

NORFOLK VOLUNTEER FIRE DEPARTMENT

**2021
STRATEGIC
PLAN**



| University of New Haven

Norfolk Volunteer Fire Department – Strategic Plan

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EXECUTIVE SUMMARY

Dear Reader,

The following document presents the combined collaboration of the Norfolk Volunteer Fire Department and myself, a University of New Haven Graduate Student. This formal strategic plan was produced as a component of the course *Strategic Planning for Public Safety Leaders – FIRE-6632*, instructed by Professor Peter Struble. This course was a requirement of the Graduate Research Project for the Master of Science in Emergency Management program at the University of New Haven. The course, spanning eight weeks, required that I collaborate with a local community organization and subsequently produce a formal strategic plan. This included gaining the appropriate instructional knowledge within the classroom setting and directly applying it an experiential education environment, as discussed further in this document. While developing this document, there was direct involvement of the Town of Norfolk, the Norfolk Volunteer Fire Department, and the University of New Haven. I graciously thank each individual that made this accomplishment possible through their dedication and commitment, especially Chief Matthew Ludwig and Professor Peter Struble.

This strategic plan is noted as the first formal plan for the Norfolk Volunteer Fire Department. It is with hope that this plan will produce a foundation and environment that supports strategic planning as a regular occurrence in the future. The strategic planning process offers an opportunity for department members to be directly involved in the future of their organization – identifying needed changes and ways to reach success. Department members will also be key players in the implementation of the subsequent plan recommendations in their day-to-day operations. I thank all of the department members involved in the development of this plan for their daily commitment to excellence and desire to achieve greatness. It is my pleasure to assist them with this in any way possible.

Respectfully,



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DEPARTMENT OVERVIEW

The Norfolk Volunteer Fire Department was established in 1902 and subsequently incorporated in 1907, with the current function of the department being governed under the Ordinances of the Town of Norfolk. The 51-member department is led by two separate branches, the Executive Officers and the Line Officers. The Executive Officers include a President, Vice President, Secretary, and Treasurer. The Line Officers include a Fire Chief, two Assistant Chiefs, a Captain, three Lieutenants, and an EMS Captain.

The department provides primary fire and rescue services to the Town of Norfolk, deemed the “*agency having jurisdiction*.” The department also provides mutual-aid services to the communities of North Canaan, Colebrook, Winchester, Canaan, Goshen, New Marlboro, and others as requested, as well as participating in the State of Connecticut Regional Tanker Strike Teams / Task Forces 81 and 82. The department responds to approximately 200 calls for service a year, covering a wide variety of situations such as fire suppression, all-hazards mitigation, high/low angle rope rescue, cold water rescue, and EMS first response.

The department holds an ISO rating of 5/5Y as of 2015, with both hydranted and non-hydranted areas. They work in conjunction with multiple public safety partners, including the Norfolk Lions Club Ambulance, Connecticut State Police – Troop B, and Litchfield County Dispatch. The department holds the following fleet, all responding out of one central headquarters:

- Engine 90 – 2018 Freightliner M-2 Toyne Pumper
- Squad 20 – 2016 Ford F-550
- Engine 40 – 2009 Seagrave Pumper
- Tanker 100 – 1999 Freightliner FL80
- Engine 30 – 1995 4-Guys Pumper
- Brush 50 – 1995 Dodge 3500
- Unit 70 – 2009 Polaris Ranger

The Town of Norfolk rests high within the Litchfield County Hills, sitting as the highest town in Connecticut at an elevation of 1,230 feet. On February 16, 1943, the ambient temperature of the community reached -37 degrees Fahrenheit, appropriately awarding the town the nickname “the Icebox of Connecticut.” The town includes a total of 46.4 square miles, with 1.1 square miles as bodies of water. There are 71.89 total miles of roadways in Norfolk, with 18.2 miles of state roads connected to 53.69 miles of local roads. The community includes 871 residential homes, commercial buildings, historical buildings, industrial areas, and multiple Connecticut State Parks / Forests. As of 2018, the approximate population of the community rested around 1,640 persons.

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DEFINITION OF A STRATEGIC PLAN

In a basic understanding, a strategic plan is a way to visualize an organizations current status, where they wish to be, and to develop a way to get there. It allows organizations to set priorities, identify their values and mission, establish intended goals, set pathways to achieve those goals, strengthen operations, and respond to change. It is a living document that fosters necessary change, in order to achieve goals consistent with the values and mission of the organization.

In the fire service, change is often avoided. One of the most dangerous statements is “we have always done it this way.” Fortunately, strategic planning produces a foundation to support positive changes within a department. According to Mark Wallace in *Fire Department Strategic Planning – Creating Future Excellence*, “strategic planning is a process designed to encourage analytical thinking, plus a commitment of available resources to action. It is a process that challenges an organization to base its decision making on values. It strives to make the mission of the department crystal clear. It is designed to take advantage of individual champions and their expertise to sound a rallying cry for what the department can be. It strives to empower the general members.”

What benefits can strategic planning have on department membership?

- Development of effective strategies
- Clarification of future direction
- Establishment of priorities
- Decision making in light of future consequences
- Development of a coherent and defensible base for decision making
- Decision making across all levels and functions
- Solving of major department problems
- Improvement of overall organizational performance
- Ability to deal with rapidly changing circumstances
- Increased teamwork and expertise

Finally, it is important to look at the four fundamental questions of strategic planning. When producing any component of the strategic planning “system,” it is important to consider the responses to the following questions:

1. Where are we going?
2. How do we get there?
3. What is our blueprint for action?
4. How do we know if we are on track?

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STRATEGIC PLANNING PROCESS

The Fire Department Strategic Planning Model, developed by Mark Wallace and described herein, was utilized throughout the scope of this course. After over 10 years of research, Mark Wallace developed this specific model to meet the needs of the fire service. This included combining effective strategies from the 13 other strategic planning models in existence to produce a specifically public service-based, non-profit orientation. The Fire Department Strategic Planning Model consists of 10 distinct steps:

- 1. Understanding and applying the values of the department**
 - a. The shared common values that are the foundation of the organization.
- 2. Identifying the department's mandates**
 - a. The statutes, regulations, ordinance, resolutions, policies, and required practices or services that are either formally adopted or informally branded into the culture of the organization.
- 3. Developing the mission of the department**
 - a. "The guiding star" for the organization that describes who we are, what we do, and how we will carry out the services of the organization.
- 4. Understanding and defining the philosophy of operations**
 - a. Every organization conducts its tasks within a system of philosophy that uses the previous steps of the model to describe in general terms how the organization functions.
- 5. Assessing the challenges and opportunities of the external environment**
 - a. For the environment not controlled by the organization, an examination of challenges and opportunities the organization is now facing or will soon face. These involve the political, economic, social, and technological issues within the community.
- 6. Assessing the weaknesses and strengths of the internal environment (SWOT)**
 - a. For the environment within the control of the organization, this is an examination of the weaknesses and strengths of the organization.
- 7. Identifying the strategic issues faced by the department**
 - a. Strategic issues deal with the fundamental policies of the organization and can be thought of as involving some form of conflict within the organization.
- 8. Creating strategic goals for the strategic issues**
 - a. The strategic issues are examined and explained in the form of a strategic goal statement.
- 9. Creating the department's ideal future through proactive futuring**
 - a. Establishment of the organization's vision of its ideal future and then determination of what can be done today to further the organization.
- 10. Operational planning from a strategic perspective**
 - a. Production of short, medium, and long-term operational plans.

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NORFOLK PLAN DEVELOPMENT

Due to the constraints and scope of this course, the previous planning methods were slightly altered. Below is a summary of the standards followed for the development of the Norfolk Volunteer Fire Department strategic plan.

1. Team Formation

- a. Graduate Student and Fire Chief formed the planning team. Input from stakeholders and department members was gathered.

2. Values Audit

- a. The department's values were obtained via an anonymous survey distributed department wide.

3. Formal / Informal Mandates Development

- a. After an analyzation of department policies, regulations, ordinances, laws, and community expectations, formal (binding, required actions) and informal (not required, but expected) mandates were identified.

4. Value Statements Development

- a. Based on the results from the values audit, five key department values were identified, and statements were produced to highlight their importance to the department.

5. Mission Statement Development

- a. After a review of the department functions, the department values, and the mandates, a mission statement was developed to guide the actions of the department.

6. Internal Stakeholder SWOT

- a. The internal department stakeholders were identified and invited to a SWOT analysis. Department strengths, weaknesses, opportunities, and threats were identified from the internal standpoint of the department staff.

7. External Stakeholder SWOT

- a. The external department stakeholders were identified. Selected community stakeholders were distributed an anonymous survey that identified opportunities and threats of the department from an outside standpoint.

8. Strategic Statements Development

- a. Based upon the findings of both the internal and external SWOT analysis, the weaknesses, opportunities, and threats were converted into five key strategic statements. This produced a foundation to develop goals and actions off of.

9. SMART Goals Development

- a. Based on each strategic statement, goals were identified that would best assist the department with reaching each objective.

10. Action Plan Development

- a. Recommended actions to reach each goal were identified.

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FORMAL & INFORMAL MANDATES

As with any organization, the Norfolk Volunteer Fire Department is required to abide by a series of mandates that explain *why* certain actions or functions are followed. These can further be broken down into formal and informal mandates. A formal mandate is a requirement set forth in rules, regulations, policies, ordinances, laws, statutes, or the alike. Informal mandates are those actions that are not technically required but are expected of the stakeholders and are accepted as standard practice. Below are the identified formal and informal mandates that the Norfolk Volunteer Fire Department must comply with to be successful. These mandates were adopted from federal, state, and local law, as well as policy, regulation, and community input.

FORMAL MANDATES

- DEPARTMENT BYLAWS, ARTICLES I – XIII
- DEPARTMENT STANDARD OPERATING PROCEDURES
- DEPARTMENT STANDARD OPERATING GUIDELINES
- DEPARTMENT EMERGENCY RESPONSE GUIDELINES
- DEPARTMENT TRAINING GUIDELINES
- TOWN ORDINANCES REGARDING FIRE PROTECTION AND TOWN OPERATIONS
- LITCHFIELD COUNTY DISPATCH (LCD) RADIO OPERATIONS GUIDELINES
- FCC RADIO COMMUNICATIONS REGULATIONS
- CONNECTICUT GENERAL STATUTES REGARDING FIRE FIGHTING OPERATIONS
- CONNECTICUT GENERAL STATUTES REGARDING EMERGENCY VEHICLES
- CONNECTICUT & FEDERAL OSHA REGULATIONS
 - HAZARD COMMUNICATIONS
 - BLOOD-BORNE PATHOGENS
 - EMERGENCY ACTION PLANS
 - RESPIRATORY PROTECTIVE EQUIPMENT
 - FIRE BRIGADES
 - PERSONAL PROTECTIVE EQUIPMENT
- CONNECTICUT FIRE FIGHTER QUALIFICATIONS GUIDELINES
- CONNECTICUT EMS CERTIFICATION / RECERTIFICATION GUIDELINES
- CONNECTICUT OEMS REGULATIONS
- EMS MEDICAL CONTROL REGULATIONS
- NATIONAL INCIDENT MANAGEMENT SYSTEM / INCIDENT COMMAND SYSTEM
- OFFICE OF EMERGENCY MANAGEMENT MANDATES
- AMERICANS WITH DISABILITIES ACT (ADA) GUIDELINES
- SEXUAL HARASSMENT REGULATIONS
- RYAN WHITE ACT
- HIPPA GUIDELINES

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FORMAL & INFORMAL MANDATES, CONTINUED

- BLOOD-BORNE PATHOGEN / INFECTIOUS DISEASE REGULATIONS
- NATIONAL FIRE PROTECTION AGENCY REGULATIONS
 - RESCUE AND FIRE SUPPRESSION TRAINING REQUIREMENTS
 - HAZARDOUS MATERIALS RESPONSE
 - FIRE FIGHTER PROFESSIONAL QUALIFICATIONS
 - STANDARD ON LIVE FIRE TRAINING
 - STANDARD FOR SCBA PROGRAMS / SCBA MAINTENANCE
 - STANDARD ON TRAINING FOR INITIAL FIRE ATTACK
 - STANDARD FOR OSHA PROGRAMS
 - STANDARD FOR DEPARTMENT SAFETY OFFICER
- MAINTENANCE OF DRY HYDRANTS
- DOT VEHICLE MAINTENANCE STANDARD
- ISO REGULATIONS
- NFIRS REGULATIONS
- FREEDOM OF INFORMATION ACT REGULATIONS
- DOCUMENTATION REGULATIONS
- MUTUAL-AID AGREEMENTS

INFORMAL MANDATES

- PUBLIC RELATION EVENTS
- PUBLIC EDUCATION EVENTS
- FIRE PREVENTION EVENTS
- FIRST RESPONSE TO SECONDARY EMS CALLS
- CLEARANCE OF HYDRANTS
- DEPARTMENT PARADES
- VOLUNTEER TRADITION
- REASONABLE RESPONSE TIMES
- SMOKE DETECTOR DISTRIBUTION
- EXPECTATION TO MEET CALL VOLUME
- REGIONAL TASK FORCE COOPERATION
- REGIONAL STRIKE TEAM COOPERATION
- R.I.T. FOR NEIGHBORING COMMUNITIES
- ROPE RESCUE / COLD WATER RESCUE
- GENERAL SERVICE CALLS (LIFT ASSISTS, CELLAR PUMP OUT)
- PROFESSIONALISM
- MEMBER RETENTION AND SATISFACTION
- PUBLIC TRUST AND APPEARANCE

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FORMAL & INFORMAL MANDATES, CONTINUED

The Norfolk Volunteer Fire Department is comprised of many formal and informal mandates that guide the daily operations of the departmental leadership and membership. The formal mandates consist of many legal and regulatory standards, such as OSHA, NFPA, DOT, OEMS, FCC, and State of Connecticut regulations. Therefore, many of these mandates are also seen in other departments of similar establishment. Additionally, the formal mandates include department guidelines and protocols, as well as department-specific formalities such as mutual aid agreements. These mandates, as listed above, must be followed in order for the department to be successful.

The informal mandates of the department are also similarly seen with departments of alike nature. While there is no binding regulation holding the department to these mandates, they have become expected and must be met in order for success to be achieved. Many of the informal mandates focus on community involvement and assistance, such as public relations, response to public service calls, assisting other public safety agencies, and maintaining the traditions of the volunteer fire service. Moreover, many of these informal mandates are tasks that the department completes, despite not being required to.

In order to achieve paramount success, there are some informal mandates that would be best transitioned into formal mandates; these include: reasonable response times, expectation to meet call volume, professionalism, and support of other public safety agencies.

Due to this department being volunteer, there are potentially some mandates that are not achieved or sections of mandates that are not followed. While there are no formal mandates listed that are not achieved in some way, there are deficiencies in meeting all applicable standards. For example, there may be difficulty with performing regularly scheduled vehicle inspections or dry hydrant maintenance. This does not mean it is not being completed at all, but rather that it is not at par with the regulatory-acceptable standard. Within the same idea, there are many things that the department would wish to do but are prohibited, primarily due to having limited volunteer staffing. Such would include instituting a maximum response time window, covering all calls for service, training all staff to the highest certification standard, and instituting additional services that would require more volunteers / committed staff.

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STAKEHOLDER SURVEY & VALUES AUDIT

Each individual person possesses a unique set of values that control their daily actions, thoughts, and personality. When analyzing a larger group setting, many of these unique sets of values will be seen more frequently, leading to a trend of values within that group. This concept is applied to organizations to understand the values that drive the everyday actions of the organization members. As these values are highlighted and become easier to understand, it develops a foundation that guides all department actions.

In order to understand the baseline values of the Norfolk Volunteer Fire Department, an anonymous survey* was sent out to all members and internal stakeholders of the department. The purpose of this survey was to identify individual values, with the hope of producing trends amongst the individual values that would be evidence of established internal organizational values. Approximately 15 members contributed to the survey. Fortunately, after reviewing the final data**, there was strong correlation for five specific values which were subsequently chosen to become the foundation for the departmental value statements.

(* - see Appendix A for the attached sample survey)

(** - see Appendix B for the attached survey results)

Listed on the next page are the established value statements for the Norfolk Volunteer Fire Department.

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STAKEHOLDER SURVEY & VALUES AUDIT, CONTINUED

- **Community Contribution**
 - We strive to contribute to the community of the Town of Norfolk through many means, such as emergency response, non-emergency response, non-traditional service, and involvement. This is upheld in every action and decision made by the Department.
- **Responsibility**
 - We recognize the significant impact we have on the community and the subsequent trust that follows. Our members appreciate the responsibility they are tasked with. We are willing to sacrifice ourselves and our time to those in need.
- **Professional Pride**
 - Within our actions, we endeavor to uphold the pride of the Volunteer Fire Service and professionalism that our community deserves. We will ensure that the current camaraderie of the department will continue for future generations.
- **Dedication**
 - We remain dedicated to our department, our community, our fellow First Responders, and ourselves. We uphold the commitments needed to provide the best possible service to the Town of Norfolk. We work together and step forward when needed to fulfill our mission efficiently.
- **Integrity**
 - We uphold the moral obligations of the Volunteer Fire Service with paramount importance. We hold ourselves accountable for our actions, public image, respect, worth ethic, personal and professional responsibilities, and the alike.

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MISSION STATEMENT

The mission statement of a department is not just a slogan or haphazard sentence – it must clearly represent the objectives of the department and support the values it represents. No matter how difficult or choppy the future may be for the department, the mission statement must remain an anchor that provides continuous support. When developing a mission statement, there are a series of questions that must be asked:

- Does it clearly state what business we are in?
- Does it answer the questions...?
 - Who are we?
 - What do we do?
 - For whom do we do it?
 - Why is our service important?
- Is the ultimate rationale for existence clear?
- Is the mission broad enough for modern times?
- Can the mission survive changes in administration?
- Is it understandable for anyone who reads it?
- Can we justify the dollars we spend on executing the mission?

If all of the above answers are yes, then the developed mission statement suits its purpose.

MISSION STATEMENT

“The mission of the Norfolk Volunteer Fire Department is to provide emergency response, non-emergency assistance, and community service to all citizens and visitors of the Town of Norfolk. These services are provided with the commitment to prevent loss of life and property, protection of the environment, and support of the community. Accomplished through adherence to our core values, Standard Operating Procedures and By-Laws, we are able to effectively address the needs of our community.”

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STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS – INTERNAL ANALYSIS

An internal SWOT analysis was conducted to determine the baseline status of the department from an internal standpoint. Department members from all levels, certifications, and job classifications were invited to attend the in-person session. Overall, approximately 15 department members attended. During this session, group brainstorming and discussion was initiated for each of the four sections comprising the SWOT analysis. Department members were able to voice their opinions and branch off of each other, producing correlations between ideas and solidification of perceived department strengths, weaknesses, opportunities, and threats. Below are examples of questions that supported the internal SWOT analysis:

Strengths

- What are your advantages?
- What processes are working well?

Weaknesses

- What could be improved?
- What has been done poorly?
- What should be avoided?
- What hasn't worked?

Opportunities

- What did you learn in order to be more effective in the future?
- Are there ways to capitalize on your strengths?
- What would you or can you do differently in the future?

Threats

- What are the barriers in achieving your goals the next time?
- What obstacles do you face?
- Who may be upset if you make changes?
- What are the things that need to be done in preparation for the next time?

After completion of the analysis, ideas from each category were combined into generalizations that highlighted the strengths, weaknesses, opportunities, and threats of the Norfolk Volunteer Fire Department.

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INTERNAL SWOT, CONTINUED

STRENGTHS

ISO Rating	Adequate Response Times
NFIRS Reporting	Intra-Departmental Communications
Joint Leadership	Training
Large Membership	Town Funding
Good Retention, Limited Burnout	Newer Equipment
Town Funding	Pride

WEAKNESSES

Small Building	Discipline Policy (Out-Dated)
Lack of Leadership Training	Lack of Specific Training
Limited Staffing (Day Time)	Non-Diverse Training
Radio Coverage	Lack of Community Understanding

OPPORTUNITIES

Community Outreach	Increased Recruitment
Marketing	Training
EMS Responses	Mutual Aid Services

THREATS

Town Funding	Public Image
Town Leadership Support	Community Support
Lack of Membership Increase	

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STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS – EXTERNAL ANALYSIS

An external SWOT analysis was also completed to assess the baseline of the department from an external standpoint. The external environment is made up of the areas, issues, considerations, and controlling factors that are outside of the control of the fire department. To complete this, an anonymous online survey was sent to selected community members*. In total, 10 community members contributed to the survey. While the background is unknown of those who completed the survey, it was sent to persons including town leadership, community members, and business owners. Once the data was obtained**, it was compiled into generalizations from the community standpoint, listed below. This data was used in conjunction with the internal SWOT analysis to highlight strategic issues and guide development of strategic strategies, discussed further in this plan.

STRENGTHS	
Emergency Response	Disaster Readiness

OPPORTUNITIES	
Public Relations	Community Outreach

CHALLENGES	
Professionalism	Cost-Effectiveness
Public Fire Safety Education (lack of, an increase is needed)	

(* - see Appendix C for the attached sample survey)

(** - see Appendix D for the attached survey results)

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STRATEGIC ISSUES & STRATEGIES

At the most basic level, strategic issues involve concerns with the fundamental policies of the department. They are thought of as involving conflict within the department, potentially including the “what,” “how,” “why,” “where,” “when,” or “who” of the internal and external stakeholders. Strategic issues also deal with the values, mission, and mandates of the department. They must be viewed from two different points of view: the inside looking out, and the outside looking in.

Five strategic issues were developed for the Norfolk Volunteer Fire Department, originating from the information obtained during the strategic planning process. These issues should not be viewed in a negative light, but rather as opportunities for the department to increase their services over the next four to five years. Included with each strategic issue are recommended strategies and goals to provide resolution. It should be noted that these strategies are separate from tactics, which departments are often more familiar with. Strategies deal with broad, over-arching purposes. They form a goal, identifying what direction needs to be taken, but not the direct path to get there. In order to become successful with these strategies, actions need to be developed within the department and put into practice.

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STRATEGIC ISSUES & STRATEGIES, CONTINUED

STRATEGIC ISSUE #1 – MEMBERSHIP & MORAL

GOAL: We will work with the current membership and leadership to maximize the department's morale, work ethic, and retention, as well as capitalize upon opportunities to recruit new members across all department roles.

Operational Objective 1: To implement quarterly community recruitment events aimed towards increasing the number of Active Members.		
<i>Project Number</i>	<i>Project Action Plan</i>	<i>Completion Date</i>

Operational Objective 2: To implement annual Fire Cadet Member recruitment within the community and Regional School District 7.		
<i>Project Number</i>	<i>Project Action Plan</i>	<i>Completion Date</i>

Operational Objective 3: To identify and implement ways to increase and maintain department-wide morale and work ethic.		
<i>Project Number</i>	<i>Project Action Plan</i>	<i>Completion Date</i>

Operational Objective 4: To ensure daytime staffing remains adequate in order to maintain community-mandated response time requirements.		
<i>Project Number</i>	<i>Project Action Plan</i>	<i>Completion Date</i>

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STRATEGIC ISSUES & STRATEGIES, CONTINUED

STRATEGIC ISSUE #2 – TRAINING PROGRAMS

GOAL: We will restructure the current training program to ensure all members of the department are proficient in their skillsets and prepared to handle future challenges, as set forth in the department's mandates, values, and mission.

Operational Objective 1: To include all members of the department in monthly training planning and decision making.		
<i>Project Number</i>	<i>Project Action Plan</i>	<i>Completion Date</i>

Operational Objective 2: To ensure weekly training topics include the applicable roles of both interior and exterior fire fighters.		
<i>Project Number</i>	<i>Project Action Plan</i>	<i>Completion Date</i>

Operational Objective 3: To institute mandatory annual training for specific job roles of each Active Member classification.		
<i>Project Number</i>	<i>Project Action Plan</i>	<i>Completion Date</i>

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STRATEGIC ISSUES & STRATEGIES, CONTINUED

STRATEGIC ISSUE #3 – COMMUNITY UNDERSTANDING

GOAL: We will strive to increase the community's understanding of the Norfolk Volunteer Fire Department, especially our roles, values, vision, and mission.

Operational Objective 1: To ensure all new residents and businesses are educated on the functions of the department within one month of moving into Norfolk.		
<i>Project Number</i>	<i>Project Action Plan</i>	<i>Completion Date</i>

Operational Objective 2: To ensure the community is included in department operations by offering quarterly community outreach / round table discussions.		
<i>Project Number</i>	<i>Project Action Plan</i>	<i>Completion Date</i>

Operational Objective 3: To ensure all community members are properly education on fire prevention / safety as well as the emergency and non-emergency functions of the department by the end of 2021.		
<i>Project Number</i>	<i>Project Action Plan</i>	<i>Completion Date</i>

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STRATEGIC ISSUES & STRATEGIES, CONTINUED

STRATEGIC ISSUE #4 – LEADERSHIP STRUCTURE / PLANNING

GOAL: We will ensure all current and potential leaders are educated in their roles and dedicated to upholding an inclusive environment that enhances the mission and values of the department.

Operational Objective 1: To increase the minimum certification requirements for department line officers by the Annual Meeting of 2022.		
<i>Project Number</i>	<i>Project Action Plan</i>	<i>Completion Date</i>

Operational Objective 2: To ensure all current and future department line officers undergo leadership training within one month of their appointment.		
<i>Project Number</i>	<i>Project Action Plan</i>	<i>Completion Date</i>

Operational Objective 3: To consider reconfiguration of the department line officers structure by the Annual Meeting of 2021 in order to best serve the needs of the department and community.		
<i>Project Number</i>	<i>Project Action Plan</i>	<i>Completion Date</i>

Operational Objective 4: To develop a mentorship / leadership program by the end of 2021 that will partner newer and senior members as well as members to a line officer.		
<i>Project Number</i>	<i>Project Action Plan</i>	<i>Completion Date</i>

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STRATEGIC ISSUES & STRATEGIES, CONTINUED

STRATEGIC ISSUE #5 – FUNDING

GOAL: We will collaborate with leadership from the Town of Norfolk to ensure the needs of the citizens, the town, and the department are achieved and maintained.

Operational Objective 1: To ensure citizens are able to discuss budget concerns and cost-effectiveness strategies with biannual round table discussions.		
<i>Project Number</i>	<i>Project Action Plan</i>	<i>Completion Date</i>

Operational Objective 2: To continue working with town leadership regarding yearly capital department needs and budget concerns.		
<i>Project Number</i>	<i>Project Action Plan</i>	<i>Completion Date</i>

Operational Objective 3: To ensure town leadership is up to date on current department needs as well as educated on the functions and services of the department by July 2021.		
<i>Project Number</i>	<i>Project Action Plan</i>	<i>Completion Date</i>

Norfolk Volunteer Fire Department – Strategic Plan

CLOSING COMMENTS

Overall, the development of this strategic plan for the Norfolk Volunteer Fire Department was successful. From beginning discussions to plan completion, there was dedication and commitment from both sides of the planning team. The plan development was met with limited to no resistance from internal and external parties. Without the level of support this project received, it simply would not have been able to happen.

The most significant item discovered while producing this strategic plan was how important community understanding is to the fundamental operation of a public safety service. While in some ways it might seem miniscule, community understanding is a paramount component of the department that must receive attention and be pushed up higher on the scale of importance. No matter if the public safety service is of a smaller or larger population, the community they serve will always be the primary stakeholder and the department needs to ensure they are educated and included in their functions. Additionally, the production of this plan solidified the understanding that the overall ideas of the internal department stakeholders truly drive the day-to-day actions within the department. Specifically, it is the values and opinions of the members that directly reveal the values, mission, strengths, weaknesses, opportunities, and threats of the department.

From this point forward, it is up to the leadership and membership of the Norfolk Volunteer Fire Department to utilize this strategic plan as they see fit. It is with recommendation to utilize the established strategic goals and objectives to guide the current and future improvements of the department. The commitment to implementation of this strategic plan will depend on the allocation of resources to cover the physical and monetary costs. Such would include day-to-day commitment of members, ensuring staff is available for new roles, and changing the culture of the department towards improvement. In order to be successful with this plan, it must be engrained in the department, departmental decisions, and the membership. Above all, future decisions must be made in consideration of the identified values and mission of the department.

It is safe to say that changing the culture of a department, especially within the volunteer fire service, is difficult. Without support from the membership and leadership, change cannot occur. Therefore, it is important to “sell” this change to the membership as a positive experience, not a necessary evil or unwelcomed task. If people are privy to the envisioned future and goals of the department, they will begin to understand how changes in the present, even if viewed as unnecessary, slowly shift the department to align itself with the future. If the membership is informed of why these changes are necessary, including foreshadowing the positives down the road, they will become increasingly supportive of a “culture change” situation.

No matter what, it is important to understand why this field was created: to help those who rely on us. When we resist change and improvement, we limit the assistance available to those who need it.

Norfolk Volunteer Fire Department – Strategic Plan

REFERENCES

Wallace, M. (1994). *Fire Department Strategic Planning: Creating Future Excellence:2nd (Second) edition* (7406th ed.). Fire Engineering Books & Videos.

Office of the New York State Comptroller. (2003). *Local Government Management Guide: Strategic Planning*. Albany: State of New York Comptroller.

Norfolk Volunteer Fire Department – Strategic Plan

APPENDICES

APPENDIX A – ORGANIZATIONAL VALUES SURVEY

APPENDIX B – ORGANIZATIONAL VALUES SURVEY – RESULTS

APPENDIX C – EXTERNAL SWOT ANALYSIS SURVEY

APPENDIX D – EXTERNAL SWOT ANALYSIS SURVEY – RESULTS

Norfolk Volunteer Fire Department – Strategic Plan

APPENDIX A – ORGANIZATIONAL VALUES SURVEY

Norfolk Volunteer Fire Department - Organizational Values Survey (Preview) Microsoft Forms

5/3/21, 1:32 AM

Norfolk Volunteer Fire Department - Organizational Values Survey

* Required

Personal Values

Please rank the following words or phrases from 1 to 10. Analyze each word or phrase in regard to you as a Fire Fighter with the Norfolk Volunteer Fire Department.

1 = Least important to you personally
10 = Most important to you personally

1. Contributing to the Community *

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Professional Pride *

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Norfolk Volunteer Fire Department – Strategic Plan

Norfolk Volunteer Fire Department - Organizational Values Survey (Preview) Microsoft Forms

5/3/21, 1:33 AM

3. Excitement / Risk *

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Being a Team Member *

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Family and Friends *

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Responsibility *

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Goals *

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Norfolk Volunteer Fire Department – Strategic Plan

Norfolk Volunteer Fire Department - Organizational Values Survey (Preview) Microsoft Forms

5/3/21, 1:34 AM

8. Recreation *

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Norfolk Volunteer Fire Department – Strategic Plan

Norfolk Volunteer Fire Department - Organizational Values Survey (Preview) Microsoft Forms

5/3/21, 1:36 AM

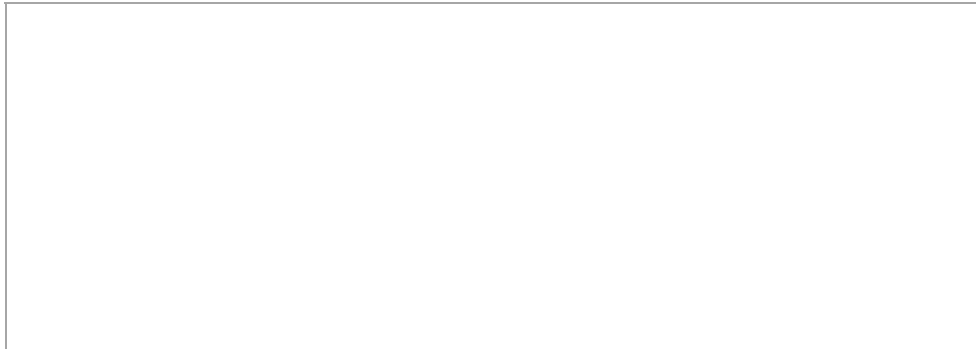
Department Values

Please provide a short answer to each question. Consider each answer in regard to the Norfolk Volunteer Fire Department.

9. How would you describe the values of the department? *

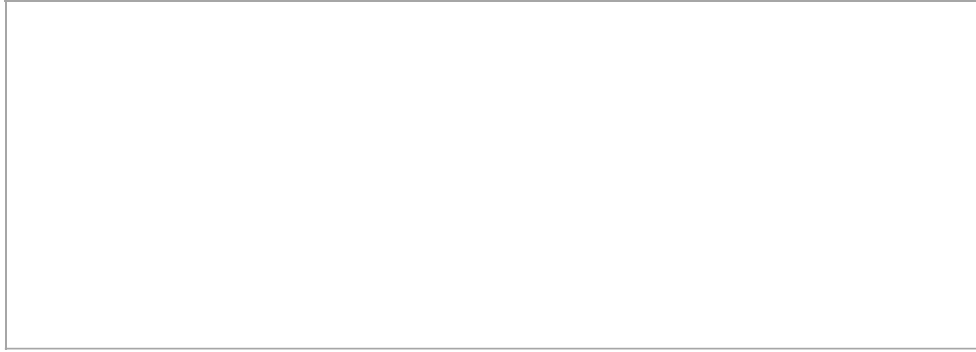
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10. In one word, describe the character of the department. *

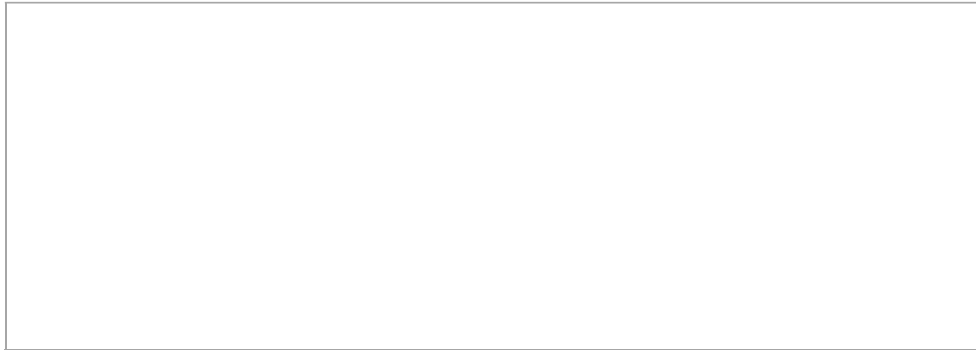
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Norfolk Volunteer Fire Department – Strategic Plan

11. Name something that is so important to the department that nothing could cause it to change. *

A large, empty rectangular text box with a thin black border, intended for the user to provide an answer to question 11.

12. What happens when the leadership of the department makes a decision that isn't in agreement with the values of the members? *

A large, empty rectangular text box with a thin black border, intended for the user to provide an answer to question 12.

Norfolk Volunteer Fire Department – Strategic Plan

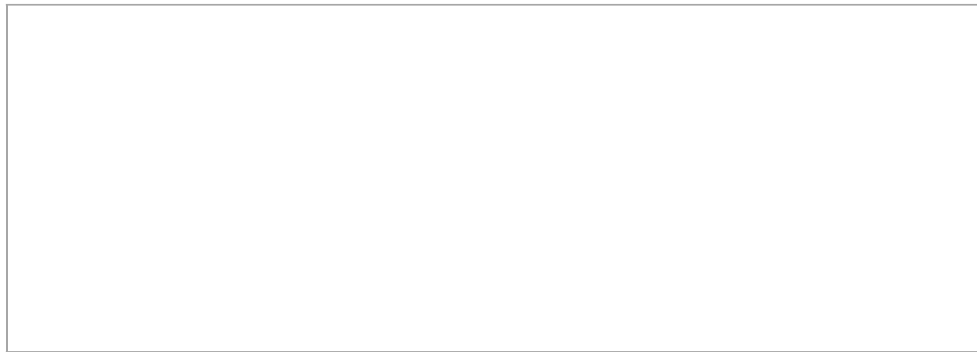
Norfolk Volunteer Fire Department - Organizational Values Survey (Preview) Microsoft Forms

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13. What do you think is the most important aspect of the department? *

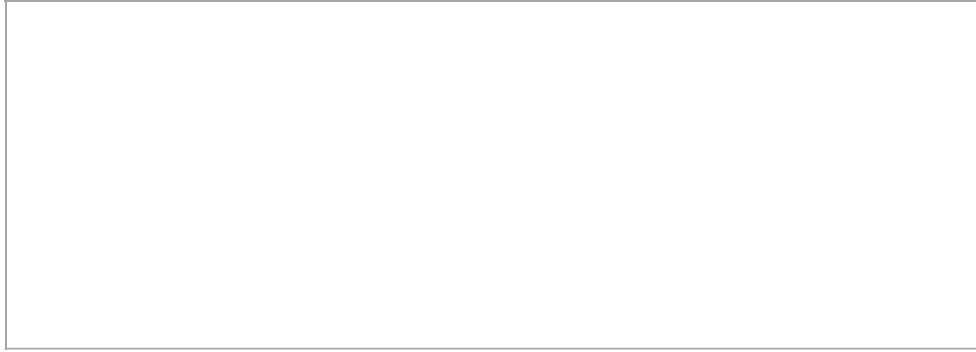
A large, empty rectangular text box with a thin black border, intended for the respondent's answer to question 13.

14. What can we do to ensure department decisions are in line with department values? *

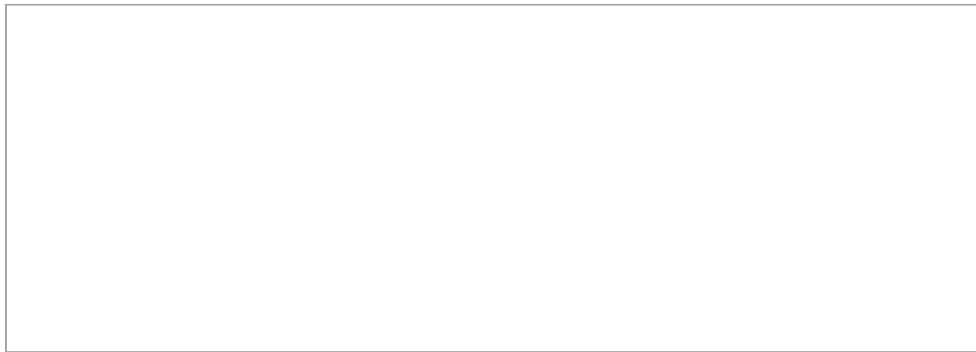
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Norfolk Volunteer Fire Department – Strategic Plan

15. Which of the following four words best describes the values of the department: power, role, task, or self? Why? *

A large, empty rectangular text box with a thin black border, intended for the respondent to provide an answer to question 15.

16. What do you like about being a member of this department? *

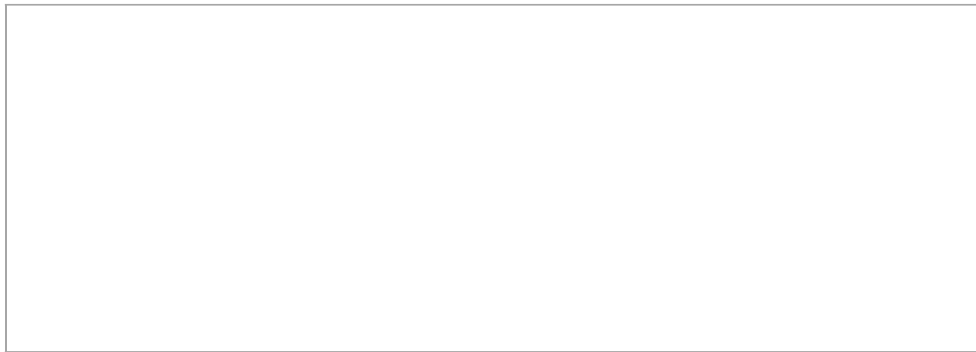
A large, empty rectangular text box with a thin black border, intended for the respondent to provide an answer to question 16.

Norfolk Volunteer Fire Department – Strategic Plan

17. If you could change anything about the department, what would it be? *

A large, empty rectangular text box with a thin black border, intended for the user to provide their answer to question 17.

18. List any values of the department that you believe to be shared by the members and valued by the community. *

A large, empty rectangular text box with a thin black border, intended for the user to list values for question 18.

Norfolk Volunteer Fire Department – Strategic Plan

APPENDIX B – ORGANIZATIONAL VALUES SURVEY – RESULTS

NORFOLK VOLUNTEER FIRE DEPARTMENT – ORGANIZATIONAL VALUES SURVEY

OPEN DATE/TIME: MARCH 17, 2021 18:00 HOURS
CLOSE DATE/TIME: MARCH 29, 2021 00:00 HOURS
AVERAGE COMPLETION TIME: 28:21 MINUTES
NUMBER OF RESPONSES: n = 15

SECTION 1 – PERSONAL VALUES

Please rank the following words or phrases from 1 to 10. Analyze each word or phrase in regard to you as a Fire Fighter with the Norfolk Volunteer Fire Department. (1 = Least important to you personally) (10 = Most important to you personally)

- | | |
|----------------------------------|--|
| 1. CONTRIBUTING TO THE COMMUNITY | (9.13 – CONTRIBUTING TO THE COMMUNITY) |
| a. 9.13 AVERAGE | |
| 2. PROFESSIONAL PRIDE | (9.00 – RESPONSIBILITY) |
| a. 8.93 AVERAGE | |
| 3. EXCITEMENT / RISK | (8.93 – PROFESSIONAL PRIDE) |
| a. 7.00 AVERAGE | |
| 4. BEING A TEAM MEMBER | (8.73 – BEING A TEAM MEMBER) |
| a. 8.73 AVERAGE | |
| 5. FAMILY AND FRIENDS | (8.60 – FAMILY AND FRIENDS) |
| a. 8.60 AVERAGE | |
| 6. RESPONSIBILITY | (8.27 – GOALS) |
| a. 9.00 AVERAGE | |
| 7. GOALS | (7.00 – EXCITEMENT / RISK) |
| a. 8.27 AVERAGE | |
| 8. RECREATION | (6.80 – RECREATION) |
| a. 6.80 AVERAGE | |

Norfolk Volunteer Fire Department – Strategic Plan

NORFOLK VOLUNTEER FIRE DEPARTMENT – ORGANIZATIONAL VALUES SURVEY

SECTION 2 – DEPARTMENT VALUES

Please provide a short answer to each question. Consider each question in regard to the Norfolk Volunteer Fire Department.

1. How would you describe the values of the department?
 - i. The values of the NVFD are consistent with Article 2 (Purpose, aka mission) of the department's by-laws, SOP's and SOG's.
 - ii. Community
 - iii. Pride in the community
 - iv. We're here to protect our fellow townsfolk.
 - v. Dedication, integrity, knowledge, and a desire to be your best.
 - vi. Extremely valuable to the life of the town
 - vii. Good values to get the job done probably
 - viii. Service to community and neighbors..
 - ix. The department runs on integrity and accountability. Lots of checks and balance
 - x. Mediocore. It does not feel like we are one big team.
 - xi. Essential to the well being of the Town.
 - xii. respect, caring, professional
 - xiii. Impeccably dedicated to community outreach and support
 - xiv. Our department highly values the community we serve and by upholding our integrity we make a promise provide the best service possible to our community by protecting families, friends and their property.
 - xv. Important and very high as we support our town, neighboring towns and people driving through our area.
2. In one word, describe the character of the department.
 - i. Progressive.
 - ii. Progressive
 - iii. Integrity
 - iv. Ready.
 - v. Effective
 - vi. Professional
 - vii. Trained, constantly working towards improvement

Norfolk Volunteer Fire Department – Strategic Plan

NORFOLK VOLUNTEER FIRE DEPARTMENT – ORGANIZATIONAL VALUES SURVEY

- viii. Forefront
 - ix. Professional
 - x. Trustworthy
 - xi. Dedication
 - xii. professional
 - xiii. Heroic
 - xiv. Integrity
 - xv. Camaraderie
3. Name something that is so important to the department that nothing could cause it to change.
- i. Community service.
 - ii. Being well trained capable volunteers.
 - iii. Public image, community pride
 - iv. There are a lot of things that don't and won't change. The events we sponsor - Memorial Day, Santa's presents deliveries, the skating rink, fire safety awareness week at the school, etc. The chili recipe.
 - v. Service to the town.
 - vi. Life of the community
 - vii. Cant think of anything
 - viii. Mutual aid
 - ix. Neighbors helping neighbors
 - x. Commitment to Norfolk residents
 - xi. Members
 - xii. dedication to the community
 - xiii. Teamwork
 - xiv. Adaptability
 - xv. Emergency services support to all people in town and passing through our town.
4. What happens when the leadership of the department makes a decision that isn't in agreement with the values of the members?
- i. All major leadership decisions are accepted or rejected by the membership at a department business meeting in accordance with the by-laws and Robert's Rules of Order.
 - ii. There are checks and balances to make sure this doesn't happen everything goes through the membership.

Norfolk Volunteer Fire Department – Strategic Plan

NORFOLK VOLUNTEER FIRE DEPARTMENT – ORGANIZATIONAL VALUES SURVEY

- | | |
|-------|---|
| iii. | Members talk behind backs and usually won't bring it to anyone's attention to correct the issue or find common ground. |
| iv. | I can't imagine one, but it would be brought up at the monthly meeting, if it got that far, and discussed and/or voted on. |
| v. | The department By-laws allow for recourse in any decision. They also limit consecutive years in any one position. |
| vi. | They come to a mutual agreement |
| vii. | They get chewed out by the upper brass for their wrong doing |
| viii. | Elections |
| ix. | All decisions are brought to the members and can be shot down at a meeting |
| x. | In the years I have been there I have not seen this. |
| xi. | Participation drops off |
| xii. | it doesn't work as well |
| xiii. | I have not seen this happen |
| xiv. | It may create tension however each members tolerance of the decision becomes essential for us to maintain our respect of each other, professionalism and continue to provide for the community. |
| xv. | It is discussed and reviewed as to why during monthly meetings and training sessions. |
5. What do you think is the most important aspect of the department?
- | | |
|-------|--|
| i. | Perpetuating the department through recruitment of new members. |
| ii. | Staying progressive and aggressive. |
| iii. | Commitment of the members |
| iv. | The enthusiasm and camaraderie. |
| v. | Its ability to except new tools and ideas to keep it in the forefront. |
| vi. | Dedication |
| vii. | Work ethic |
| viii. | Multiple generations of firefighters |
| ix. | Constantly evolving, never stagnant |
| x. | Commitment to training. |
| xi. | Cooperation amongst the members |
| xii. | leadership |
| xiii. | Organized/specific training |
| xiv. | Self sacrifice and continued training |
| xv. | Friendly interaction to accomplish goals. |

Norfolk Volunteer Fire Department – Strategic Plan

NORFOLK VOLUNTEER FIRE DEPARTMENT – ORGANIZATIONAL VALUES SURVEY

6. What can we do to ensure department decisions are in line with department values?
 - i. Operate within the accepted bylaws and SOP's SOG's.
 - ii. Bring everything to the department to vote on like we do. It slows the process down but in the end is a group decision.
 - iii. Make sure members are vetted, committed, and have working knowledge of the department before they are elected.
 - iv. Have the decision process remain transparent.
 - v. Attend the monthly and Annual meetings.
 - vi. Work with them
 - vii. Train members properly with the values
 - viii. Consistent communication in all forms
 - ix. Policies and procedures approved by the department membership
 - x. Everyone should work together as a team. At meetings everyone should sit down and be a part of the discussion.
 - xi. Open discussion between members
 - xii. get all members behind decisions
 - xiii. Continue to bring everything to a vote as we do now
 - xiv. continue using the systems of checks and balances that are in place. Open communication between officers/dept members/community leaders.
 - xv. Refer back to the guiding documents of Incorporation, bylaws and SOP's.
7. Which of the following words best describes the values of the department: power, role, task, or self. Why?
 - i. Role. The role of the department is consistent with the purpose, community service. Authority, task and self are components of fulfilling the goal.
 - ii. Community, we are not just here for emergencies we help all organizations or people in town. Courage, the ordinary person doing the extraordinary. Readiness as in the willingness to always learn new techniques and technology. Professional we do a job and are really good at it and keep evolving for the better no matter what we are asked to do.
 - iii. Role
 - iv. Role. Most everyone is in it because it's an integral and necessary part of the town.
 - v. Role. In a volunteer department everyone can contribute something.
 - vi. Task. will step up when needed.
 - vii. Task. goal is to get the job done efficiently
 - viii. Role, the presence in our communities both town and fire service.

Norfolk Volunteer Fire Department – Strategic Plan

NORFOLK VOLUNTEER FIRE DEPARTMENT – ORGANIZATIONAL VALUES SURVEY

- ix. Role, everybody has their niche in the fire service.
 - x. Self- because people are more about themselves than willing to help others. The officers should interact more and help.
 - xi. Task. It is the purpose of the organization
 - xii. task, we are very task oriented
 - xiii. Task, because we work very well together and accomplish what we set out to do.
 - xiv. Task, can be described as our call to action. It entails each job that is needed to be performed, the skills required to perform, provides structure to the department both around the fire house and on scene. Task keeps the dept moving forward.
 - xv. Task. Our task is to provide emergency services to the community.
8. What do you like about being a member of this department?
- i. Being a valuable member of a forward thinking, dynamic organization that strives for preparedness as related to community safety.
 - ii. Helping people in our community and the communities that call us for help.
 - iii. Camaraderie, mission of helping others. Always looking to better ourselves through technology or training tactics.
 - iv. I'm in it because I wouldn't want to have to call 911 for myself and not be willing to show up for a neighbor's 911 call. The people in the department are some of the finest folks I know.
 - v. Dedication of its members to do the best they can for the department.
 - vi. Getting to assist my neighbors in all emergency needs
 - vii. The work and skills learned
 - viii. Other members
 - ix. Brotherhood
 - x. Serving my local community
 - xi. I am proud to be a member of a dedicated group of people
 - xii. being part of the team
 - xiii. Less judgmental/clicky than other departments I've been on.
 - xiv. Brotherhood, challenge, achievement
 - xv. Providing help to members of our community, neighboring towns and people passing through knowing that there is no alternative for those in need of emergency services.
9. If you could change anything about the department, what would it be?
- i. The physical station (building) is grossly inadequate.
 - ii. Build a training complex to get the most out of training nights and weekends.

Norfolk Volunteer Fire Department – Strategic Plan

NORFOLK VOLUNTEER FIRE DEPARTMENT – ORGANIZATIONAL VALUES SURVEY

- | | |
|-------|---|
| iii. | How to guarantee members are always ready to respond to help others. Properly trained and availability |
| iv. | I would make the firehouse bigger. |
| v. | Give it the funds it needs. Stop fund raising. |
| vi. | Work more with the town on budgets. (Not having to spend every dollar allotted to them by the town). |
| vii. | N/A |
| viii. | New fire house. |
| ix. | Initiative. Members being able to work without constant suggestion of the next step |
| x. | Officers need at least 5 years experience to become an officer. |
| xi. | More new members |
| xii. | members understanding our role in providing EMS services |
| xiii. | The building. |
| xiv. | Larger fire house, work out room and weekend hands on trainings (we started to do this but winter happened) |
| xv. | Improving the facility to make it safer, both health-wise and physically, for the membership and the town so that they can look at it with pride. |
10. List any values of the department that you believe to be shared by the members and valued by the community.
- i. Camaraderie, volunteerism, service, community involvement, community safety,
 - ii. Duty honor sacrifice
 - iii. Neighbors helping neighbors, trained & trustworthy responders.
 - iv. We're ready and willing to do everything from putting out fires to having birthday parades, and everything in between.
 - v. Respect, Trust, Brave
 - vi. Dedication
 - vii. Work ethic and personal responsibility
 - viii. Responding to the needs of others.
 - ix. Selfless, compassion, unpaid professionals
 - x. Community service
 - xi. Dedication, pride, commitment, knowledge
 - xii. dedication to community
 - xiii. Honest, hard working, community oriented, selfless, and devoted to excellence.
 - xiv. Integrity/trust and professionalism

Norfolk Volunteer Fire Department – Strategic Plan

NORFOLK VOLUNTEER FIRE DEPARTMENT – ORGANIZATIONAL VALUES SURVEY

- xv. Dedication to assisting the community. When the siren goes off at any time of day or night, members of our town have told us they often wonder who is in a crisis situation and appreciate that the NVFD exists.

Norfolk Volunteer Fire Department – Strategic Plan

APPENDIX C – EXTERNAL SWOT ANALYSIS SURVEY

NORFOLK VOLUNTEER FIRE DEPARTMENT - STAKEHOLDER SURVEY (Preview) Microsoft Forms

5/3/21, 1:49 AM

NORFOLK VOLUNTEER FIRE DEPARTMENT - STAKEHOLDER SURVEY

* Required

Emergency Operations of the Fire Department

Quick Response to Emergency Calls for Service

1. How important is this area to you in the overall performance of the fire department? *

- ☐ Extremely
- ☐ Very
- ☐ Moderately
- ☐ Slightly
- ☐ Not Important

Norfolk Volunteer Fire Department – Strategic Plan

NORFOLK VOLUNTEER FIRE DEPARTMENT - STAKEHOLDER SURVEY (Preview) Microsoft Forms

5/3/21, 1:49 AM

2. How do you personally judge the effectiveness of the fire department in this area? *

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Fair
- ☐ Poor

3. How well is the fire department meeting your personal expectations in this area? *

- ☐ Extremely well
- ☐ Somewhat well
- ☐ Neutral
- ☐ Somewhat not well
- ☐ Extremely not well

4. Comments:

Norfolk Volunteer Fire Department – Strategic Plan

NORFOLK VOLUNTEER FIRE DEPARTMENT - STAKEHOLDER SURVEY (Preview) Microsoft Forms

5/3/21, 1:51 AM

Public Fire Safety Education

Safety Education for the Community and K-8 Students

5. How important is this area to you in the overall performance of the fire department? *

- ☐ Extremely
- ☐ Very
- ☐ Moderately
- ☐ Slightly
- ☐ Not Important

6. How do you personally judge the effectiveness of the fire department in this area? *

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Fair
- ☐ Poor

Norfolk Volunteer Fire Department – Strategic Plan

NORFOLK VOLUNTEER FIRE DEPARTMENT - STAKEHOLDER SURVEY (Preview) Microsoft Forms

5/3/21, 1:52 AM

7. How well is the fire department meeting your personal expectations in this area? *

- ☐ Extremely well
- ☐ Somewhat well
- ☐ Neutral
- ☐ Somewhat not well
- ☐ Extremely not well

8. Comments:

Norfolk Volunteer Fire Department – Strategic Plan

NORFOLK VOLUNTEER FIRE DEPARTMENT - STAKEHOLDER SURVEY (Preview) Microsoft Forms

5/3/21, 1:52 AM

Community Outreach

Support of the Norfolk Community / Community Outreach

9. How important is this area to you in the overall performance of the fire department? *

- ☐ Extremely
- ☐ Very
- ☐ Moderately
- ☐ Slightly
- ☐ Not Important

10. How do you personally judge the effectiveness of the fire department in this area? *

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Fair
- ☐ Poor

Norfolk Volunteer Fire Department – Strategic Plan

NORFOLK VOLUNTEER FIRE DEPARTMENT - STAKEHOLDER SURVEY (Preview) Microsoft Forms

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11. How well is the fire department meeting your personal expectations in this area? *

- ☐ Extremely well
- ☐ Somewhat well
- ☐ Neutral
- ☐ Somewhat not well
- ☐ Extremely not well

12. Comments:

Norfolk Volunteer Fire Department – Strategic Plan

NORFOLK VOLUNTEER FIRE DEPARTMENT - STAKEHOLDER SURVEY (Preview) Microsoft Forms

5/3/21, 1:54 AM

Emergency Preparedness

All-Risk Disaster Readiness of the Community

13. How important is this area to you in the overall performance of the fire department? *

- ☐ Extremely
- ☐ Very
- ☐ Moderately
- ☐ Slightly
- ☐ Not Important

14. How do you personally judge the effectiveness of the fire department in this area? *

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Fair
- ☐ Poor

Norfolk Volunteer Fire Department – Strategic Plan

NORFOLK VOLUNTEER FIRE DEPARTMENT - STAKEHOLDER SURVEY (Preview) Microsoft Forms

5/3/21, 1:54 AM

15. How well is the fire department meeting your personal expectations in this area? *

- ☐ Extremely well
- ☐ Somewhat well
- ☐ Neutral
- ☐ Somewhat not well
- ☐ Extremely not well

16. Comments:

Norfolk Volunteer Fire Department – Strategic Plan

NORFOLK VOLUNTEER FIRE DEPARTMENT - STAKEHOLDER SURVEY (Preview) Microsoft Forms

5/3/21, 1:55 AM

General Considerations

Professionalism of the Department

17. How important is this area to you in the overall performance of the fire department? *

- ☐ Extremely
- ☐ Very
- ☐ Moderately
- ☐ Slightly
- ☐ Not Important

18. How do you personally judge the effectiveness of the fire department in this area? *

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Fair
- ☐ Poor

Norfolk Volunteer Fire Department – Strategic Plan

NORFOLK VOLUNTEER FIRE DEPARTMENT - STAKEHOLDER SURVEY (Preview) Microsoft Forms

5/3/21, 1:55 AM

19. How well is the fire department meeting your personal expectations in this area? *

- ☐ Extremely well
- ☐ Somewhat well
- ☐ Neutral
- ☐ Somewhat not well
- ☐ Extremely not well

20. Comments:

Norfolk Volunteer Fire Department – Strategic Plan

NORFOLK VOLUNTEER FIRE DEPARTMENT - STAKEHOLDER SURVEY (Preview) Microsoft Forms

5/3/21, 1:56 AM

General Considerations, Continued

Cost-Effectiveness of the Department

21. How important is this area to you in the overall performance of the fire department? *

- ☐ Extremely
- ☐ Very
- ☐ Moderately
- ☐ Slightly
- ☐ Not Important

22. How do you personally judge the effectiveness of the fire department in this area? *

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Fair
- ☐ Poor

Norfolk Volunteer Fire Department – Strategic Plan

NORFOLK VOLUNTEER FIRE DEPARTMENT - STAKEHOLDER SURVEY (Preview) Microsoft Forms

5/3/21, 1:56 AM

23. How well is the fire department meeting your personal expectations in this area? *

- ☐ Extremely well
- ☐ Somewhat well
- ☐ Neutral
- ☐ Somewhat not well
- ☐ Extremely not well

24. Comments:

Norfolk Volunteer Fire Department – Strategic Plan

NORFOLK VOLUNTEER FIRE DEPARTMENT - STAKEHOLDER SURVEY (Preview) Microsoft Forms

5/3/21, 1:57 AM

General Considerations, Continued

Customer Service / Public Relations of the Department

25. How important is this area to you in the overall performance of the fire department? *

- ☐ Extremely
- ☐ Very
- ☐ Moderately
- ☐ Slightly
- ☐ Not Important

26. How do you personally judge the effectiveness of the fire department in this area? *

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Fair
- ☐ Poor

Norfolk Volunteer Fire Department – Strategic Plan

NORFOLK VOLUNTEER FIRE DEPARTMENT - STAKEHOLDER SURVEY (Preview) Microsoft Forms

5/3/21, 1:57 AM


27. How well is the fire department meeting your personal expectations in this area? *

- ☐ Extremely well
- ☐ Somewhat well
- ☐ Neutral
- ☐ Somewhat not well
- ☐ Extremely not well

28. Comments:

5/3/2021

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 Microsoft Forms

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APPENDIX D – EXTERNAL SWOT ANALYSIS SURVEY – RESULTS

5/3/21

NORFOLK VOLUNTEER FIRE DEPARTMENT STAKEHOLDER SWOT SURVEY - RESULTS

1

METHODS

OPEN DATE/TIME: APRIL 10, 2021 08:00 HOURS
CLOSE DATE/TIME: APRIL 14, 2021 18:00 HOURS
AVERAGE COMPLETION TIME: 4:24 MINUTES
NUMBER OF RESPONSES: n = 10

2

1

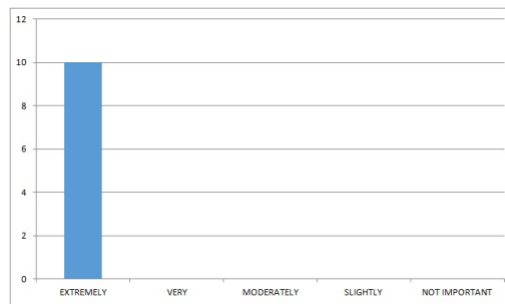
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EMERGENCY OPERATIONS OF THE FIRE DEPARTMENT

QUICK RESPONSE TO EMERGENCY CALLS FOR SERVICE

3

How important is this area to you in the overall performance of the fire department?



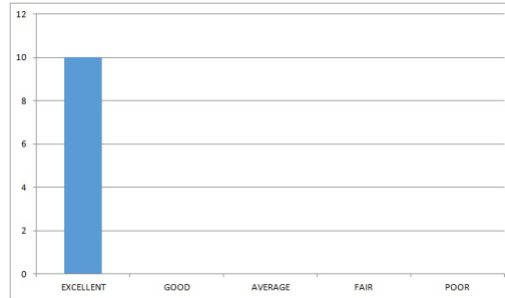
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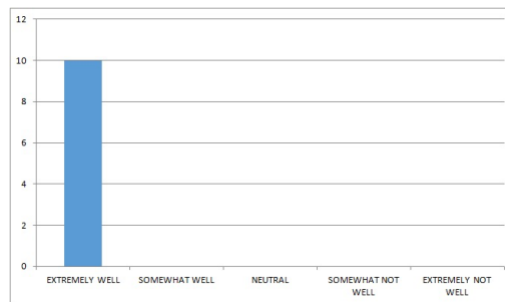
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How do you personally judge the effectiveness of the fire department in this area?



5

How well is the fire department meeting your personal expectations in this area?



6

1

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Comments?

- "based on observation and hearsay"
- "I don't have much first hand knowledge, but my sense is that they respond quickly for a volunteer organization"

7

PUBLIC FIRE SAFETY EDUCATION

SAFETY EDUCATION FOR THE COMMUNITY AND K-8
STUDENTS

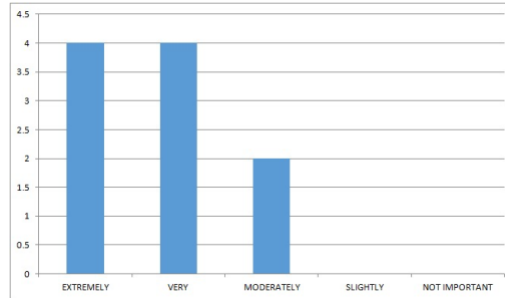
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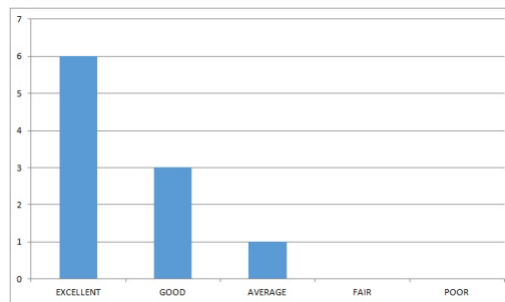
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How important is this area to you in the overall performance of the fire department?



9

How do you personally judge the effectiveness of the fire department in this area?



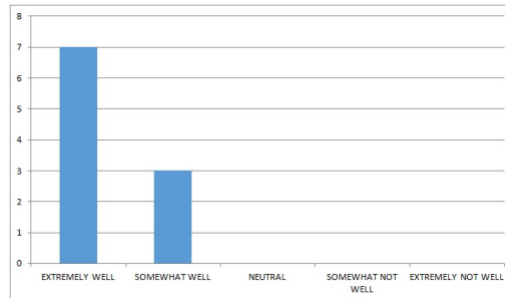
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How well is the fire department meeting your personal expectations in this area?



11

Comments?

- "The member of Fire Department are very generous with their time, and do an excellent job each time they visit Botelle Elementary School."
- "somewhat well" means "well"
- "I would like to learn more about public fire safety education. Perhaps a Webinar at the hub"
- "Again, I don't have much current first hand knowledge."
- "FD conducts yearly classes for Pre-K to 6th grade in town- very helpful to the children"

12

1

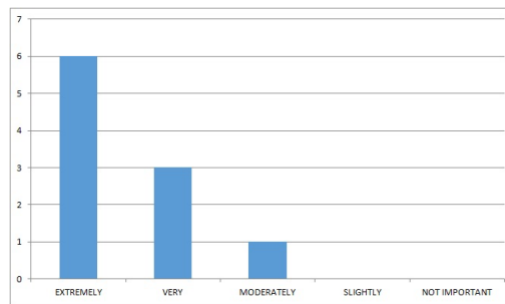
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COMMUNITY OUTREACH

SUPPORT OF THE NORFOLK COMMUNITY / COMMUNITY
OUTREACH

13

How important is this area to you in the overall performance of the fire department?



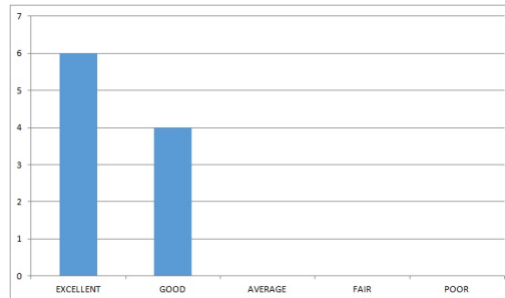
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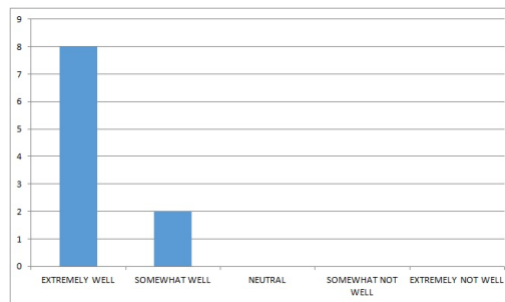
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How do you personally judge the effectiveness of the fire department in this area?



15

How well is the fire department meeting your personal expectations in this area?



16

1

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Comments?

- "I love what the NVFD does for the community, specifically for the children in the community."

17

EMERGENCY PREPARDNESS

ALL-RISK DISASTER READINESS OF THE COMMUNITY

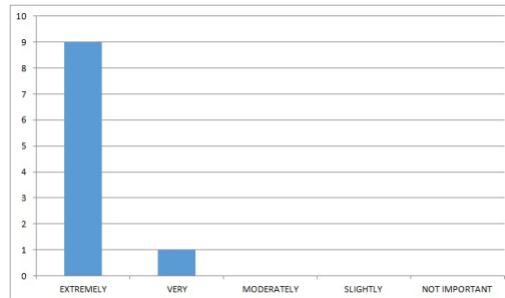
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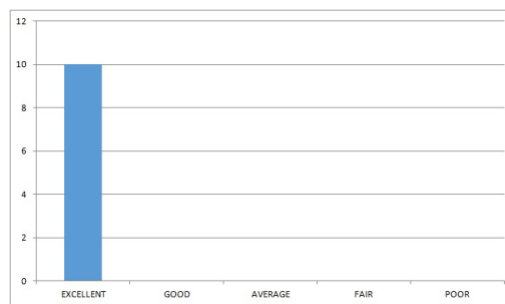
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How important is this area to you in the overall performance of the fire department?



19

How do you personally judge the effectiveness of the fire department in this area?



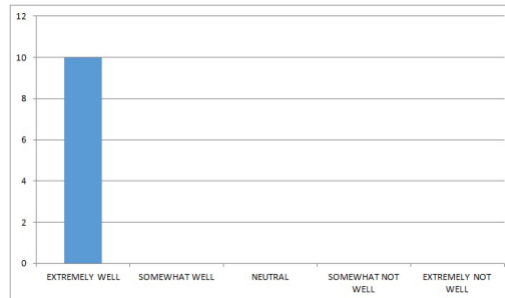
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How well is the fire department meeting your personal expectations in this area?



21

Comments?

- "Again, I would like to learn more about what NVFD does in this area."
- "They did a great job during last summer's storm"

22

1

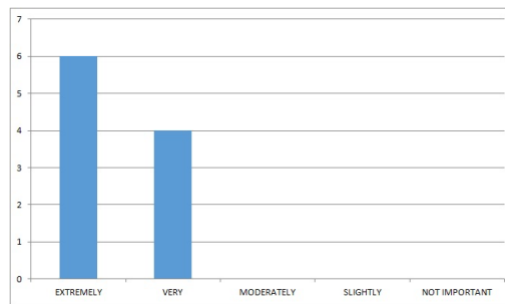
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GENERAL CONSIDERATIONS

PROFESSIONALISM OF THE DEPARTMENT

23

How important is this area to you in the overall performance of the fire department?

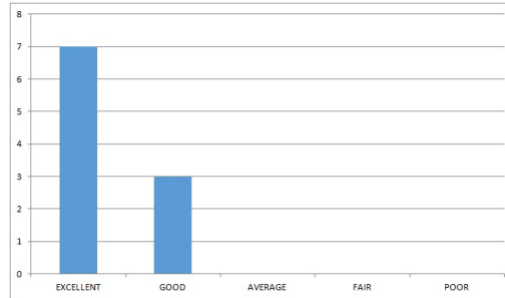


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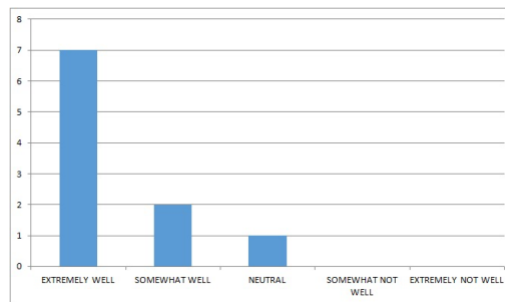
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How do you personally judge the effectiveness of the fire department in this area?



25

How well is the fire department meeting your personal expectations in this area?



26

Norfolk Volunteer Fire Department – Strategic Plan

5/3/21

<p>Comments?</p> <ul style="list-style-type: none">• None

27

<p>GENERAL CONSIDERATIONS</p> <p>COST-EFFECTIVENESS OF THE DEPARTMENT</p>
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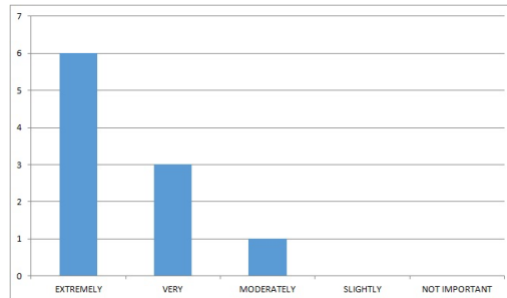
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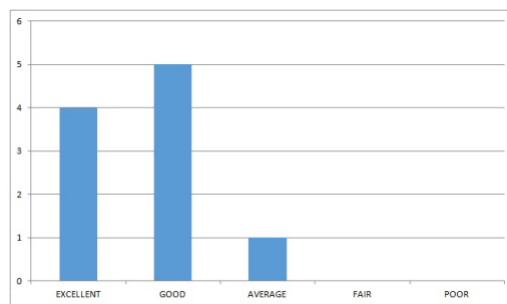
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How important is this area to you in the overall performance of the fire department?



29

How do you personally judge the effectiveness of the fire department in this area?



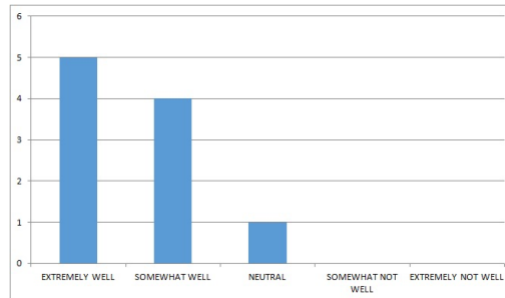
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5/3/21

How well is the fire department meeting your personal expectations in this area?



31

Comments?

- "Honestly, this is hard to know and I couldn't check, "I don't know"

32

1

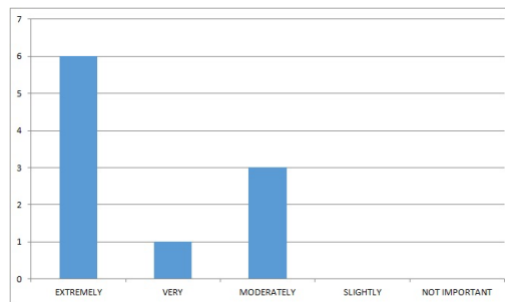
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GENERAL CONSIDERATIONS

CUSTOMER SERVICE / PUBLIC RELATIONS OF THE
DEPARTMENT

33

How important is this area to you in the overall performance of the fire department?

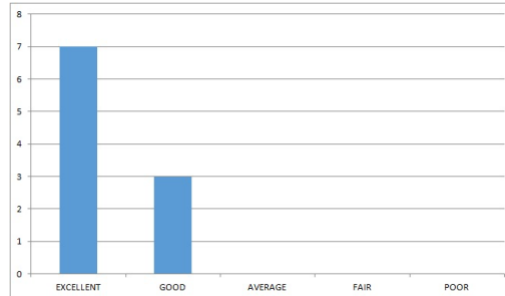


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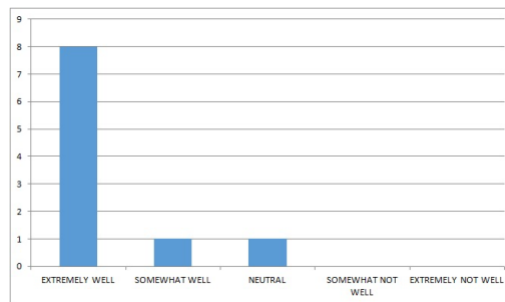
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How do you personally judge the effectiveness of the fire department in this area?



35

How well is the fire department meeting your personal expectations in this area?



36

1

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<p>Comments?</p> <ul style="list-style-type: none">• None

37

EXTERNAL STAKEHOLDERS	
OPPORTUNITIES	CHALLENGES
<ul style="list-style-type: none">• Public relations• Community outreach • Emergency Response• Disaster Readiness	<ul style="list-style-type: none">• Fire Safety Education<ul style="list-style-type: none">• Lack of, an increase is needed• Cost-Effectiveness• Professionalism

38