



Spring Hill Fire Department

4000 Campbell Station Pkwy, Spring Hill, TN 37174
Phone: 615.302.3462 Fax: 615.302.0612

Strategic Plan 2012-2016



Station #1



Station #2



Station #3 Headquarters

SPRING HILL FIRE DEPARTMENT



Prepared by Fire Chief Jim Swindle



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MAYOR'S WELCOME LETTER

As Mayor of Spring Hill, and on behalf of the Spring Hill Board of Mayor and Alderman, I would like to take this opportunity to welcome you to our great community. Spring Hill is a unique community, aesthetically inviting and well-maintained. This is a testament to the pride of our citizens, the leadership of our local government and our interactive business community.

I believe you will find Spring Hill is a wonderful place to live and raise a family. We have excellent school systems, are dedicated to the expansion of recreational facilities, dedicated to having class A Fire and Police Department and continue to provide convenience to shopping. We have many multi-denominational churches ministering to and serving 25,000+ residents.

While Spring Hill is one of the fastest growing communities in Tennessee, 14th in the nation and 2nd in Tennessee, our city has been able to preserve its small town charm and friendly atmosphere. Our City has been deemed one of the safest communities in Tennessee and was recently designated the most business friendly city in Tennessee in 2007.

The services, amenities, educational opportunities, and infrastructure that Spring Hill has to offer are second to no other community of comparable size. Spring Hill's unique geographic location and proximity to I-65, I-840 and Saturn Parkway make this community ripe for economic development.

Our citizens are what really set us apart from other cities and towns. We have a highly skilled and educated workforce with a strong work ethic. Citizens of our great City of Spring Hill have a strong sense of community, are innovative and have progressive attitudes. When you cross our city limits, you're greeted with a warm welcome and a friendly smile.



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I am proud to be a Mayor and serve this wonderful community. If you have any questions regarding city services, our City Administrator, Jim Smith and his staff are ready and willing to help you, "our customer's." Jim Smith can be reached at (931) 486-2252 ext. 245.

Best regards,

Michael Dinwiddie
Mayor Spring Hill, TN.

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Office of the Fire Chief

On behalf of the Spring Hill Fire Department, I am honored to present the Department's first ever Strategic Plan. This Plan was brought together through the hard work and dedication of Department members, each of whom willingly volunteered their time and energy to help develop a common vision for the Department. The Strategic Plan is intended to be used as a guide for the Department, as we collectively strive to meet the challenges ahead of us in the future.

Work on this plan officially began in October 2008, when the Strategic Planning Team members initially came together to discuss strategic planning concepts. During the first meeting, Team members agreed that for this Plan to be meaningful, it needed to be grounded in reality and not viewed as a "wish list." True to this tenet, the elements contained within this Plan are attainable goals that will assist the Fire Department to chart a course for the future.

To lend credibility to the process, Strategic Planning Team members determined that the Plan needed to be based on input from both external and internal stakeholders. To that end, Team members identified community and Department members that they believed would have a vested interest in the Plan and developed a standard set of questions that each stakeholder would be asked.

As a result of stakeholder input, fire Strategic Priorities were identified:

- **What we can do for the Community**
- **How to better develop our Employees and our Community**
- **How to better manage our resources**
- **How to better and more effectively deploy our resources.**
- **How we can better Improve our Infrastructure**

Over the course of these next five years, Fire Department members will strive to accomplish the Action Items that support each of these Strategic Priorities. In the end, the Department will be a stronger, more vibrant organization that is well connected with our community.

In closing, I want to thank each of the Strategic Planning Team members and our stakeholders for taking this Plan from concept to reality.

**Sincerely,
Jim Swindle Fire Chief**



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Strategic Priorities and Action Items

Strategic Priority 1: Reaching Out to Our Community

The Spring Hill Fire Department exists to serve and protect our community. This partnership enables us to accomplish our mission. Many times, we are the first interaction the public has with local government and we want that contact to be positive. We have developed the following Action items to enhance our relationship with the community.

1. Action Item: Enhance Our Public Education Program

Public education is one of the most effective methods the Department has to prevent the occurrence of emergencies and limit the impact of emergencies when they do occur.

Through the effective use of public education, we are able to involve individual community members in our mission in a direct and personal manner. The following steps have been identified to enhance our Public Education Program:

- Define the scope of the Public Education Program to ensure consistency throughout the program and in our presentations to the public;
- Assess staffing and funding needs to ensure consistency and coordination;
- Define the education and training to be provided and how best to provide those services including:
 - Method of delivery;
 - Develop written lesson plans;
 - Train all staff to deliver presentations in a similar fashion;
 - Improve existing presentations;
 - Define message to be delivered for each presentation;
 - Assign responsibilities;
 - Determine and secure necessary resources to ensure successful presentations;
 - Request continuous feedback from the community on the type and quality of presentations offered; and,
- Evaluate other agencies' presentations against those provided by Spring Hill.



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2. Action Item: Utilize Fire Stations as Community Centers

Fire stations are strategically located to be an integral part of neighborhoods. To enhance our relationship with the community, we can open the fire stations to residents, groups, clubs, and organizations by providing space and assistance for activities and meetings. The following steps have been identified in support of this Action Item:

- Design future fire stations to each include a community meeting room, as well as a place for police officers to write their reports;
- Provide a demonstration garden to show the community how to landscape with drought and fire resistant vegetation;
- Invite our neighbors into our fire stations regularly;
- Provide programs and co-sponsor events with other agencies in our fire stations, such as:
 - Issuing bicycle tags;
 - Offering flu shots;
 - Providing station tours; and,
 - Hosting polling places.

3 .Action Item: Promote the Spring Hill Fire Department

To become more visible and educate the public about the services we provide, we should take a proactive approach to better promote the Fire Department to the community. The following steps have been identified for this Action Item:

- Enhance our website;
- Develop and distribute a Spring Hill Fire Department brochure;
- Develop and train staff on our key messages;
- Evaluate and develop a citizen's Academy;
- Be involved in community programs;
- Partner with other agencies and City departments;
- Utilize all forms of media to deliver our messages;
- Write and distribute a regular news articles for the public and other City departments;
- Actively recruit new staff;
- Be involved with homeowner associations;
- Develop a public information plan that:
 - Defines the target audience;
 - Assesses community needs;
 - Assesses our capabilities;
 - Contains a resource management component;



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- Pursues alternate funding sources such as grant programs
- Utilizes existing staffing;
- Maximize the use of community volunteers;
- Establishes policies and procedures related to the promotion of the Fire Department;
- Includes partnerships with the business community to assist us in developing Our plan;
- Assesses the feasibility of corporate partnerships;
- Evaluates how other fire departments promote themselves within their Communities; and,
- Incorporates periodic reevaluation of the public information plan to ensure it remains relevant.

4. Action Item: Enhance Our Participation in Special Event Planning

The Spring Hill Fire Department is part of the permitting and planning process for special events. Our primary role is to ensure public safety in all venues. To enhance our participation in special event planning, the following steps have been identified:

- Assess the need for additional department personnel;
- Streamline our part of the permitting process;
- Provide consistent and convenient inspections;
- Enforcement of code requirements in a consistent manner;
- Clearly define and communicate our resource and support needs;
- Utilize new technology for code research and inspections in the field;
- Determine which division/section should be responsible for special event permitting;
- Cooperate with the other agencies involved in special event planning;
- Communicate with all Spring Hill Fire Department staff on relevant information, such as road closures; and,
- Utilize fire department website for posting information concerning special event occurrences, including road closures.

5. Action Item: Survey Our Customers

To ensure we are meeting the needs and expectations of our community, we have designed and implemented a survey program. The following steps have been identified for this Action Item:

- Determine the methods to be used for the survey;
- Distribution (including website application);
- Collection;
- Analysis and distribution of results;



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- Create a database to hold information gathered;
- Design the survey card;
- The survey card should be written in an easy to understand format that encourages community participation;
- The survey card should be relevant to the database;
- Establish benchmarks for future planning;
- The back of survey card could have a coupon for a cup of coffee at a fire station;
- Train staff on the use of the survey cards;
- Determine procedures to follow-up on responses;
- Identify a method to respond to survey cards; and,
- Develop a process to address dissatisfied customers.

6. Action Item: Increase Outreach to Other City Departments

As part of the City team, we need to communicate with other City departments to educate them about the services we provide and to develop a common vision for providing services to our community. In order to enhance work relationships with other City departments, the following steps have been identified for this Action Item:

- Educate other City departments about the services we provide;
- Provide assistance and training to other City departments on subjects for which we have expertise;
- Ask other City departments to educate us about the services they provide;
- Share information, such as promotions, changes of assignments, and contact information;
- Co-sponsor community events and projects;
- Write safety messages for the City newspaper;
- Ensure coordination with other departments; and,
- Develop a common vision with other departments.

7. Action Item: Define and Enhance Our Relationship with the Homeless

Spring Hill Fire Department will take a more active role in assisting the homeless community.

The following steps have been identified for this Action Item:

- Define our policies and procedures regarding the homeless community;
- Provide training to staff on ways to assist the homeless community;
- Coordinate with other agencies to resolve issues;
- Identify the resources available;
- Use technology to assist us to locate resources; and,
- Identify Cold Weather Shelters.



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8. Action Item: Enhance the Spring Hill Fire Department Website

Enhancing the Spring Hill Fire Department website will provide timely and vital information to staff, other City departments and the community. The new website should be user friendly and have a section available only to Spring Hill Fire Department members. To properly enhance our website, the following steps have been identified:

Hire an IT Analyst to supervise and support the development of the website;

At a minimum the website should include:

- Spring Hill Fire Department Slogan;
- Spring Hill Fire Department Vision Statement;
- Spring Hill Fire Department Mission Statement;
- Spring Hill Fire Department Bureau Mission Statements;
- Spring Hill Fire Department Value Statement;
- Spring Hill Fire Department Strategic Plan;
- Survey cards;
- Special event information;
- Breaking news;
- Spring Hill Fire Department contacts;
- Messages:
 - From the Fire Chief;
 - Safety;
 - Newsletters;
- A list of the programs and services we offer;
- A list of the fire station locations and their coverage areas;
- The status of plan check process linked to other City departments;
- Photo archives;
- Recent promotions;
- Current recruitments;
- Career guidance; and,
- Virtual reality tours of fire stations and apparatus.



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Strategic Priority 2: Develop Our Employees and Our Organization

We believe that to best serve our community, we must invest in our employees and our Department. We strive to have the best trained personnel, the finest equipment, and a healthy organization. To this end, we have developed the following Action Items to ensure our Department continues to provide the highest possible level of service to our community.

1. Action Item: Develop Career Track Training

To better prepare, develop, and retain our employees, training should be expanded and improved to provide the professional skills necessary for staff to excel in new positions and prepare for future promotions. The following steps have been identified in support of this Action Item:

- Develop specific career track training plans for each position within the Department that include:
 - Basic job training for newly appointed employees;
 - Continuing training that acts as building blocks, each building on the last;
- Develop an “ideal” calendar for such training for each position; and,
- Build on and augment the Human Resource training plan

2. Action Item: Refine Special Assignments Approach and Training

Special assignment positions are important within the Spring Hill Fire Department. Our approach and training for these positions should be refined. The following steps have been identified for this Action Item:

- Identify the specific training the Department will make available to those who are interested in a “special assignment” position to help them prepare;
- Develop specific training plans for each special assignment position that is designed for a person once they have been selected, including:
 - Apprenticeship;
 - Mentoring;
 - Continuing Education;
- Define the minimum qualifications for each position:
 - Tenure;



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- Basic skills and abilities;
- Any specialized training certificates; and,
- Establish the minimum and maximum length of each assignment.

3. Action Item: Refine Promotional Track Approach and Training

One phase of an employee's career may include promotion to the next rank or higher position. Clearly defining promotional requirements can help ensure individual success. The following steps have been identified for this Action Item:

- Define and/or refine prerequisites and requirements for each rank;
- Minimum required rating during the annual employee evaluation;
- Required skills and training;
- Minimum basic standards:
 - Years in grade;
 - Level of education;
 - Certifications;
 - Define, document, and communicate the required core competencies for all ranks;
 - Define, document, and communicate the desired skills and training, such as special certificates, state-certified courses, "acting" experience, or general education;
 - Consider creating an "Officers A List"
 - Offer mentor academy"; training that is targeted at promotions; and,
 - Develop a testing and selection process that is consistent with results of the above steps.

4. Action Item: Pursue Succession Planning

For the Department to be the most successful, it must always be prepared to replace members within its rank structure. Good succession planning will help minimize this impact.

The following steps have been identified for this Action Item:

- Refine recurring schedules for all promotional exams;
- Aggressively anticipate vacancies and attempt to always have a current list of eligible individuals available;
- Where possible, select replacements in advance of vacancies;
- aggressively train personnel so that they are ready to assume positions when vacancies occur; and,
- where possible, identify the maximum tenure of specialty assignments.



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5. Action Item: Improve the Promotional Process

Historically, a perception has existed that the promotional process is not as fair as the Department desires. While this is common in organizations, the following is suggested to minimize those perceptions and help ensure the integrity of the process. The following steps have been identified for this Action Item:

- Strive for a goal of 90 days from the start of the testing to the certification of the eligibility list;
- Clearly describe and define the testing process, its components, schedule, and scoring procedure well in advance of the test date;
- Ensure the objectivity of the testing process. Although it is generally recognized that support from supervisors and managers is of value and is proper, undue influence should be precluded;
- Consider the development of a Department-sponsored mentoring program for those desiring promotion;
- Make the test and its components consistent from year to year; and,
- Ensure that the test process is consistent with the results of the other Action Items.

6. Action Item: Revise the Master Training Plan mandated by State.

Complete a revision of the Master Training Plan and ensure it is consistent with the results from the Action Items contained in this Strategic Plan, and especially those contained in this Strategic Priority.

7. Action Item: Complete Revision of the Evaluation Form

The current evaluation form is inadequate and too generic. A process has begun within the Department to revise this form. Completion of this process will ensure the new form is specific to each position, clearly defines performance standards, and addresses pertinent issues covered in this Strategic Plan. The following steps have been identified for this Action Item:

- Develop specific evaluation criteria for the annual employee evaluation process;
 - Ensure that the subject of communication is addressed;
 - Ensure that the criteria fully complements the spirit and intent of this Strategic Plan;
- Refine employee evaluations so that employees know what is expected of them and what they are specifically accountable for.



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8. Action Item: Review and Refine Communication Mechanisms

Effective communication is essential in all phases of our operation. We should review and refine our approach to the use of communication mechanisms to maximize their benefit.

The following steps have been identified for this Action Item:

Email:

- Develop and provide training for those who are less comfortable with the use of email;
- Develop and provide continuing training on the Department's computer software at the worksite every six months;
- Ensure that employees check email each working day;
- Define and standardize a priority system for official email from the Department;
- It was suggested that the priority could have three or four levels: top priority means must read immediately and lowest priority can be read at anytime during the shift;
- Reinforce the email policy periodically in scheduled intervals;
- Explore ways to reduce unwanted email;
- Use email to ensure temporary assignments are communicated;

Formal Meetings:

- Publish agendas in advance for all formal meetings;
- Ensure managers and supervisors communicate information from meetings to appropriate staff;
- Re-examine the creation and distribution of minutes for all formal meetings;
- Review formal meeting schedules and ensure they are meeting the Department's need for good communications;
- Utilize mandatory meetings to inform all staff of major issues or changes;

Official Communications:

- Define the various types of official communications, the required chain of approval for each type, and the level of compliance compelled by each type of communication;
- Ensure that each communication identifies, if appropriate, the duration for which the information is applicable;

Announcements of Promotions and Special Assignments:

- Ensure the individuals involved are personally notified before announcement is made to the Department; and,

Ensure all communications are timely, clearly establish timelines and expectations, and are distributed to all involved staff.

9. Action Item: Produce a Newsletter

In order to enhance communication, we will consider the production of a Department newsletter. The following considerations have been identified for this Action Item:



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Potential uses:

- Official Department information;
- Personnel commendations;
- Employee personal milestones and events;
- General departmental updates and news;
- Messages from the Fire Chief and Chief Officers;
- Messages from the various associations involved with the Department;
- Consideration of the appropriate publication schedule;
- Utilization of the intranet website and email for production and distribution of newsletter; and,
- Evaluation of models from other agencies.

10. Action Item: Deliver a State of Department Address

In order to enhance the shared vision of the Department, the Chief should give a yearly State of Department address. The following considerations have been identified for this Action Item:

- Consider the use of video recording for those unable to attend; and,
- Consider using a formal ceremony for all staff, perhaps combined with a department photo, barbeque, awards ceremony, or other activity

11. Action Item: Fine Tune the Use of Chain of Command

The Chain of Command is important in our organization; however, it can sometimes make communication cumbersome. Improving and refining our present approach will enhance communications while limiting unwanted complications. The following steps have been identified for this Action Item:

- Refine the use of the Chain of Command, including the publication of a guideline and appropriate training;
- Maintain the “Open Door Policy” without undercutting staff;
- Preserve the unity and integrity of command;
- Use the Chain of Command for active rumor control; and,
- Ensure that those in the Chain of Command are given appropriate, timely, and complete information relevant to their duties and responsibilities.



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Strategic Priority 3: Develop and Manage Our Resources

Finding innovative solutions for the development and management of our resources will provide the necessary support for the Fire Department to carry out its mission. Reviewing and improving existing resources and developing mechanisms to acquire new resources will be necessary to support implementation of this Strategic Plan.

1. Action Item: Review the Department Policies, Procedures, Rules, and Regulations

The Department Policies, Procedures, Rules, and Regulations should be updated to reflect how we currently do business. Once reviewed and published, all staff should be updated on any changes; supervisors and managers should ensure consistent application.

Adequate staff and resources should be allocated to this significant task. To ensure consistency and relevance, the following steps have been identified for this Action Item:

- Establish a committee to oversee the process with representation from the entire Department and a representative from the Union. This committee will ensure:
 - Topics are organized and defined;
 - Improvements are made to the numbering and coding;
 - Uniform format;
 - Uniform style;
 - Consistency in writing style;
 - Timelines for revision and review;
 - Establishment of a review process;
 - Establishment of responsibility for revisions and updates;
 - Involvement of all staff;
- Ensure all Policies and Procedures are in one document while Rules and Regulations are in another document;
- Ensure the Fire Chief approves additions and revisions;
- Ensure proper publication of the documents;
- Provide formal training for staff on the new documents;
- Distribute documents:



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- One to each fire station;
- One to each bureau office;
- One to the Department library; and,
- One to the Departmental intranet website.

2. Action Item: Review the Cost of How We Do Business

Reviewing how we do business and the cost of resources will ensure we are working in the most efficient manner possible. We desire to be responsive to the needs of our community while providing the best service available. We will determine how we can expedite our services and offer unique services. The programs that should be reviewed include:

- Medical service and transport;
- First aid CPR and training;
- Plan review;
- Workers Compensation, including:
 - Identification of the types and causes of claims and injuries;
 - Provision of programs and training on workplace safety;
 - Establish and implement a wellness program to increase employee physical fitness;
 - Utilize new technology to promote safety;
 - Maintain contact with employees who are on disability leave and enhance their interaction with the Department; and
 - Utilize disabled employees as a resource for special projects in a temporary light duty capacity.

3. Action Item: Control the Cost of Our Services

In order to manage our resources while providing the best service possible to the community, we must control the cost of our services to maximize effectiveness. In order to control costs, the following steps have been identified for this Action Item:

- Publish the Department budget for all employees;
- Ensure individual responsibility and accountability for our budget;
- Communicate the importance of budget accountability;
- Ensure the use of proper purchasing practices;
- Educate employees on the budget process;
- Ensure new programs are properly funded:
 - Identify the total cost for new programs;
 - Identify the funding source for new programs; and,



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- Actively educate the policymakers and the community regarding the need for and benefit of the new program.

4. Action Item: Find Innovative Ways to Increase Funding

The limited resources that are available, combined with an increasing demand for service will require us to increase funding through innovative approaches. To identify innovative funding opportunities, the following steps have been identified for this Action Item:

- Hire a Grant writer, on a contingency basis, to locate and secure grants;
- investigate an increase of plan review and permit fees;
- Investigate increasing the recovery of the cost of inspections;
- Review the current false alarm fee;
- Ensure the recovery of the cost of services provided;
- Investigate developing a non-profit corporation to fund and capture donations

5. Action Item: Review and Enhance our Cost Recovery System

Reviewing and enhancing our cost recovery system would provide a mechanism to update the current fee structure and determine if we can charge additional fees for services provided. To increase the recovery of the cost of our services, the following steps have been identified for this Action Item:

- Perform a cost analysis on the fees we charge and review the feasibility of charging new fees:
- be more aggressive on collections of fees;

6. Action Item: Sensitivity and Awareness of BOMA Issues

To ensure that we are performing in harmony with the City's mission and that we are responsive to the Board of Mayor and Alderman (BOMA) policies on relevant issues, we need to increase our sensitivity and awareness of those issues. In order to best implement BOMA policy, the following steps have been identified:

- Be aware of the issues facing the City and BOMA:
 - Know the BOMA goals and objectives;
 - Review BOMA agendas;
 - View the BOMA meeting in the fire stations and invite the community to join us;



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- Display BOMA member photographs in the fire stations;
- Educate the BOMA about the mission and services provided by the Fire Department;
- Become more familiar with City plans and documents:
- General Plan and the individual Elements thereof;
- Specific Plans; and
- City Budget.

Strategic Priority 4: Deploy Our Resources Effectively

It is important to periodically review deployment and staffing guidelines to ensure that personnel are used in the most cost-effective manner and that procedures are producing the desired results. The following Action Items will allow the Fire Department to make those assessments.

1. Action Item: Complete a Standard of Coverage Assessment

In general, Department members hold the perception that the volume of work has increased without a corresponding increase in staffing. Coverage standards make it difficult to schedule training and other special duties without creating excessive demands.

A review and refinement of policies and standards may help mitigate this issue. The following steps have been identified for this Action Item:

- Use a nationally accepted model;
- Evaluate current staffing, needs, and deployment;
- forecast future needs based on demographic shifts and population trends;
- Review of the need for staff adjutant positions;
- Consider the benefit of adding staff to offset predictable vacancies;
- Review policies that specify district coverage standards; and,
- Review staffing standards during training and other activities.

2. Action Item: Implement the Recommendations of the Permit Center Audit

at the request of the City Administrator, this audit was completed many months ago by an outside consultant, but implementation of the recommendations is pending. The following steps have been identified for this Action Item:

- Propose appropriate budget changes; and,
- Ensure Permit Center employees are included in the process.



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2. Action Item: Explore Response Strategy Alternatives

The Department currently responds to every call for service. While this level of response is coveted, it may not be the most appropriate use of Fire Department resources. To ensure the most effective strategies are used, the following steps have been identified for this Action Item:

- Fully explore the use of tiered responses;
- Identify alternative responses to chronic false alarms and nuisance calls;
- Review and consider modifications to how we respond to certain calls that may not require our services or fit our mission; and,
- Review safety issues created by our response strategies.

3. Action Item: Prioritize Current Responsibilities

Our view of ourselves, as a “can-do” organization, may have caused us to take on too many special projects and tasks. It is now time to re-examine these projects and tasks. The following steps have been identified for this Action Item:

- Identify, list, evaluate and prioritize all current duties, programs, and responsibilities;
- Identify any underutilized resources;
- Determine if we can allow for rotation of resources between projects; and,
- Eliminate, modify, or find alternatives to low priority duties, programs, and responsibilities.

4. Action Item: Targeted Recruitment

The Fire Department has made a considerable effort to hire the very best people and achieve a workforce that reflects the community. We need to continue and refine this effort. The following steps have been identified for this Action Item:

- Continue current efforts to find the very best candidates for the Department;
- Ensure our targeted recruitment efforts reach out to candidates that is reflective of our community;
- Ensure our targeted recruitment identifies those candidates possessing the skills we need; and,
- Define and communicate to all staff what our targeted recruitment efforts hope to achieve.



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5. Action Item: Maintain Leadership in Fire Service Profession

The Spring Hill Fire Department continuously strives to be a leader in the fire and life safety services profession and the model of a successful fire department. In order to maintain our leadership, the following steps have been identified for this Action Item:

- Be objective and open to new approaches and change;
- Create an environment where innovation is encouraged, with the recognition that new ideas may not create the intended results and adjustments are to be expected;
- Target cutting-edge technology by accepting opportunities to be a beta site, and then evaluate and report the findings publicly;
- Participate in organizations outside the Department and seek leadership roles:
 - Join task forces and committees;
 - Recognize and ensure that the Department and the City supports outside involvement;
 - Assign projects and programs to individuals who have interest in the particular area, as opposed to particular ranks;
- Provide more training to other fire departments;
- Create and provide training that challenges us to improve;
- Encourage staff with expertise to publish articles; and,
- Encourage individuals to assume the attributes of a good leader.

6. Action Item: Pursue Accreditation

The Fire Department plans to pursue accreditation in the future,. Accreditation continues to be a desirable endeavor and will underscore the Spring Hill Fire Department's desire to be of "World Class" status. This effort should be renewed so that the Department becomes accredited as a part of this Strategic Plan.

7. Action Item: Fire Service Consolidation

The Spring Hill Fire Department will complete the consolidation planning process with all stations.



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Strategic Priority 5: Improve Our Infrastructure

Existing and future infrastructure for the Spring Hill Fire Department should be part of a long-range plan to ensure it supports our mission.

1. Action Item: Develop a Master Plan for Fire Department Facilities

Developing a Master Facility Plan that inventories existing Fire Department facilities and outlines a replacement and refurbishment plan would allow the Department to ensure its facilities are meeting the needs of the Department. The following steps have been identified to assist in creating the Master Facility Plan:

- Review the existing inventory of facilities maintained by the Maintenance Division (of the Fire Department);
- Ensure all principle decision-makers share the same vision for Fire Department facilities;
- Identify existing and future needs;
- Obtain property for new facilities;
- Ensure strategic placement of fire stations consistent with the following issues:
 - Response times;
 - Traffic issues;
 - Plans for future development in the City;
- Ensure clear communication with City, including:
 - Analysis of existing and future needs;
 - Funding of new projects;
- Assess security needs;
- Ensure compliance with all laws and regulations, including:
 - Compliance with vehicle exhausts regulations;
 - Compliance with codes and standards for mixed gender dorms;
 - Compliance with the Americans with Disabilities Act;
 - Compliance with contamination control measures;
 - Compliance with ventilation codes;
- Explore construction of new training facilities, including classroom and tower sites;
- Ensure inclusion of a fitness area in fire station designs;
- Locate sleeping quarters far from showers and rest rooms;
- Resolve the issue of the desire for individual dorms;
- Locate Fire Administration at the Headquarters fire station;
- Improved use of modern technology;



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- Locate dedicated space for a Department Operations Center and City Emergency Operation Center;
- Design space for storage in new fire stations;
- Assess equipment needs;
- Plan for office space needs;
- Design conference and community meeting rooms in fire stations;
- Include community outreach space in fire station designs; and,
- Assess and design adequate space for parking.

2. Action Item: Fire Administration Offices

Fire Administration should be located in a historic building or a Fire Station. To locate Fire Administration, the following issues must be identified for this Action Item:

- Ensure adequate meeting, storage and parking space;
- Ensure the location is in a structure that complies with Essential Facility Standards;
- Evaluate placement of the City Emergency Operations Center (EOC) at Fire Administration;
- Assess and plan for security needs; and,
- Incorporate the use of technology, such as video conferencing with the fire stations.

3. Action Item: Mitigate Traffic Issues

Traffic is, and will continue to be, an issue in Spring Hill. Traffic effects response times, the safety of employees, and increases equipment wear. To mitigate traffic issues, the following steps have been identified for this Action Item:

- Continue to actively pursue traffic signal preemption for arterial traffic;
- Work with other City departments to address:
 - Street closures;
 - The effects of speed bumps regarding fire safety;
- Understand other City department's concerns;
- Work with the Police Department to educate motorists about traffic safety issues and encourage the enforcement of traffic laws;
- Evaluate what other agencies are doing to mitigate traffic issues;
- Educate the community regarding the impact of traffic on fire safety;
- Analyze and improve our driving skills;



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4. Action Item: Plan for Radio Frequency Conversion

The FCC will be decreasing the bandwidth used by Public Safety agencies in the future.

Our dispatch center has the capability to comply with the shorter bandwidth, but our mobile and hand held radios are not compatible with the new bandwidths. Existing radio equipment does not have encryption capability for homeland security needs, and does not allow Spring Hill Fire Department to communicate with some other agencies. Meeting future radio communications needs will necessitate the replacement of virtually all Department radio equipment. To plan for the replacement of these radios and handhelds, the following steps have been identified for this Action Item:

- Identify and inventory all radio equipment and create a replacement plan;
- Evaluate opportunities for collaboration with other agencies;
- Train all employees to properly use the new equipment; and,
- Review policies and procedures for consistency with the new equipment.

5. Action Item: Support the Upgrade of Computer Aided Dispatch System

A new Computer Aided Dispatch (CAD) system upgrade is planned for the Spring Hill Fire Department. This system upgrade will affect all personnel. In order to support the CAD upgrade, the following steps have been identified for this Action Item:

- Assign the City of Spring Hill's IT Analyst as the Department's project manager;
- Ensure computers at the fire stations will support the new CAD system;
- Ensure our system for completing fire reports will be compatible with the new CAD system; and,
- Train all employees to use the new system.

6. Action Item: Upgrade the Fire Pro System

The Firepro software system is used to track scheduling for Fire Department personnel. A new version of software is scheduled to be released and the current system will need to be upgraded. In order to effectively upgrade, the following steps have been identified for this Action Item:

- Evaluate the possibility for the desired internet access capability;
- Identify a funding source;
- Train staff to properly use the new version; and,
- Revise policies, procedures, and guidelines to maintain consistency with the new Version of Fire Pro.



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Spring Hill Fire Department Command Staff





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Spring Hill Fire Department Personnel





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DEPARTMENT



Spring Hill Fire Department

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MISSION STATEMENT

OF THE

Spring Hill Fire Department

THE MISSION OF THE SPRING HILL FIRE DEPARTMENT IS TO PROTECT LIFE AND PROPERTY

AS WE ARE CONSTANTLY EDUCATING OURSELVES IN THE FIELDS OF FIRE EDUCATION, FIRE PREVENTION, MEDICAL AND RESCUE PROCEDURES.

THE DEPARTMENT IS DEDICATED TO PROVIDING AND PRESERVING LIFE SAFETY, EDUCATION, AND GENERAL WELFARE OF THE CITIZENS OF THE COMMUNITY OF SPRING HILL. OUR GOALS ARE TO BE THE BEST AND READY TO SERVE AND PROTECT.

Chief Jim Swindle



Spring Hill Fire Department

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Fire Suppression: Mission Statement

The mission of the Spring Hill Fire Department is to quickly extinguish any fire in which we respond. Fire suppression is accomplished as safely as possible with the assumption of risk, through aggressive fire tactics based on sound decision making by highly trained and dedicated firefighters with the goal of minimizing fire damage and preventing loss of life.

Captain Greg Boyd



Spring Hill Fire Department

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Training Division Mission Statement

The mission of the Spring Hill Fire Department's Training Division is to create a firm foundation of knowledge and wisdom, and to have the initiative to coalesce both attributes with the many physical characteristics of our fire personnel. The Division intends to seek out the weaknesses of each individual and turn them into the strengths of the entire department, and utilizing the strengths of each individual to reinforce the whole, thus allowing us to provide the Great City of Spring Hill a service that is dependable and trustworthy.



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Demographics

Population based on 2007 Special Census

	People	Homes	Average People/Home
Total Population	23,462	7,933	2.96
Maury Co.	4,767	1,887	2.53
Williamson Co.	18,695	6,046	3.09

Population by Ward

	People	Homes	Average People/Home
Total Citywide	23,462	7,933	2.96
Ward 1	5,401 23%	1,804	2.94
Ward 2	7,501 32%	2,343	3.20
Ward 3	7,825 33%	2,684	2.92
Ward 4	2,735 12%	1,066	2.57





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Historical Population Results

Fire Department Slogan

“We Fight What You Fear”

Captain Brian Garza

SPRING HILL FIRE DEPARTMENT

SHFD Vision Statement

The City of Spring Hill Fire Department is dedicated to the protection of life and property, to providing education and awareness to the community, and to honor a core set of values. The citizens of Spring Hill have placed a trust in those who serve this department and we are committed to honoring that trust through accountability, honesty, integrity, loyalty, and respect.



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Fire Marshal's Office Mission Statement

The primary goal of the Spring Hill Fire Marshal's office is to preserve life, property, and to prevent emergencies. These goals shall be obtained through code enforcement, fire prevention, life safety education and fire investigation. By providing technical assistance to the public, industry, schools, fire dept., police dept., and building codes.

"SAVING LIVES BEFORE IT HAPPENS"
"SAVING YOUR LIFE BEFORE IT NEEDS SAVING"
and the one I like
"PROTECTING
LIVES ONE CODE AT A TIME"



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FIRE MARSHAL CHAD CARSON

Value Statement of Spring Hill Fire Department

The members of the Spring Hill Fire Department are dedicated to operating professional, ethical, service-minded organization.

- We value honesty and integrity in all matters, leading to the highest level of trustworthiness;
- We value respect for each person as a individual, recognizing the worth of our subordinates, peers, supervisors and those we serve;
- We value teamwork, as each person's capabilities enhance our performance as a whole;
- We value responsibility, taking ownership of our actions and committing to our assigned objectives;
- We value professional pride, adhering to a strong code of moral and ethical conduct;
- We value compassion, fostering a genuine concern for those we serve;
- We value safety, ensuring our own health as well as the safety of our team and those we serve;
- We value diversity of the people in our department and our community;
- We value training and education as the foundation of superior service;
- We value commitment, working through any adversity to meet the community's needs.



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**Administrative Assistant
TRACY HODGE**

SPRING HILL FIRE DEPARTMENT