What agency do you work for?

Enter your answer here.

0	
	Chief
0	Deputy Chief
0	Division Chief
0	Battalion Chief
0	Captain
0	Lieutenant
0	Engineer
0	Firefighter/Paramedic
0	Firefighter/EMT
0	Public Educator
0	Administrative Assistant
0	Other (please list)
9. How l	ong have you worked for your current agency? (not required)
0	<1 year
0	1 – 5 years
0	6 – 10 years
0	10 – 15 years
0	15 – 20 years
0	20+ years
0	N/A

APPENDIX D: ZIONSVILLE FIRE DEPARTMENT STAFF INPUT SURVEY

The purpose of this survey is to get feedback from the staff for a SCOT (Strengths, Challenges, Opportunities, and Threats) analysis that will be used to develop the Department's strategic plan.

Responses to this survey are confidential and anonymous.

Strengths

Identification of organizational strengths can help align services with community expectations and ensure that efforts are focused on internal issues and community needs. Organizational strengths should match organizational programs and the primary functions of the organization. Below are questions that can help foster thoughts concerning the strengths of the Zionsville Fire Department.

What are things the Zionsville Fire Department does well?

What do you see as the Zionsville Fire Department's strengths?

What are the Zionsville Fire Department's positive attributes?

What are their unique or available resources?

What sets them apart from other agencies?

What Zionsville Fire Department programs or processes function well?

1. List the STRENGTHS of the Zionsville Fire Department:

Enter your answer here.			

Challenges (Weaknesses)

Any organization seeking to progress or improve must be able to identify those areas where it needs improvement, functions poorly, or not at all. These are not threats, but internal areas of concern or issues that inhibit progress or meeting organizational goals and objectives. Below are questions that can help foster thoughts concerning challenges that the Zionsville Fire Department is encountering.

	Where could the Zionsville Fire Department improve?
	Where does the Zionsville Fire Department have resource needs?
	What do you see as the Zionsville Fire Department's weaknesses?
	What do you identify as the Zionsville Fire Department's organizational and/or service gaps?
	What Zionsville Fire Department programs or processes function poorly or not at all?
2.	List the CHALLENGES facing the Zionsville Fire Department:
	Enter your answer here.
2.	List any critical and/or service gap challenges you feel exist within the Zionsville Fire Department.
	Enter your answer here.
3.	List any cultural and/or value driven challenges you feel exist within the Zionsville Fire Department.
	Enter your answer here.
Op car po	pportunities reportunities are identified as an organization thinks about how its strengths and weaknesses to be used to enhance existing service, programs, and processes, as well as develop new ssibilities for organizational service, growth, and progression. Below are questions that can lep foster thoughts concerning opportunities for the Zionsville Fire Department. What opportunities are open to the organization? What industry trends can the Zionsville Fire Department take advantage of? How can the Zionsville Fire Department turn weaknesses into strengths, and strengths into opportunities?
	What external relationships can the organization foster to create opportunities?

How can the Zionsville Fire Department leverage their strengths?

What technologies can improve the Zionsville Fire Department operations?

4. List the OPPORTUNITIES for the Zionsville Fire Department:

Threats

Recognizing external threats can help an organization reduce the potential for loss. It is important to identify threats and understand to what extent they are or are not under your control. Below are questions that can help foster thoughts concerning threats facing the Zionsville Fire Department.

What threats could harm the Zionsville Fire Department?

What threats do the Zionsville Fire Department's weaknesses expose them to?

What resource shortages or issues could pose a threat to the organization?

What external political, financial, regulatory, economical etc. issues could pose a threat to the organization?

What future technological developments could change how the Zionsville Fire Department operates?

What community needs or behaviors could impact Zionsville Fire Department operations?

5. List the THREATS to the Zionsville Fire Department:

Enter your answer here.		

Demographics

- 6. What is your current rank or position within the Zionsville Fire Department?
 - O Chief
 - O Deputy Chief

Division Chief

0

7.

8.

0	Battalion Chief
0	Captain
0	Lieutenant
0	Engineer
0	Firefighter/Paramedic
0	Firefighter/EMT
0	Public Educator
0	Administrative Assistant
0	Other (please list)
. How l	ong have you worked for your current agency? (not required)
0	<1 year
0	1 – 5 years
0	6 – 10 years
0	10 – 15 years
0	15 – 20 years
0	20+ years
0	N/A
	share any other comments or thoughts you have regarding the Zionsville Fire tment, its services, or your agency's relationship with the ZFD.
Entory	
Enter y	our answer here.