



## Kirkwood Fire Department Strategic Plan (2023-2028)

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## II. Forward

*This Strategic Plan was developed for the Kirkwood Fire Department in St. Louis County, MO under the administration of Fire Chief James L. Silvernail. The plan has a five (5) year duration and is being implemented between 4/2023 and 4/2028..*

The Kirkwood Fire Department (KFD) was established in 1904 as a volunteer fire company. The volunteer fire company was established in response to a large fire that wiped out the city armory on April 30, 1904. This organization replaced the volunteer bucket brigade that was established in 1853. On July 25, 1918, the first paid, full-time fire department went on duty.

The KFD delivers an all-hazards emergency response to the community of Kirkwood and to the City of Oakland, through a contractual agreement. It also delivers fire department management through a contractual agreement to the Cities of Glendale and Warson Woods. The mission of the KFD is "Saving Life and Property." In order to accomplish this objective, the KFD ensures life safety and property conservation through excellent emergency medical services, fire-based transport, fire prevention, fire suppression, safety education, technical rescue, hazardous materials response, and emergency preparedness services.

There are 55 uniformed personnel and one civilian staff member who represent the KFD. The command staff is made up of one Fire Chief, one Assistant Chief, one Deputy Chief, three Battalion Chiefs, and one Fire Marshal. The KFD operates three, strategically located fire stations within the city. Each fire station is led by a Captain, who is in charge of both a suppression apparatus and ambulance crew. Operational personnel are divided into three individual shifts, each lead by a Battalion Chief/Shift Commander that is assigned a 48/96 work schedule.



### III. General Department Description

#### **Mission Statement**

“Saving Life and Property”

#### **Vision Statement**

The Kirkwood Fire Department through teamwork, integrity, compassion, and community loyalty will strive to enhance the quality of life of Kirkwood citizens by providing professional excellence in safety and by meeting the evolving needs of the public. This will be accomplished by honorably providing a progressive, modern department that will maintain high levels of service, be proactive through risk reduction initiatives, and focus on the professional development and training of all personnel.

#### **Core Values**

- **Community**

We are a community oriented organization, dedicated and loyal to safeguarding the quality of life of our citizens, and intricately involved as a public stakeholder.

- **Compassion**

We are compassionately compelled to help those in need. Regardless of the time of day, nature of an incident, or condition of a resident or guest, we treat all people with patience, kindness, understanding, and dignity.

- **Excellence**

We strive to achieve and maintain the highest level of service through innovation, professional development and the continuous effort to improve.



- **Honor**

We are an organization rich in tradition and hold our conduct to a high esteem. We show a high level of respect for ourselves, citizens, visitors, and our merit.

- **Integrity**

We are committed to honesty and maintaining the highest ethical standards when interacting with the public, our colleagues and ourselves. We will perform with sincerity and openness to earn the trust and respect of others.

- **Professionalism**

We will demonstrate the highest level of competency, using skill and good judgement, when interacting with our community. We will strictly adhere to courtesy, honesty and responsibility.

- **Teamwork**

We are only strong as a whole unit. The work that we perform requires a cooperative and coordinated effort in order to achieve the interests for a common cause for our community.

### Executive Summary

The Kirkwood Fire Department is an organization rich in tradition with a visionary eye toward the future. We understand the importance of our role in providing safety for our cherished community and accept our part in being a stakeholder at improving the quality of life in the City of Kirkwood. It is reflected in the Kirkwood Fire Department mission, "Saving Life and Property." Our coveted core values are reflected in our vision, which shapes the framework and path toward our desired future.

The Strategic Plan of the Kirkwood Fire Department is intended to support and augment the Strategic Plan for the City of Kirkwood. The Strategic Plan serves as a road map for shaping the desired future through identified objectives formulated through a careful environmental analysis of internal *strengths* and *weaknesses* external *opportunities* and *threats*.





Strategies were created to obtain our desired objectives. These strategies detail the essential policies, components, and funding requirements to be achieved during the duration of this document and serve as project justification.

### **Stakeholders**

#### Internal

- Command Staff
- Officers
- Firefighters (EMTs, Paramedics, Engineers)
- Administrative Assistant

#### External

- City Administration
- City Departments
- Citizens
- Visitors
- Vendors



**SWOT Analysis**

<b>Strengths</b>	<b>Description</b>	<b>How to maintain or build on it</b>
Personnel	The Fire Department has recruited highly skilled and qualified members who deliver outstanding services, including: advanced life support, suppression, Haz Mat, Tech Rescue, and prevention/risk management. A main focus of the department is its members.	Continue to strive for competitive salary/benefits packages. Develop effective training program. Make training a high priority. Build morale and find the “it.”
Size/Regional Competitive Advantage	In relation to the surrounding municipalities, Kirkwood FD has a better economy of scale. We also have more available resources and more functionality than surrounding neighbors.	Continue to look for opportunities in the region to capture services. Built upon existing services, providing increased delivery and capturing economies of scale.
Public Education/Relations/Prevention	The department conducts various public education/relations activities, such as: tours, safety talks, and performing EMS standby at events. The program is overseen by a designated Captain and overseen by the Fire Marshal. This also include prevention and CRR initiatives	Proactively meeting the needs of the community, building department equity, image, and value. This also is the start of a Community Risk Reduction culture and initiative.
Command/Organizational Structure	The department has a command/organizational structure that satisfies organizational need and functionality, serving all divisions of the department. It is unlike any regional municipal fire department structure.	Improve communications within the department. Improve safety and operations within the department. Support all divisions. Provide opportunities for regional consortia and economies of scale.



<p>Resources (future outlook)</p>	<p>The Fire Department has replacement schedules and has currently attempted to answer all fleet update needs in the capital plan. The city has an effective fleet management department and has a good replacement philosophy.</p>	<p>Maintain and update replacement schedules. Retain budgetary commitment to these line items and future planning.</p>
<p>Training/Proficiency/Succession Building</p>	<p>The Fire Department has built a strong training program, filling the development needs of our members. This has led to a high proficiency in service delivery that is evident through operational benchmarks (time, containment, ROSC %). The department has also built a technical rescue proficiency. In addition to operations, the department has invested training in succession planning and officer development/acting officer programs.</p>	<p>Maintain community confidence to support future projects. Building a strong workforce to enhance operations and to build morale. Maintaining objective achievement and operational excellence. Continue Officer development programs and acting officer programs.</p>
<p>Public Image/leverage/ Department Support</p>	<p>Through contracted surveys authorized by the City of Kirkwood, it was determined that public safety received a 94% approval rating and emergency services received the highest satisfaction rating of any departments in the city. We also have very good relationships with organizations and businesses.</p>	<p>Continue effective public relations/education. Continue to deliver outstanding services. Develop new programs for public education and risk reduction. Continue to interact positively with the community. Continue to garner community/city support for projects.</p>





Weakness	Description	How to minimize or eliminate it
Current Lack of Common Objective/Multiple agenda/ Department Communications	The department has had a rapid amount of structural change in the past 5 years. There are a few segments with a lack of vision of the current objectives and there are multiple agendas that do not correspond with the overall department objective. It is believed that there is also a lack of communication that can be improved.	Improve communications with formalized shift meetings and regular meetings of the LMC. Improve labor relationships. Utilize the new organizational structure with the Battalion Chief to bridge the communication gap with administration. Find the “it” that bonds and finds complete buy-in to the overall objective.
Facilities/Training Facilities	Facilities are beginning to show their age and will be in need of near future renovation. There is also a need to evaluate the current spaces to reveal if the buildings fit our current needs. This includes administration. There is also a need to evaluate the training room and to possibly develop a separate training facility.	Develop a feasibility study of the facilities over the course of this plan. Identify needs and deficiencies. Evaluate cost/benefit analysis of new facilities. Evaluate fiscal availability and financing vehicles or revenue streams.
IT/Support	The Fire Department utilizes technology for almost every function of service delivery. It is instrumental for the CAD, response, daily operations, and records reporting.	Develop a plan to upgrade technology and fit the needs of the department. Improve vehicle connection and software. Improve connection in stations. Complete a full needs assessment
Succession Planning	There is a perception that succession planning could be improved at all levels within the organization.	We are currently in development and practice of succession “building;” however, we are not quite at the level of full succession planning. We will maintain, continue with development, and create an organizational culture that is supportive of upward mobility.



<p>Lack of Continuity Planning</p>	<p>The Fire Department currently lacks alternative plans for catastrophic failures to critical functions within the department.</p>	<p>Identify all essential functions and develop an all-inclusive Business Continuity plan.</p>
<p>Dispatch</p>	<p>The perception of operational staff is that the Fire Department does still not have input in quality control, operational delivery, training, and hiring of dispatchers. Dispatchers need better training and competence on fire department operations. Also, technology needs improvement.</p>	<p>Regularly confer with the “Operational Committee” between the Fire Department, Dispatch, and Police Department. Implement training for the dispatch staff. Participate in dispatcher hiring. Implement the new CAD. Have input in developing Fire Department procedures. Support inter-communication/operability between communication centers. Support an autonomous communications department that is separate from PD and FD.</p>
<p>Diversity</p>	<p>The Fire Department currently lacks a diverse workforce that is representative of the community and industry standards for minorities. The current pool of minority eligible candidates is extremely limited.</p>	<p>The Fire Department must fully embrace “DEI” and invest in the recruitment of minority individuals to promote a future diverse workforce that is equitable and inclusive.</p>
<p>Lack of “It”</p>	<p>The perception of the staff is that the department is missing that one “condition,” or “it,” that improves morale, unity and unites all members under one common agenda.</p>	<p>We will strive to find the “it.” We will strive to improve morale and find the uniting factor that improves retention and a desire to outperform.</p>



Opportunities	Description	How to maintain or build on it
Public Support/Involvement/Partnerships /Relationships	The Fire Department has a strong support and approval rating from the community (94% satisfaction according to 2018 survey). We have great relationships built within the community and have forged beneficial relationships.	Develop partnerships for special projects and programs. Share information. Find opportunities for grants and mutually beneficial programs. Gain community support and leverage.
Regional Consortia/Expansion /External Contracts	Develop synergies and economies of scale with neighboring agencies for various functions within the Fire Department. Develop external contracts with neighboring agencies, lacking in resources. Attempt to minimize duplication of functions through cooperative agreements.	Identify partnerships and contract areas for improved service delivery through economies of scale, such as: dispatch, training, command structure, fleet. However, also determine feasibility of identified expansion or contracts. In addition, the operations division should look for increased service delivery and economy of scale by incorporating the Glendale engine company into the “battalion” concept.
Technology	Technological advances and new resources can enhance/assist with service and daily operational delivery	Research and have plans for technology enhancements and implementation.
Economy/Additional Revenue Streams	The City of Kirkwood enjoys a healthy economy and is funded through numerous streams of revenue. There is the legislative option of increasing the fire tax by .25 cents (vote of the people) and improving facilities with other revenue sources	After evaluation of major capital projects/needs, funding mechanisms should be considered that benefit the city and complete the necessary projects in relation to available cash flow. Grants should also be evaluated.
New service delivery opportunities	The Kirkwood Fire Department is in constant search for service delivery for programs	Kirkwood should evaluate the feasibility of new programs,



	that add equity and value to the Kirkwood community.	such as the “Community Paramedic” program.
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<b>Threats</b>	<b>Description</b>	<b>How to minimize or eliminate it</b>
Decrease Sales Tax/Economic Support	Sales tax decreases and economic downturns can create budget challenges and downfalls.	Observe all economic factors and have financial situational awareness. Create new streams of revenue, including external contracts.
Changing Public Perception	The current public perception of the Fire Department is high. However, one bad event could change the entire outlook of the department.	Continue to strive for a positive public image. Continue public relations, educations and programs. Continue to provide equity to the City. Continue positive relationships.
Status Quo	Accepting mediocrity and resting on past success and accomplishments.	Implement strategic planning, continually monitoring progress and SWOT analysis.
External Legislation	This includes unfunded mandates, such: as compliance initiatives.	Be involved in the industry, have situational awareness, and participate in the legislative process. Be anticipative toward future initiatives.
Resource Availability/Time Lags in Supply Chain	New challenges have arisen in finding timely resource delivery, including special parts and fire apparatus.	This must be factored into purchasing and capital budget planning.
Future Eligible Candidates	The pool for candidates in the fire service have been significantly diminished.	We must find ways to attract and recruit eligible candidates with a good working environment, a superior reputation, and competitive wages and benefits. We must also be advocates for the fire service.
Retention: Public Sector Jobs/Fire District Competition	The fire service has become extremely competitive with wages and benefits, creating an atmosphere of “no loyalty.”	We must find ways to retain our members with good working environments, a superior reputation, and competitive



	Many fire service individuals have also sought jobs in the public sector.	salary and benefits. We must find the "it."
Increased Demands in Service Delivery	The St. Louis region is every changing in population and demands for public safety services.	The Fire Department must routinely evaluate demands through analyzing call and report data, anticipating trends.



## IV. Department Goals/Objectives, Strategic Outcomes, and Actions

### Goals and Objectives

1. Maintain operational delivery, mitigating all fires, medical, and special emergencies in the cities of Kirkwood and Oakland.
2. Foster, engage, and maintain a highly proficient work force through consistent training, mentorship, and succession planning.
3. Promote and embrace diversity, equity, and inclusion.
4. Improve labor relations that support communication, which mutually supports both the mission of the Kirkwood Fire Department and City of Kirkwood.
5. Develop and support a community risk reduction philosophy.
6. Support the improvement of Kirkwood Dispatch and emergency communications.
7. Develop and recommend additional streams of income to maintain or increase service delivery and special projects.

### Objectives/Strategic Outcomes/Actions

1. **Maintain operational delivery, mitigating all fires, medical, and special emergencies in the cities of Kirkwood and Oakland. (Objective)**

#### *Strategic Outcomes*

- A. Assess all facilities, planning for needed renovations and anticipate future operational needs

#### *Actions*

1. Plan for engine house maintenance through capital budgeting.
2. Identify life span and develop replacement cycle for all interior station furnishings and appliances that will fall within the capitol budget.
3. Identify best practices related to fire department living conditions and develop plan to update/upgrade fire stations to meet current fire service best practices.



4. Develop comprehensive needs analysis for training to develop and implement a plan of action to upgrade the current training facility (classroom & tower) to meet current and future FD needs

B. Maintain compliance with all benchmarks, NFPA, and ISO.

*Actions*

1. Maintain accurate records in data records management.
2. Develop all essential and mandated Standard Operating Guidelines.
3. Continuously evaluate and monitor benchmarks and standards.

C. Maintain an efficient fleet replacement schedule

*Actions*

1. Continue to work with Fleet to identify best practice replacement cycles for apparatus and equipment.

D. Evaluate technology and the need for upgrades

*Actions*

1. Continuously monitor technology upgrades and industry trends/needs
2. Include technology upgrades in capital planning/purchases

E. Develop continuity planning for all essential functions

*Actions*

1. Identify all essential job functions, including processes and IT.
2. Develop alternatives to failures within job functions.
3. Develop an all-inclusive business continuity plan.



*Key Performance Indicators:*

1. Respond to all emergencies in the Cities of Oakland and Kirkwood within 4 minutes, 90% of all incidents. (NFPA 1710 Standard)
2. The Kirkwood Fire Department will maintain or improve its approval rating in the Community Survey.
3. The Kirkwood Fire Department will develop a facility improvement plan for all facilities, including administrative and training functions.
4. The Kirkwood Fire Department will develop and all-inclusive business continuity plan.

**2. Foster, engage, and maintain a highly proficient work force through consistent training, mentorship, and succession planning. (Objective)**

*Strategic Outcomes*

- A. Continually evaluate demand for services, assessing/recommending staffing adjustments.

*Actions*

1. Evaluate response gaps in accordance to established benchmarks and reporting data.
2. Maintain compliant, accurate records in data management systems.
3. Be prepared to develop a plan to correct staffing levels in the response to possible identified response gaps and service demands.

- B. Support succession planning at all levels.

*Actions*

1. Identify all positions which will require succession planning.
2. Continue to foster growth with the current acting officer and relief driver programs.
3. Develop an acting Battalion Chief program with associated task book to mirror other programs in place within the organization.





4. Review job functions and work to create appeal for administrative jobs so as to entice internal candidates for succession planning (Fire Chief, Assistant Chief, Deputy Chief & Fire Marshal.
5. Identify members eligible for mentorship and key factors of the program.

C. Develop/improve organizational culture that provides an enjoyable work environment, supporting the mission of the City- find the "It."

*Actions*

1. Continue to work towards creating a cohesive team atmosphere that benefits both the internal and external customers of the FD.
2. Identify events for internal networking, example of possible annual FD employee recognition event/social.
3. Market the FD through the City of Kirkwood to the external stakeholders so as to reinforce the importance and need for the FD within the community.
4. Recommend the routine practice of evaluating pay and benefit comparisons.

D. Support conditions that provide tools for success

*Actions*

1. Continue to provide effective training opportunities and essential education.
2. Continuously assess regional training consortia opportunities, including the evaluation of developing a regional training facility.
3. Continuously assess the effectiveness of all functions and services provided by the department, identifying resource and equipment needs/gaps.



*Key Performance Indicators:*

1. The Kirkwood Fire Department will receive at least 95% of the total points allowed in the Training section of the ISO manual.
2. The Kirkwood Fire Department will maintain a healthy organizational culture that satisfies the needs of all stakeholders.
3. The Kirkwood Fire Department will develop a succession plan for all levels and demonstrate the ability to promote from existent members.

**3. Promote and embrace diversity, equity, and inclusion. (Objective)**

*Strategic Outcomes*

- A. Develop recruitment and information programs that sustain a diverse workforce, representative of the community

*Actions*

1. Identify opportunities within the region to deliver recruitment and job opportunity information to minority and under-represented populations.
2. Collaborate with community organizations to assist with diverse workforce recruitment.
3. Support opportunities, such as developing scholarships and financial aid, for minority or under-represented populations.

- B. Build and foster a culture of inclusion

*Actions*

1. The department will continue to practice and enforce a zero tolerance toward bias, bigotry and unfair practices.
2. Prioritize an equitable working environment



*Key Performance Indicators:*

1. The Kirkwood Fire Department will have participated in at least one project, promoting minority of under-represented population recruitment or providing education to identified candidates.
2. The Kirkwood Fire Department will provide an equitable workforce opportunity to all candidates, representative of community demographics.

**4. Improve labor relations that support communication, which mutually supports both the mission of the Kirkwood Fire Department and City of Kirkwood. (Objective)**

*Strategic Outcomes*

- A. Improve communications between administration and labor, including labor on proposed projects and programs.

*Actions*

1. Implement a monthly shop/administration meeting.
  2. Implement and maintain regularly scheduled LMC and shift meetings.
- B. Improve and support a strong community outreach
    1. Encourage increased involvement in the Kirkwood Firefighter's Outreach.
    2. Develop a community outreach program that is identifiable and impactful to the community.

*Key Performance Indicators:*

1. The Kirkwood Fire Department will have established monthly shop/administration meetings.
2. The Kirkwood Fire Department will support a regular Labor Management Committee process.



**5. Develop and support a community risk reduction philosophy. (Objective)**

*Strategic Outcomes*

A. Develop effective programs and presentations that add community value.

*Actions*

1. Identify the Fire Marshal as the risk reduction manager.
2. Identify target groups and stakeholders.
3. Identify cost/benefit analysis and additional community equity.

B. Develop a risk reduction philosophy.

*Actions*

1. Prioritize Community Risk Reduction (CRR)
2. Develop a risk reduction plan
3. Assign accountability for risk reduction planning and initiatives.
4. Adopt initiatives, such as third party compliance, to assist with prevention and risk reduction.

C. Develop community collaborations

*Actions*

1. Identify opportunities within the community
2. Develop beneficial relationships and be visible within the community and business district.

D. Develop a divisional approach to the CRR function

*Actions*

1. Prioritize “proactive” community risk reduction as a function within the department, transitioning from the basic “fire prevention” description.
2. Fund essential programs.



3. Appoint the Fire Marshal as the Division head of Community Risk Reduction

*Key Performance Indicators:*

1. The Kirkwood Fire Department will continue to implement a risk reduction strategy which pinpoints reduction in high risk demographics.
2. The Kirkwood Fire Department will have developed at least one new, nationally recognized public education program.
3. The Kirkwood Fire Department will maintain or improve its approval rating in the Community Survey.

**6. Support the improvement of Kirkwood Dispatch and emergency communications. (Objective)**

*Strategic Outcomes*

- A. Improve communications with PD, set dispatch expectations, and be involved in procedures.

*Actions*

1. Maintain a regular Operational Committee for oversight, representing both PD and FD.
2. Develop a quality and control process or reporting method
3. Implement updated policies and procedures in regard to dispatch.
4. Provide regular training on FD procedures to dispatch.
5. Monitor standardized benchmarks (time).

- B. Support Communications Department autonomy.

*Actions*

1. Support initiatives and philosophies that support an autonomous emergency communications department, separate from FD and PD.

- C. Support and recommend technological advances.



*Actions*

1. Integrate new CAD system.
2. Integrate station alerting
3. Implement improved vehicle technology, including improved automated connectivity and AVL.

*Key Performance Indicators:*

1. The Kirkwood Fire Department will maintain an Operational Committee with Dispatch that will have established regular meeting times and a process for quality and control.
2. The Kirkwood Dispatch will meet all established benchmarks set forth by NFPA and national standards.
3. All Kirkwood Fire Department apparatus will have upgraded communications technology.

**7. Develop and recommend additional streams of income to maintain or increase service delivery and special projects. (Objective)**

*Strategic Outcomes*

- A. Assess the possibility to request new revenue streams, such as bond availability and tax increases, or recommend alternative financing options to support new projects

*Actions*

1. Assess the total costs associated with the evaluation of facility renovation or possible additions (training).
  2. Discuss long term financial impacts of costs associated with feasible projects.
  3. Assess plans to finance/invest in capital facility renovations or additions.
  4. Assess and recommend alternative financing options for capital purchasing, such as leasing options.
- B. Develop additional revenues through contractual agreements for service and expansion.

*Actions*

1. Gain contracts for future regional consortium initiatives and service expansion.








*Key Performance Indicators:*

1. The Kirkwood Fire Department will recommend a developed plan to finance/invest in capital projects that enhance/maintain future service delivery, facilities, and special projects; including the recommendation of alternative revenue opportunities.
2. The Kirkwood Fire Department will provide opportunities for revenue growth to the City of Kirkwood.





### Objectives and Strategic Outcome Table

	<p><b>Maintain Operational Delivery</b></p> <ul style="list-style-type: none"> <li>• Assess all facilities, planning for needed renovations and anticipate future operational needs</li> <li>• Maintain an efficient fleet replacement schedule</li> <li>• Evaluate technology and the need for upgrades</li> <li>• Develop continuity planning for all essential functions</li> </ul>
	<p><b>Foster, Engage, Maintain a Proficient Workforce</b></p> <ul style="list-style-type: none"> <li>• Continually evaluate demand for services, assessing/recommending staffing adjustments</li> <li>• Support succession planning at all levels</li> <li>• Develop/improve organizational culture that provides an enjoyable work environment, supporting the mission of the City- find the “It”</li> <li>• Support conditions that provide tools for success</li> </ul>
	<p><b>Promote and Embrace Diversity, Equity, and Inclusion</b></p> <ul style="list-style-type: none"> <li>• Develop recruitment and information programs that sustain a diverse workforce, representative of the community</li> <li>• Build/foster a culture of inclusion</li> <li>• Prioritize an equitable working environment</li> </ul>
	<p><b>Improve Labor Relations to Support Communications</b></p> <ul style="list-style-type: none"> <li>• Improve communications by committing to regularly scheduled LMC and shift meetings</li> <li>• Improve and support a strong community outreach</li> </ul>
	<p><b>Develop/Support a Community Risk Reduction Philosophy</b></p> <ul style="list-style-type: none"> <li>• Develop effective programs and presentations</li> <li>• Develop a risk reduction philosophy</li> <li>• Develop community collaborations</li> <li>• Support a divisional approach to the CRR function</li> </ul>





	<p><b>Support the Improvement of Kirkwood Dispatch</b></p> <ul style="list-style-type: none"><li>• Establish/Maintain regular inter-department communications</li><li>• Support Communications Department autonomy</li><li>• Support and recommend technology advances</li></ul>
	<p><b>Develop/Recommend Additional Streams of Income for Service Delivery and Projects</b></p> <ul style="list-style-type: none"><li>• Assess the possibility to request new revenue streams to support new projects, such as bonds or available tax increases</li><li>• Contractual agreements for service and expansion</li></ul>



**Objectives and Strategic Outcome Table**





**V. The Scorecard: Implemented Actions, Progress, and Outcomes**

	<p><b>Maintain Operational Delivery</b></p>
	<p><b>Foster, Engage, Maintain a Proficient Workforce .</b></p>
	<p><b>Promote and Embrace Diversity, Equity, and Inclusion</b></p>
	<p><b>Improve Labor Relations to Support Communications</b></p>
	<p><b>Develop/Support a Community Risk Reduction Philosophy</b></p>
	<p><b>Support the improvement of Kirkwood Dispatch</b></p>
	<p><b>Develop/Recommend Additional Streams of Income for Service Delivery and Projects</b></p>