



2025-2030

STRATEGIC PLAN



Facilitated by



Center for
Public Safety
Excellence

The Center for Public Safety Excellence® (CPSE®) acknowledges and thanks the community and Hoover Fire Department (HFD) stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Clay Bentley and all who participated in their commitment to this process.

This community-driven strategic plan was developed in December 2024, beginning with a meeting facilitated by representatives from the CPSE for community members, as named below. The feedback of the community stakeholders considered by agency stakeholders in developing this strategic plan can be found in [Appendix A](#).

Community Stakeholders

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Nan Baldwin	Nick Derzis	Richard McLemore	Randy Sipe
Jerry Bernheim	Joe Ethridge	Casey Middlebrooks	Frank Skinner
Mary Bernheim	Kenn Frawn	Collin Nelson	Jamie Schor
Colin Conner	Ken Grimes	Alan Paquette	Gene Smith
Jennifer Cornett	Craig Kelley	Melanie Posey	Carrie Steinmehl
Kenneth Cox	Tynette Lynch	Thomas Richardson	Sam Swiney
Betty Daigle	Alan Martin	James Robinson	John Yancey
Paul Dangel			

The agency stakeholder work sessions, conducted over three days, involved a group representing a broad cross-section of the HFD, as named below.

Agency Stakeholders

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MESSAGE FROM THE FIRE CHIEF

On behalf of the Hoover Fire Department, I am pleased to present the 2025-2030 Strategic Plan. This plan is the result of hard work and dedication from members of the department, elected officials, and the citizens we serve. I hope this document shows the level of professionalism and dedication of our agency.

As leaders, this comprehensive, community-driven strategic plan is the framework for how we will achieve the goals set forth in this document. This plan is our commitment to leadership at all levels and will guide our agency over the next five years.

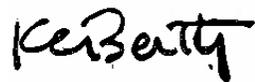
Our department members are committed to providing the best services for the citizens and visitors of our community. We strive to maintain these essential services through Excellence, Professionalism, Integrity, and Commitment.

I am very proud of our agency. The members of the Hoover Fire Department continually serve and provide essential services beyond my imagination. We are always evaluating new and innovative ways to improve what we do. Our department is truly an all-hazards agency, prepared to assist in any way.

Our mission is simple: Faithful dedication to excellent service. This strategic plan is a guide to help us focus on the right things, measure our progress, and, most importantly, stay in tune with what you, our community, need from us. We are excited about the future and the opportunities that are ahead.

We are grateful for the continued provision of our elected officials and our community members. The support and encouragement that we receive from the people we serve is humbling.

Sincerely,



K.C. Bentley
Fire Chief



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INTRODUCTION

The community serviced by the Hoover Fire Department (HFD) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, the HFD contracted with the Center for Public Safety Excellence® (CPSE®) to facilitate a community-driven strategic plan. The process utilized by CPSE aligns with the Commission on Fire Accreditation International® (CFAI®) fire and emergency services accreditation model but also considers all parameters prescribed by the authority having jurisdiction.

CPSE's approach to community-driven strategic planning gathers feedback and input from community and agency stakeholders while focusing on future change beyond the status quo. Beliefs, concepts, current processes, and values were among the many pieces considered and questioned to bring this planning document to reality. The HFD exhibited a commitment to implementing and executing this plan to become more efficient and effective in alignment with its community.

PROCESS

Understanding what the customer desires is vital to the success of any organization. In this case, the customer is the community that the Hoover Fire Department serves. This applies even if the service organization is a governmental entity. Community-driven strategic planning ensures the community remains a focus of the organization's direction, and community feedback is at the heart of all deliberations and development of this strategic plan.

The process of community-driven strategic planning and the plan represents the embrace of transition away from how an organization has always done things, seeking to find efficacies and outcomes based on change. The community-driven strategic plan provides a management roadmap built on a shared vision and structured for measurable results. With the involvement of a diverse group of agency stakeholders, the Hoover Fire Department's community-driven strategic plan encompasses various experiences, perceptions, and perspectives that can also work to build more internal organizational symbiosis. For the desired, measurable results to be realized, the process and the strategic plan must focus on substance, not form. Only then can the HFD truly benefit from the process and realize its ultimate vision.

Community Stakeholder Findings

- ✓ Identify, from the community perspective, things the agency should and should not change.
- ✓ Identify the community's expectations for the agency, concerns about or for the agency, and aspects the community views as strengths or positives.
- ✓ Define the programs provided to the community.
- ✓ Establish the community's prioritized view of the programs and services provided by the agency.



Community Stakeholder Work Session

Agency Stakeholder Work

- ✓ Identify the agency's strengths, opportunities, aspirations, and results.
- ✓ Revisit the mission statement, giving careful attention to the services and programs currently provided and which can be provided in the future.
- ✓ Determine the values of the agency's membership.
- ✓ Determine the agency's current vision considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency's challenges, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.

AGENCY BACKGROUND

In 1952, the Alabama Highway Department initiated a six-mile project to construct a four-lane highway from Shades Mountain to the Cahaba River, paving the way for the development of what is now Hoover. By 1954, William Hoover, Sr. began purchasing land around Green Valley Shopping Center, motivated by his vision of building a city. Growth emerged, and the opening of Green Valley Drugs in 1961 marked the area's first local business. Fire protection became apparent following several brush fires threatening new homes, requiring assistance from volunteers. At this time, the Rocky Ridge Fire Protection District provided fire services. The newly formed volunteer fire department appointed Ralph Sheppard as its first fire chief. William Hoover generously offered land for a fire station, leading to the construction of a small building by volunteers.

Responsibilities expanded, incorporating the Patton Chapel area in 1963. Recognizing the need for additional resources due to the lack of fire hydrants, Chief Sheppard and volunteers sought another pumper to increase water capacity. In a Hoover Volunteer Fire Department member meeting, they voted to purchase a 1938 500-gpm pumper for \$600 despite the expenditure limit requiring broader approval. This acquisition occurred in January 1964, alongside efforts to expand their tin building to accommodate two pumpers.

The 1980s brought further growth and annexation, eventually expanding the Hoover Fire Department and becoming a fully staffed career department.

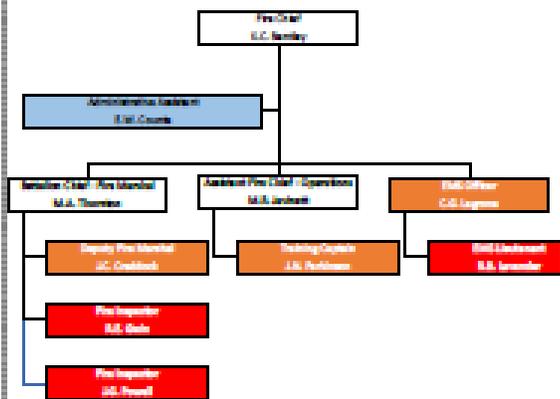


Today, the Hoover Fire Department is led by Fire Chief Clay Bentley. The department operates out of eleven fire stations, covering fifty square miles. The staff includes 177 employees, of which 157 are paramedics. The department has a full-time training officer, emergency medical services officer, fire marshal, and three fire prevention officers. All engine and truck companies are staffed with at least two paramedics and provide ALS service. All rescue units ensure rapid transport to the hospital for those in need. The department operates a Hazardous Material Unit and Technical Rescue Team to respond to high-angle, confined space and swift water rescues. Hoover Fire Department has maintained an ISO rating of 1 for several years and is the first to achieve accreditation through the Commission on Fire Accreditation International in Alabama. Less than one percent of fire departments earned this accomplishment.

HOOVER FIRE DEPARTMENT



FIRE DEPARTMENT
CITY OF HOOVER
Hoover Fire Department
Organizational Chart



10/13/2020



Agency Stakeholder Work Session Participants

MISSION

The mission provides an internal aspect of the existence of an organization and, to a degree, empowering consideration for all HFD members. The purpose of the mission is to answer the questions:

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

A workgroup met to develop a formal mission, and after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

Faithful dedication to excellent service.

VALUES

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A work group met to formally document values agreed upon by the entire group.

The mission and values are the foundation of this agency. Thus, every effort will be made to keep them current and meaningful, guiding the individuals who make up the Hoover Fire Department in accomplishing their goals, objectives, and day-to-day tasks.

Excellence

Professionalism

Integrity

Commitment

VISION

An organizational vision exists to keep all agency members focused on the successful future of the Hoover Fire Department and to guide quality change and improvement in alignment with the community. In support of the futurity created within the community-driven strategic planning process, CPSE facilitated the development of the HFD's vision for the future. The agency will support the reality of this vision through successful plan implementation and goal achievement.

Our vision is to be a nationally recognized leader in public safety, dedicated to the well-being and safety of our community through advancements in training, staffing, and cutting-edge innovation and equipment. Future leaders will boldly carry forward our strong legacy by continuing to hold ourselves to the highest standards.



Agency Stakeholder Work Sessions



GOALS

Community feedback and the SOAR process led to the determination of strategic initiatives representing the high-level issues the agency stakeholders developed into goals. The HFD must now make these goals a focus of efforts that will direct the agency to its desired future. Goals with complete objectives, tasks, timelines, and assignments are included in the separate **Management and Implementation Guide**.



Improve personnel resources to ensure a better quality of service for the community.



Modernize our physical resources to better safeguard our community and personnel.



Enhance information technology to assist fire personnel with maximizing operational efficiency and meeting community needs.



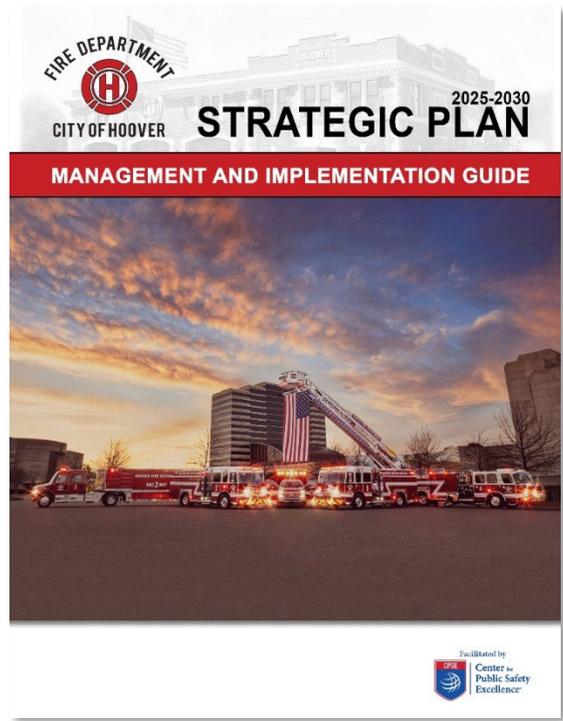
Enhance training for a more confident, effective workforce.



CONCLUSION

Working with community and department members from all levels, this strategic plan was developed, but the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the community's expectations and the Hoover Fire Department's vision remain congruent. The accompanying **Management and Implementation Guide** will assist the HFD in the mechanics of implementation. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.

It must be remembered that during this journey of regeneration through change and improvement, recalculation may need to occur to find the success desired. This strategic plan is a roadmap to help the Hoover Fire Department navigate that change and future. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes and efficacies will be realized as envisioned.

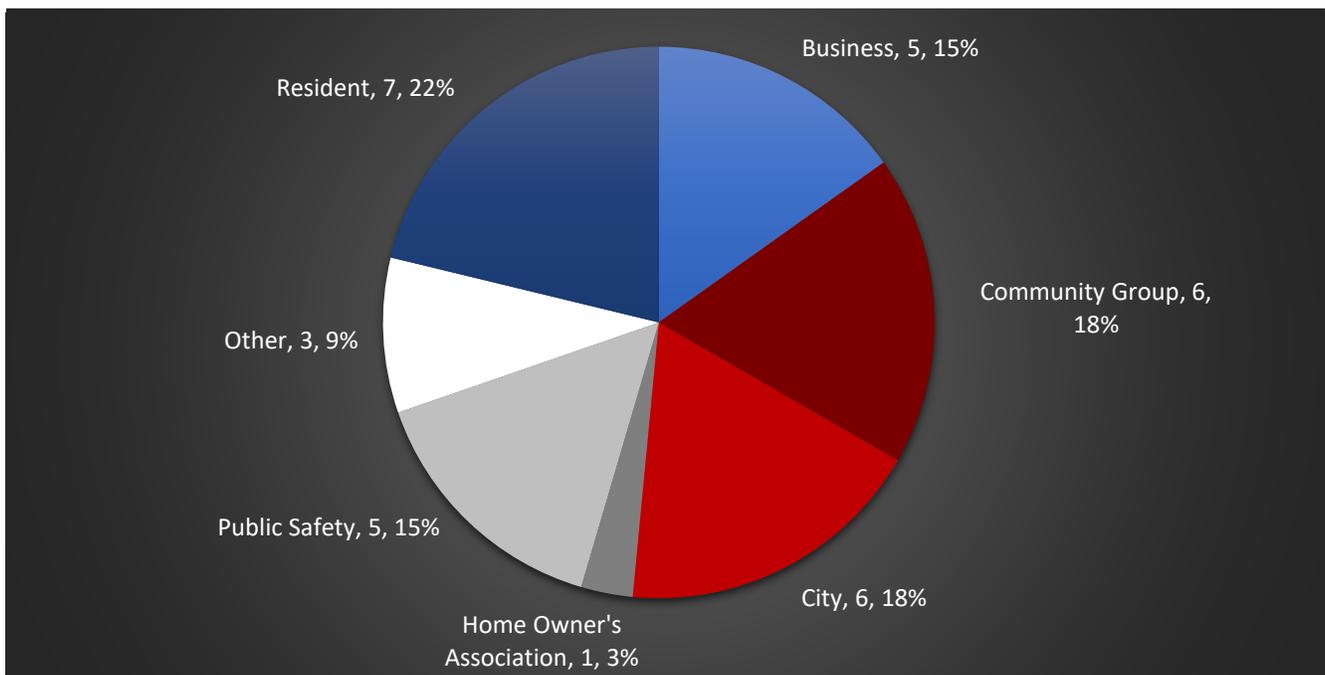


APPENDICES

A. Community Stakeholder Findings

The Hoover Fire Department demonstrates a commitment to its community via a focus on community input and satisfaction. A community stakeholder session was held to gather feedback from the respondents on the agency and its various services delivered. The information gathered from the community stakeholder feedback provided understanding to the agency stakeholders of any misalignment with its organizational foundation and performance or values-based expectations or concerns from which new improvement strategies and processes may be created.

Community stakeholders were identified by the agency to ensure broad representation. The breakdown of groups represented is presented here:



Respondents were asked to list, in priority order, up to three subjects relative to expectations, concerns, and strengths or positives for the HFD. Expectations and concerns were then analyzed for themes and weighed. The numbers in the parentheses are the cumulative weighted value that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents.

The specific data and findings from the community stakeholder respondents are provided to follow.

Community Expectations of the Hoover Fire Department (in priority order)

1. Fast response. They respond in a timely manner. Quick response. Respond quickly when needed. Fast response time to calls. To respond to emergency calls in a timely manner. HFD will respond quickly and professionally. A 5-minute or less response time. Deliver fast/excellent service. Timeliness/efficiency. (94)
2. Knowledgeable service - trained. Be well trained, visible, be nice! Well trained. Quality and knowledgeable responders with attention to patient care. Keep up with training of all personnel. When HFD arrives, they should be experienced, reliable, and competent. Well-trained EMS and firefighters. (40)
3. Respond to fires. Respond to life-threatening situations. Respond to health-related medical emergencies. Public Safety. To be available if I ever need them. To be prepared to address my fire related issue. Respond to medical, fire, or accident emergencies. (30)
4. Fully staffed at stations properly located throughout the city. To receive support from city leaders in order to fully staff and equip fire stations. They have adequate staffing when responding to calls for service. Increase staffing to former levels for truck and certain engine companies. (20)
5. Prevention/Education. Visibility in the community. To provide training upon request from stakeholders (i.e., emergency evacuations from public buildings). Community involvement. Perform community services, blood pressure checks, smoke alarm checks, and demonstrations for young people. Communication. Ability to speak with all non- or semi-English-speaking citizens. (19)
6. Represent city with professionalism. Compassionate. Kind/professional team members. Customer service. Courteous to the community. I expect HFD personnel to be the best of the best. HFD is dependable and approachable. Continue to be the professional organization they are. (19)
7. That they have the adequate equipment when responding to calls for service. Updated equipment. Equipment to handle emergencies. To have the resources to handle fire and EMS throughout the city. Have up-to-date, working equipment. Modern equipment. (14)
8. When I call 911, the call should be answered within 30 seconds. Speed in answering calls. (10)
9. All areas of the city are equally important in handling needs. Emergency response in all areas. Adequate coverage for growing community area to cover (as well as equipment). (7)
10. HFD will always come for the citizens of our city. (5)
11. Personnel preparedness. (5)
12. There are no charges for service. (3)
13. Understanding the needs of customers. (3)
14. Wise employment of resources - both city assets and personnel. (3)
15. On-site capabilities. (3)
16. Place two additional rescue/transport vehicles in service full-time. (3)
17. Final decision to recommend what should be done. (1)
18. Ongoing pursuit of excellence by each station within the overall department. (1)

19. Structured leadership. (1)
20. Maintain all apparatus, including updating as necessary. (1)
21. Risk reduction. (1)
22. Due diligence. (1)
23. Willingness to help other districts with emergency responses. (1)
24. Provide great compensation and benefits to personnel to keep the best in Hoover. (1)
25. Look to the future for additional station placement needs - at least two. (1)

Areas of Community Concern about the Hoover Fire Department (verbatim, in priority order)

1. Adequate number of personnel (recruitment). Future staffing. Staffing not keeping up with demand for services - not enough staff for non-emergencies. Need for more medics and firefighters. Ability to recruit future firefighters. Ability to recruit and keep good, qualified firefighters in the competitive job market. Keep our qualified employees. Limitations of staff/apparatus in growing city. That they have adequate, or more than adequate, staff and equipment to service a city of Hoover's size. Adequate staffing. That they have the staffing they need to fully serve our citizens. HFD not having enough resources (staffing, apparatus, etc.). That we are understaffed as it takes a few accidents to spread HFD too thin. I hope enough new people are interested in joining this profession. Personnel leaving for other organizations. (80)
2. Funding to provide service, payroll. Funding/equipment needs/ambulance availability. Maintaining budgets to provide for the future growth of the city and extensive departmental capital needs into the future. Continued adequate funding. Budget issues preventing certain apparatus at all key stations. (52)
3. Growing community - increase in population. Development in certain areas - does this put a strain on services? With the growth in the city, do we have enough equipment (trucks, etc.)? Access to some newer subdivisions with limited entrances. Limited capability of managing new, remote territory. Strain on resources in the outlying areas of the city. (22)
4. Cost of necessary equipment needed. Malfunctioning equipment. That the equipment used by fire personnel is potentially outdated. That they have the best/newest equipment. That they maintain equipment. (13)
5. Keeping up with current and new procedures (education). Always getting up-to-date training. That personnel are properly trained. Training is current and enough to grow. (10)
6. Burnout of personnel - overtaxed. Overworked personnel due to serving other fire units (overtime/burnout). Mutual Aid. (7)
7. Sufficient number of vehicles. I believe they need more rescue units. (6)
8. Non-working fire hydrants. (5)
9. Future leadership to carry on the great legacy of HFD. (5)
10. Seems to be spread too thin in West Hoover. (5)
11. Concern for the responder's safety of lethal drugs or electric vehicles on fire. (5)

12. EMS transport limiting or reducing fire response. (5)
13. Are the department's best medics assigned to rescue units vs newest medics and newest hires? (5)
14. Response time suffering due to out-of-service units. Traffic/gridlock prevents timely response. (4)
15. Strain on fire department from outside community's needs (are we obligated to serve county needs?). Demand of help from outside fire department who may not be adequately funded and or staffed. (3)
16. Hospital ER overcrowded, causing units out of service. (3)
17. Ability to reach difficult locations and locations not found in app maps. (3)
18. They should receive adequate training on an annual basis. (3)
19. HFD needs neighborhoods (HOAs) to work to educate the citizens. (3)
20. Increased traffic on major roads. (3)
21. How are friendships set aside when department leadership conducts interviews for promotions? (3)
22. Location of stations. (3)
23. Electric car batteries. (1)
24. That they are listened to when important decisions regarding the safety of Hoover citizens are being made by city leadership. (1)
25. Meeting the needs of the community. (1)
26. Is HFD paid the best? (1)
27. Political influence in fire service decision-making. (1)



Community Stakeholder Work Session

Positive Community Comments about the Hoover Fire Department (verbatim, in no order)

- Respond quickly when summoned.
- Has personal relationship with citizens.
- Very knowledgeable.
- Experience.
- Training.
- Emergency medical services.
- Fire suppression.
- Professional.
- Well trained.
- Progressive and looking to improve.
- It's amazing that with a phone call, they assist anyone in the community that needs help.
- A woman became ill at the Sunday mass and four firefighters came in to assist her. They were so quiet and professional, no one ever knew they came in. I was so impressed!
- Standards of excellence.
- On-the-job performance.
- Department character.
- Quick response time to fire-related emergencies.
- Openness to engage with community by hosting Hoover Night Out.
- Professionalism by the leadership.
- Achieve the accreditations the department has achieved.
- Great facilities and equipment.
- Outstanding personnel.
- Leadership free to make good decisions.
- Collegiality across department within the city and toward the public.
- Helpful and friendly.
- Fraternal commitment.
- Excellent leadership throughout the department.
- Customer service oriented. Good patient care.
- Training their personnel.
- Community engagement.
- Leadership is exemplary.
- Community engagement.
- Updated equipment.
- Training.
- ISO rating.
- Quick on the scene.

- Extremely courteous and understanding.
- Solid communication and education.
- Community support and visibility (Santa).
- Education component for schools.
- Positive interactions with the community. Caring and kindness in emergency situations.
- They provide excellent services in my neighborhood.
- They are friendly and great examples for the youth of Hoover.
- I see them quite often in my neighborhood in the role of emergency medical technicians. They do an excellent job.
- They want to serve.
- Pleasant to interact with.
- They are the best! Always by their job!
- They operate as excellence!
- They are knowledgeable and serve beyond Hoover.
- They are very visible in response to emergency calls throughout the Birmingham-Hoover metro area (good community partners).
- They are trusted by other cities to provide emergency services.
- They are always there when asked to assist with any issues at our facility.
- That most firefighters are also trained and certified medics.
- Location of the fire stations.
- Leadership.
- Seem to have good station locations to serve.
- Current ISO rating of 1 and maintaining accreditations.
- Strong training and future succession planning of department leaders
- Strong reputation of department within the city by its citizens.
- Community-oriented.
- Present.
- Great leadership.
- Leadership represents the city at a very high level.
- They appear to be well-equipped and trained.
- They are very involved in our community.
- Blood pressure screenings.
- Well-trained firefighters and staff.
- Funding and services provided.
- They respond quickly.
- Friendly and knowledgeable, not intimidating.
- Leaders in our communities get involved.
- Leadership is strong. ISO rating.

- Training is excellent.
- The equipment is very good, and the personnel are excellent.
- Availability to assist, i.e., hanging flags with ropes, riding through the community with Santa.
- Desire for constant improvement.
- Friendliness and willingness to help with education.
- Current administrative staff are outstanding! Luckily, I have no experience with medical or firefighting staff.
- The attitudes of staff are great as seen from the outside.
- Reliable.
- Experienced.
- Skilled.
- Leadership.
- Experience.
- The working environment seems positive.
- They are accredited and carry an ISO 1 rating.
- The leadership is respected by the rank-and-file firefighters.
- Coordinated in efforts.
- Strong city leadership.
- Medical emergency services.

Other Community Comments about the Hoover Fire Department (verbatim, in no order)

- I am very proud of the citizens of Hoover.
- I'm very glad to be included and invited to this meeting. I have not had much interaction with the fire department.
- Thank you for hosting stakeholders' sessions and asking for community feedback.
- Thank you for allowing me to be a part of this stakeholders' group!
- As a resident, I've had a few encounters with the fire department over minimal incidents. I can't say enough how respectful they are, timely, and prepared.
- It would be nice to have a home inspection for fire hazards. I suppose they can't possibly do that for all the homes, so maybe community information lectures.
- We are blessed to have the fire department we have in Hoover.
- Our fire department is very community-minded and people-friendly.
- I think Hoover Fire Department is one of the best all around fire departments.



Things the Community Feels the Hoover Fire Department Should Change (verbatim, in priority order)

1. Staffing.
2. Need more ambulance transport units.
3. Improve capabilities in remote wildfire and emergency response.
4. More full-time staffed transport units.
5. Proper staffing. Hire more people.
6. Reduce the cost of transportation to the hospital.
7. The level of diversity needs more.
8. Add a rescue unit.
9. Community outreach efforts.
10. Add additional fire stations.
11. Additional rescue and personnel.

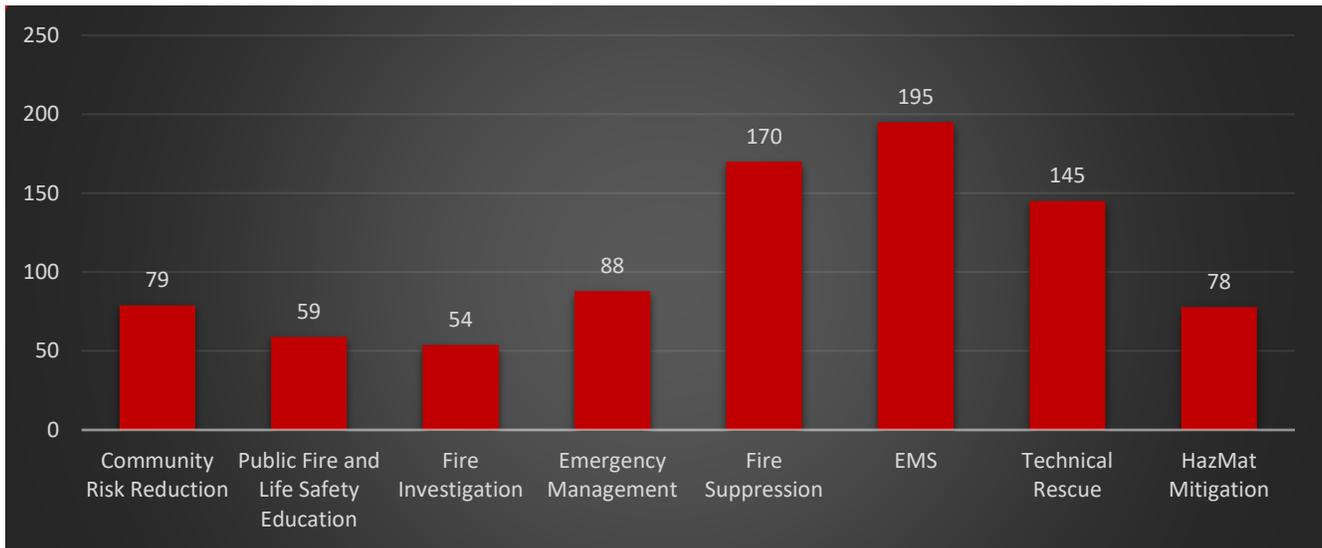
Things the Community Feels the Hoover Fire Department Should NOT Change (verbatim, in priority order)

1. Commitment to the community.
2. Onsite preplanning business inspections.
3. Their community is the first mindset.
4. Their care of the community.
5. Standards of excellence.
6. Quick response to medical emergencies.
7. Facilities and equipment keep up with growth.
8. Their strong presence in the city and state!!
9. Christmas engagement in neighborhoods.
10. Emergency medical service response and transport.
11. Timely responsiveness.
12. Their excellent service.
13. The way they all stay so physically fit.
14. Being open.
15. Level of excellence and professionalism.
16. Leadership.
17. Provide lift assistance.
18. Public event participation.
19. Community engagement and Santa truck.
20. Participation in high school vocational training.
21. EMS for health-related emergencies.
22. Service and quick response.
23. Mission and leadership.
24. Goals for servicing the community.
25. Administrative staff work well.

- 26. Culture of excellence.
- 27. Professionalism.
- 28. Future expectations.

Community-Prioritized Programs

Understanding how the community prioritizes the agency’s programs and services allows the Hoover Fire Department to ensure its focus on resource allocation aligns. With that, prioritization feedback was garnered with an instrument that compared the prioritization of the programs and services offered by the HFD. The results were as follows:





B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the HFD attended a three-day work session to review the community feedback, develop or revise the agency’s mission and values, and establish a quality focus on the way forward in developing this community-driven strategic plan. Additionally, the process included an environmental scan in the form of a strengths, opportunities, aspirations, and results (SOAR) analysis to better understand the current situational aspects impacting the agency.

SOAR

The agency’s internal stakeholders utilized a strategic environmental analytic method known as SOAR, where members consider the organization’s current strengths, opportunities, future aspirations, and strategic results to formulate a path for continuous improvement. The SOAR process was conducted for reflection, focus, and alignment with the organization’s set of values, its vision, and its mission. This appreciative inquiry process provided environmental scanning for strategic direction, associated plans through the application of innovative ideas, and a positive strategic framework that brings clarity to the agency’s vision for leadership in day-to-day functions.

Strengths

Medics required for promotion.	Physical fitness program.
Level of customer service.	Relations with the community.
Relations with coworkers, camaraderie.	Level of and attitude towards training.
Pay and benefits.	Standardization of equipment and stations.
Commitment of employees to show up and do their job, above and beyond.	Adaptability with resources to meet expectations.
Good relations with outside agencies.	Training facilities meet the needs of the department.
Organizational structure.	Financial support for equipment.
Leadership in the department, regardless of rank.	Apparatus replacement program.
RC3.	Open door policy with administration.
Forward-thinking leadership.	Strong tax base/financial resources.
Great facilities.	EAP and peer support.
Being good at our job.	Uniform allowance.

Opportunities

Adequately sized department to meet community needs, including eliminating cross-staffing.	Developing compassionate, community-first firefighters through life safety and fire prevention programs.
Improve the quality of patient care in our transport system.	Utilize data to reallocate funds to meet new specific needs in our community.
Aggressive and progressive training (facilities and staff).	Facilitate employees’ ability to seek training opportunities.
Mold our next generation of firefighters who will be around for a while.	Add administrative staff positions to meet national standards.
Proper succession training.	Changing the mindset of rescue staffing.
Implementing a training program for backup drivers.	Make the probation period real.
Seek grants to fund the hiring of additional personnel.	Add permanent, staffed rescue units.
Enhance the promotional process.	Incentive pays for rescue units.
Four-person staffing on all suppression units.	Incentive pays for advanced EMT.
Overtime pays for all line personnel.	Tattoo policy revision.
Add UTV’s.	Add tanker.
Additional hands-on EMS training.	

Aspirations

The leading force in public safety.	Best retention rates and recruitment/ benefits.
The most efficient and effective department in the state.	A well-informed community rooted in fire prevention.
Align staffing ratios with nationally acceptable practices.	Making the rescue positions desirable to ensure high-quality care.
A healthy and resilient workforce.	Future leadership to carry on a great legacy.
Highest-paid and best-funded department.	Provide an elite level of EMS care.
Emphasizing training to maximize employee potential.	Become a department that everyone wants to work for.
To continue to hold ourselves to a higher standard.	Universal buy-in to our core values and mission.
Obtaining and utilizing cutting-edge technology to meet our community’s needs.	Desire to be the department that other departments try to be.
Newest and best equipment.	



Results

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> - More motivated and competent employees. - Less risk of injury and illness. - Funding and support. - Better and positive workplace environment. - More well-versed employees. - Retention and the recruitment of higher quality employees. - Efficiently moving between stations. - Better fire department from top to bottom. - Getting a lot accomplished with fewer resources. - Do what is right when no one is watching (integrity and character). - The best recruitment and retention. - Have a more prepared department for the future. - Increase staffing levels. - More prepared and well-versed, especially when it comes to promotion. - Increased experience. - Reduce accidents. - Not stuck with sub-par employees. - Keep stations from going out of service. 	<ul style="list-style-type: none"> - Additional rescue units and NFPA staffing levels met. - Highly trained personnel with improved training facilities. - A more empathetic workforce with reduced complaints. - More training opportunities beyond normal channels/AFC or CBC Bremms. - Maintain the best pay and funding in the southeast. - Maintain progressive EMS training and elite care (the area's leading fire and EMS agency). - High morale and a universal understanding of who we are. - Many high-quality applicants. - Maintaining cutting-edge technology that meets all needs. - Hiring from within. - Maintaining a good relationship with the administration. - Continue to address future problems. - Being a good steward of the city's money. - Continue to maintain and invest in city facilities. - Continue to address current and future needs. - Educate new employees on the benefits of the EAP and peer support. - Good morale and maintaining a high level of training. 	<ul style="list-style-type: none"> - The best possible level of service provided to the community. - More highly trained personnel. - Retaining ISO class 1 and continuing accreditation. - Better response time and mitigation of emergency incidents. - Improved morale and increased productivity. - Quicker response times. - Less reliance on mutual aid. - Less burnout. - Better territory coverage. - Better support for line personnel. - Better morale and retention of employees, as well as recruitment. - More water on limited access responses.

Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by the Hoover Fire Department and those supporting services that help the agency provide the core programs and services. With this understanding, the agency stakeholders can further define where the issues and gaps exist within the organization and provide more basis for the environmental scan that is conducted. To bring this understanding to fruition, CPSE provided guidance and gained consensus understanding with the entire group so that the difference between the deliverables and the supporting functions were understood.

Challenges and Service Gaps

After sifting through data and feedback provided by the community stakeholders and the internal environmental scan conducted, the agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within the Hoover Fire Department. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the agency stakeholders.

Group 1	Group 2	Initiative Link
<p>Personnel Staffing</p> <ul style="list-style-type: none"> ○ Additional line personnel ○ Eliminate cross-person apparatus ○ More administrative staff ○ Maximize the number of paramedics ○ Add more information technology support personnel <p>Retention</p> <ul style="list-style-type: none"> ○ Maintain the highest rates of benefits and pay ○ Manage burnout via rotating <p>Recruitment</p> <ul style="list-style-type: none"> ○ Promotional retaining opportunities 	<p>Workforce</p> <ul style="list-style-type: none"> ○ Apparatus staffed with four personnel ○ Eliminate cross-staffing ○ Recruitment improvements in quality and quantity ○ Retention improvements with compensation and benefits ○ Additional administrative staff 	<p>Personnel</p>
<p>Physical Assets</p> <ul style="list-style-type: none"> ○ Upgrade, maintain, and replace apparatus, equipment, stations, uniforms, and gear. ○ Additional money for uniform allowance ○ Evaluate the efficiency of what we currently have 	<p>Physical Resources</p> <ul style="list-style-type: none"> ○ Additional rescue units purchased and staffed ○ Updating existing stations and adding more stations as needed ○ Additional truck companies and water tender ○ Multi cutter/spreader on every engine ○ Additional UTVs ○ New technical rescue ○ New brush truck ○ New support trucks ○ New utility trucks ○ Technical rescue equipment updated and replaced ○ East Site training facility 	<p>Physical Resources</p>

HOOVER FIRE DEPARTMENT

Group 1	Group 2	Initiative Link
Information Technology <ul style="list-style-type: none"> ○ Update and replace hardware and software ○ Backup programs are in place for when systems go down 	Information Technology <ul style="list-style-type: none"> ○ Dedicated information technology position in administration ○ Personnel trained specifically in communications and technology ○ Implement the temple system (with silent dispatch communication) ○ Implement accreditation reporting software ○ Digital check sheet implementation ○ Drone program ○ Radio communications (assignment of tactical channels) 	Information Technology
Training <ul style="list-style-type: none"> ○ More hands-on fire and EMS training ○ Successive training ○ Accountability for station-level training and compliance ○ Upgraded training facilities and equipment ○ More structured probationary period ○ More funding for outside training 	N/A	Training

The following information is raw data from the deliberation of the two workgroups that are *not* linked directly to a strategic initiative but remain important. The department is best served to understand and embrace this other information as it moves forward for deliberate purposes and consideration of support of the strategic initiatives.

Group 1	Group 2	Topic
Community Engagement/Public Relations <ul style="list-style-type: none"> ○ Same pay for special events (straight rate) ○ Appropriate equipment for special events ○ Host public classes/information for when to call 911, cars yield to the right rule. 	N/A	Community Engagement

Strategic Initiatives

Based on all previously captured information and determining critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

Personnel Physical Resources Information Technology Training

Final goals with complete objectives, tasks, timelines, and assignments are included in the separate **Management and Implementation Guide**.

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CITY OF HOOVER

2025-2030 STRATEGIC PLAN