

FAIRFIELD GLADE FIRE DEPARTMENT

FAIRFIELD GLADE, TENNESSEE



STRATEGIC INITIATIVE REPORT NOVEMBER 2012

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Serve, Honor, Protect



Howard Robb
Fire Chief



Jim Etzel
Fire Committee Chairman

In the early 1970s, Fairfield Glade depended on the Cumberland County Fire Department for its fire protection. Due to the long distance from the county fire station (located in Crossville) to Fairfield Glade, several houses were badly burned while awaiting the arrival of a fire engine and firefighters. After those fires, a group of our early residents took action to form our own Fairfield Glade Volunteer Fire Department. We have been fighting our own fires for the last 39 years and we have become progressively better as the years went by.

Fire fighting always has new surprises for us when we get the call for help. We always try to learn from each incident so that we can improve our responses. What did we do? How could we have done it better? What other fire fighting tools could have been used to better handle the incident? We always look for ways to improve ourselves.

This document spells out the strategic plans we will implement to make continuous improvement happen.

THE GLADE, NOW & THE FUTURE

Fairfield Glade is a growing, value oriented residential resort community that continuously works to improve the total living experience here on the Cumberland Plateau. Amenities include golf courses, lakes, marinas, indoor and outdoor tennis courts, miles of walking trails and hundreds of social clubs. We have a low total cost of living, driven by our “Pay as you Play” pricing plus low property taxes and no state income tax.

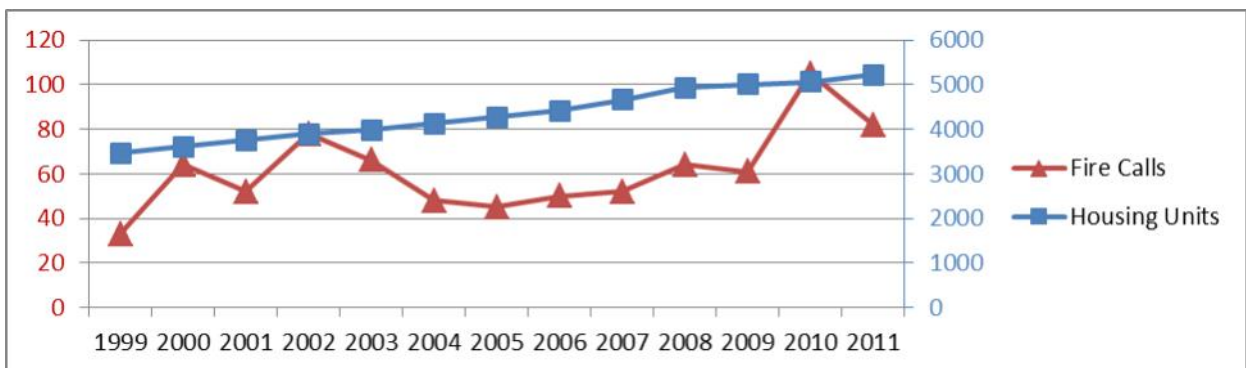
During the past 20 years, Fairfield Glade has experienced an average growth of 150 residential homes per year. Nearby commercial businesses have also been growing to keep up with local residential growth. And, of course, all of this building requires the Fairfield Glade Fire Department to keep pace as well. During the past 10 years, the fire department has seen the number of yearly emergency calls double. We have increased the size of the main fire station, added 2 remote stations, added a fire engine and an equipment van and built ourselves a training tower where our firefighters train to keep their skills current.



An expectation for continued growth is anticipated as Fairfield Glade is regularly highlighted as one of the best places to vacation and/or retire in the United States. As Fairfield Glade continues to add and improve our amenities and support services,

we can only see our value improving for our current and future residents and guests. With the community’s support, the Fairfield Glade Fire Department is determined to keep our growing community protected from the ravages of fire and other hazardous conditions.

Growth in Fairfield Glade



OUR HISTORY

The Fairfield Glade Fire Department was formed in 1974 in response to several serious fires occurring in this young but growing community. Waiting for the county fire department to travel to Fairfield Glade was not a suitable solution for our residents as they watched their residences being destroyed by fire. So an organizing effort was undertaken by Flo Heimann to establish our own fire department. He became our first Fire Chief.

Flo worked to obtain funding for equipment and a fire station and began recruiting volunteers. By early 1976, the fire and security building was completed, a 750 gallon fire engine had been acquired and the roster of volunteers numbered 25. We were in the business of fighting fires.



Always in need of more equipment, our early volunteers decided to sell pancakes to raise funds. The first of our now famous Pancake Breakfasts occurred that summer in the fire station on Peavine Road with 8 tables for seating our guests. Word spread quickly throughout the Glade and



soon we had more business than we could handle, but we did manage to get some badly needed funds for the fire department. Over the next couple of years we purchased some bunker coats & pants, boots, helmets, gloves, radios and pagers. Many of these items had to be shared among fire fighters because we didn't have enough for everybody. We continue to this day frying our pancakes, three Saturdays each summer, in order to make ends meet. We now serve between 1,500 and 2,000 breakfasts at each event.

In 1979, Ed Ellenberg took over as our Fire Chief. In 1981 we stood for our first Insurance Services Office (ISO) inspection. They evaluate various communities' fire protection capabilities all across the United States. We were awarded a rating of 7 on a scale of 1 to 10, where 1 was really good and 10 indicated no fire protection at all. We were a basic volunteer fire department with minimal equipment, but Fairfield Glade wasn't a 10 anymore.

OUR HISTORY ~ CONTINUED



By 1986, the permanent population of Fairfield Glade had reached nearly 2,000 people. We had about 750 homes, 256 condos, 99 townhomes and our community began building a couple hundred “Timeshare” units. Our fire district was indeed growing, and it was a struggle for the fire department to keep up with the growth. Then in 1987, with the help of our residents, we managed to purchase a new fire truck from E-One, and we were ever proud of that. Sure was nice to have a “new” one. And we managed to do it again in 1989 when we got another one. We were in high cotton in the Fairfield Glade Fire Department!

In 2000, it was time to be inspected again by the ISO. With our enhanced capabilities of newer equipment, more firefighters and much better training, we managed to improve our rating to 5. Our fire insurance costs were coming down for all our residents.

As the calendar clicked over to the 21st Century, we learned how to apply for grants from the government and began some serious upgrading of the equipment we used regularly. We acquired new air packs, turnout gear, wild land gear, pagers and a new pumper/tanker truck with significantly greater capabilities. We also built two remote fire stations to spread out our fire trucks in Fairfield Glade, one north and one south as recommended by the ISO audit.

Once more, in 2010, it was time for another ISO inspection, and we again moved up the ladder with a 4 rating this time. We are now ranked in the top 12th percentile of all fire departments in the state of Tennessee. This is exceptional for a volunteer fire department. We are indeed very proud of what we have accomplished over the past 37 years while keeping the overall cost at a minimum.

Is it time to rest on our laurels? No way! We have taken a good look at where we have come from and where we need to go next. This strategic plan identifies how we will go forward from this point.

LAYING A FOUNDATION

Strategic planning can be exciting or it can be “ho hum.” When it courageously seeks to advance toward a desired future, it is exciting and challenging. But when it is just a collection of old ideas aimed more at maintaining the status quo, it is not worth the paper it is written on. A worthwhile strategic planning journey begins with enunciating a desired future and planning back from the desired future to the current operation. There are many processes for developing an effective strategic plan. The process and definitions that are used are not as important as starting with an exciting vision of the future and intentionally charting a course to get there. In most instances it does not mean throwing out all an organization is doing. Smart organizations build on their history but are not bound to hanging on to the past when fresh thinking is needed. Effective organizations have a “forward lean mentality” that is aware of and responds in a proactive way to its future.

Mission Statement

The north star of any organization is its mission statement. A mission statement provides the perimeter of an organization. None of the organizations activity should fall outside the scope of its mission. Positively, it is the ultimate target of the organizations strategy, action plans, and structure. Every action an organization takes should lead to the achievement of its mission. Mission statements remain unchanged unless change is needed to sharpen communication, understanding, a dramatic change of the environment, or change the organization’s parent body.

The Fairfield Glade Fire Department has been a mission organization throughout its history. However, as the Fairfield Glade community has grown, the mission of the Fire Department has grown and changed to adapt to its challenge.

The Strategic Planning Committee began its work by taking a fresh look at its mission statement and is suggesting the following restatement:

The Mission of the Fairfield Glade Fire Department shall be the protection and preservation of life, property and environment within Fairfield Glade and mutual aid areas (as requested) from the ravages of fire, hazardous conditions and natural disasters.

Branding

Branding is a relatively new word in the planning vocabulary. However, it is something that every successful organization uses. For commercial organizations it means having a place in the minds of customers that defines in a brief way who you are and how your enterprise satisfies their needs. Commercial organizations try to develop loyalty to their product or service. Non-profit organizations want their public to think positively about their service and give their public

a way to improve the quality of life and become involved personally in delivering the service.

Branding is certainly an important issue for the Fairfield Glade Fire Department. A positive mindset of its services by its constituents is absolutely essential to the financial support, and the willingness of volunteers to enlist and train and to work together effectively. The Strategic Planning Committee suggests the following branding statement: “Serve - Honor - Protect”.



Key Result Areas

Moving from the mission statement as a base, the Strategic Planning Committee identifies seven Key Result Areas of service. Key Result Areas are the areas of activity in which an organization must succeed in order to achieve its mission. While the amount of activity and resources will vary with changing needs, an organization must show positive results as time, resources and community needs dictate. The KRA's become the "stack poles" around which studies, plans and evaluation takes place. The Strategic Planning Committee has identified seven KRA's that should be considered going forward:

Fire Suppression
*Firefighter Enlistment and
Development*
Resource Development
Code Compliance
Fire Prevention
Mutual Aid
Emergency Preparedness

Vision Initiatives

The Vision Initiatives of an organization are the priority advances it envisions pursuing during a given time period. The time period can be three, four or five years depending on the stability of the organization's environ-



ment and anticipated resources. Vision Statements are derived from a study of needs and available resources. Studies are conducted in each of the Key Result Areas. The results of each of the studies and investigations produce a reservoir of needs and opportunities out of which the Strategic Initiatives are selected. The studies and investigations include both objective and anecdotal considerations. The resulting analysis is usually documented using an outline of strengths, weaknesses, opportunities and threats...often called a SWOT Analysis. Because the Key Result Areas are interdependent, the Strategic Initiatives tend to relate to multiple key result areas. Depending on current and anticipated needs and available resources, priority Strategic Initiatives may not relate to all of the Key Result Areas in some years. However, routine actions will continue in each Key Result Area each year.

Using its SWOT Analysis the Strategic Planning Committee chose four Strategic Initiatives for the next three years.

Strategic Initiative # 1. Development of a Comprehensive Training Structure

Strategic Initiative #2. Aggressive Marketing and Branding

Strategic Initiative #3. Intensify Multiple Fund Raising Strategies

Strategic Initiative #4. Expand Fire Prevention Education and Code Compliance

The design and implication of each of these Strategic Initiatives will be detailed on the following pages.

FAIRFIELD GLADE FIRE DEPARTMENT



STRATEGIC INITIATIVE

1

DEVELOP A COMPREHENSIVE TRAINING STRUCTURE



Training is of critical importance to firefighters. They must be able to apply their knowledge & training in very hostile environments to reach their goal of preserving life and property of our constituents.

The Fire Department also needs to establish a Training Culture which is self-sustaining and results in each firefighter responding to incidents in a safe and professional manner in accordance with established guidelines.

The Need

The State of Tennessee Fire Commission & FGFD stress the importance of every fire-



fighter completing the Firefighter I Training Course. This course is essential to every firefighter regardless of their assigned responsibility. Additional practical training events are conducted monthly. However, a comprehensive training structure is needed that would allow firefighters to begin with the basics and progress to more advanced concepts and approaches. The Fire Department training officer should have predetermined lesson plans with dedicated instructors (officers) and predetermined levels that will make all activities (class & live exercises) exciting and informative.

Three Year Goals

1. Develop by 2013 a team of experienced cross trained instructors to teach the modules.
2. Develop by the end of 2013 a comprehensive training structure for the FFG Fire Department.
3. Active firefighters by the end of 2013 be engaged in the training structure culture.
4. Evaluate & update the training process by the end of 2014.

THREE YEAR ACTION PLAN

Instructors - Identify a team of experienced firefighters to investigate the established **IFSTA** firefighter training program from Oklahoma State University, NFPA guidelines & OSHA regulations and modify them to FGFD.

Training - Structure an outline of a comprehensive training plan by **experience level** for the FGFD personnel

Culture - Develop a Training Vision statement which identifies firefighter expectations for exterior & interior firefighters.

Ongoing Process - Set up a self-sustaining process for development of materials, teaching classes & perpetual training of instructors.

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STRATEGIC INITIATIVE

2

AGGRESSIVE MARKETING & BRANDING

It is important that those who are served have a positive perception of the Fairfield Glade Fire Department ... it's capabilities & firefighters. It is imperative that the FGFD be held in high esteem in order to receive the necessary community support.

The Need

A high priority should be given to a Marketing & Branding Strategy. FGFD needs to stress the importance of every firefighter being an ambassador with the skills needed to positively influence our community. A Marketing & Branding Strategy is important in raising the visibility, capability & funding of the FGFD.

Three Year Goals

1. Improve communication to our stakeholders as to "Who We are" and "Why We Are Here".



Serve,
Honor,
Protect
~FGFD



2. Development and adoption of a brand (logo) for the department by the July 4, 2013 pancake breakfast and have the logo on our apparatus, clothing and media releases.

3. By 2014 have a Marketing Process in place to reach our residents, visitors, partners, and timeshare owners.

THREE YEAR ACTION PLAN

Strategy - To have developed a Marketing & Branding Strategy by the end of 2013 to include our pancake breakfast, open house, home inspections, neighborhood visits, markets, malls & media broadcasts.

Prior to - The end of 2013, we will have a Fire Dept. Brand (logo) with the help of a graphic artist which will be on all apparatus, letterhead, media releases and new clothing by the first quarter of 2014.

Logo - By 2014 have instant recognition accomplished by utilizing our Fire Department Brand.

FAIRFIELD GLADE FIRE DEPARTMENT



STRATEGIC INITIATIVE

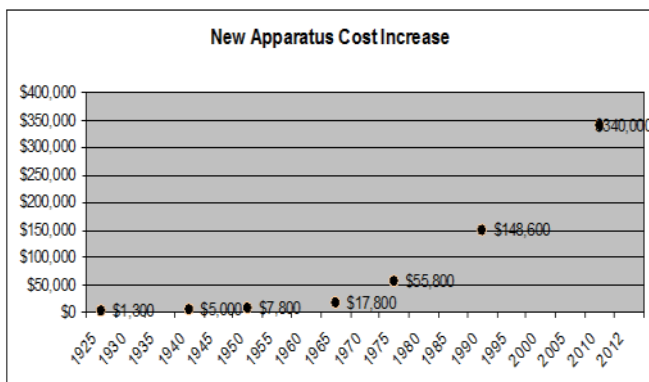
3

INTENSIFY MULTIPLE FUND RAISING STRATEGIES

As the technologies and multitude of techniques used to provide emergency services advance and continue to evolve, the financial burden to provide modern equipment and the training required to utilize their potential weighs heavily on our organization.

THE NEED

Because of the continuing strong growth of our community, our need for more advanced facilities, specialized training and modern equipment has become paramount. All of this comes at an ever increasing cost.



Our greatest challenge is the ability of our department to acquire the necessary funding for new firefighting apparatus. The astronomical cost of today's modern equipment and our current fleet of aging vehicles impose a fast approaching deadline for actions to be taken. Our current capital campaign to raise funds to replace the 39 year old Engine 5 is only one piece of the strategy needed to meet our future department and community needs.

THREE YEAR GOALS

1. To develop new, reliable and renewable sources of revenue within six (6) months
2. By the end of year one, have operational goals, teams and guidelines for each identified revenue source.
3. The continuing study of other organizations that rely heavily or completely on donations for new fund raising ideas.



THREE YEAR ACTION PLAN

1. Appoint a financial solutions team to investigate opportunities to increase the Fire Departments revenue.
2. As new formats are discovered, and approved by the financial solutions team, the Fire Committee shall implement a plan and set benchmarks for each new format recommended by the team, as well as provide departmental support to ensure the best opportunity for success of programs.
3. Each successive year, all revenue generating programs shall be reviewed as to their successfulness, and efficiency as related to revenue vs. expenditures including man hours. Any not meeting the goals and benchmarks set forth by the Fire Committee shall be terminated.

INTERDEPENDENT ACTIONS

Advice and instruction from organizations that have successful campaigns may be needed to support and give guidance re-

FAIRFIELD GLADE FIRE DEPARTMENT



STRATEGIC INITIATIVE

4

EXPAND FIRE PREVENTION EDUCATION & CODE COMPLIANCE

Preventing fires starts with the education to raise awareness of residents, visitors, and timeshare owners. Currently, a strong outreach program is needed to instill a culture of fire protection. Uniform housing codes need to be incorporated with the ACC to limit fires, property damage & fatalities. Currently the State of Tennessee is the sixth worst state in fire deaths in the nation. Fire Prevention "Stops House Calls".

The Need

Fire Prevention Awareness Programs are necessary to ensure that people are aware of factors where they have limited or no knowledge of fire risks.

Fire Code Compliance is essential for new construction, additions and renovations to prevent fires from occurring and spreading because of a lack of code adoption and enforcement.



Fire inspections during the building process helps to ensure that established standards are being met and all structures are being treated in a uniform manner.

Three Year Goals

1. To have obtained grants to support educational awareness by 2013.
2. Have five to ten firefighters trained by 2013 in Fire Prevention Inspections and awareness techniques with to share with residents.
3. During 2013, communicate Fire Prevention Awareness via the media, programs and seminars to stakeholders.
4. During the third year (2014), establish a measurement tool to evaluate the effectiveness of Fire Prevention.

THREE YEAR ACTION PLAN

Stakeholders - Develop Fire Prevention Awareness seminars & programs for FFG residents, time shares & visitors.

Fire Marshal - Develop Fire Prevention & Awareness training for a designated group of firefighters who will assist the Fire Marshal in educating residents and the public in general by offering home inspections, smoke detector installations & awareness education.

Code Compliance - Improve Fire Prevention awareness to stakeholders by establishing a Fire Code culture which would ensure safety & fire code compliance as a way of life in Fairfield Glade by establishing the "**Ten Commandments of Fire Prevention**".

Incorporate Fire - code inspections into ACC requirements to ensure compliance with fire codes while also addressing fire dept. incident responses, causes & corrective action.

FINDINGS & RECOMMENDATIONS

We find that the Fairfield Glade Fire Department continues to maintain excellent performance in the pursuit of their mission.

We find that the firefighters of the Fairfield Glade Fire Department take their responsibility seriously and have a strong desire to be effective in protecting and preserving the lives and property of the Fairfield Glade community and guests.

We find that the attitude and commitment of firefighters toward training and education is excellent.

We find that the organization and structure of the management and firefighting force is effective and does not need to be changed at the present time.

We find, as previously detailed in this document that the greatest strategic needs are: (1) the development and implementation of a comprehensive training program, (2) more extensive and effective marketing to the residents, guests and community organizations, and (3) the expansion of short term and long term financial resources, (4) expansion of fire prevention education and code compliance.

We recommend that the Fire Department management and firefighters engage in an intensive three year effort to develop and implement specific action plans aimed at meeting highlighted strategic initiatives.

We recommend that the Fire Committee be charged with the responsibility of managing and updating the plans as changes are needed.

We recommend that an effort be made to involve a large percentage of the firefighters in the implementation of the action plans.

The Strategic Planning Team

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