



WEST CHESTER FIRE DEPARTMENT

2025-2030 STRATEGIC PLAN



Facilitated by



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Excellence

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

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

Community Stakeholders

Ann Becker	Charlie Gilfert	Lindsey Law	Dr. Christopher Richards
Rebecca Blanton	James Hahn	Ed Miilbrada	David Sauer
Jim Butler	Joe Hinson	Lynda O’Connor	Kevin Tribbe
Larry Burks	Ethan Klussman	Brian Rebholz	Todd Wilber
Shawn Fenn	Damon Knoche		

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

Agency Stakeholders

Scott Brooks	Nelson Klaiber	Dave Pickering	Brandon Tully
Jason Hanauer	Alysha Lawson	William Shelton	Tina Stanley
Randall Hanifen	Jeff Moore	Condie Todd	Jason Witte
Mark Hanmer			

Message from the Fire Chief

The strategic planning process is a critical component of developing the strategy that shapes the future of the West Chester Fire Department.

I want to thank all of our community stakeholders and department personnel who participated in this journey of self-improvement. This plan is a crucial blueprint for the future of the department and how we provide service to our beloved community now and in the future. This plan would not have been possible without the collective efforts of all involved.

Together, we have created a strategic plan that will provide our department with a clear vision and set of actionable goals, ensuring that we are prepared to meet the demands of our community in the future.

Thank you all once again for your hard work, dedication, and partnership. I look forward to our continued collaboration as we bring this vision and plan to life to better serve our community.

Yours in Fire and Life Safety,

A handwritten signature in black ink, appearing to read "Rick Prinz". The signature is fluid and cursive, with the first name "Rick" and last name "Prinz" clearly distinguishable.

Rick L. Prinz
Fire Chief
West Chester Fire Department

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Introduction

The community serviced by the West Chester Fire Department (WCFD) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, the WCFD 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 WCFD exhibited a commitment to the implementation and execution of 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 West Chester 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 itself 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 West Chester 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 WCFD 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 Stakeholders 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 logically can be provided in the future.
- ✓ Revisit the values of the agency's membership.
- ✓ Revisit 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

The West Chester Fire Department was organized in 1963 (then Union Township Fire Department). First served by a volunteer force, the fire department grew, along with the township, into a well-trained and equipped professional department offering all-hazards response to the community.

Fire Chief Rick Prinz was appointed by the West Chester Board of Trustees in 2015. Chief Prinz and his team are committed to building and maintaining an elite team of professionals to offer the community exceptional service through thoughtful, deliberate, and responsible allocation of resources.

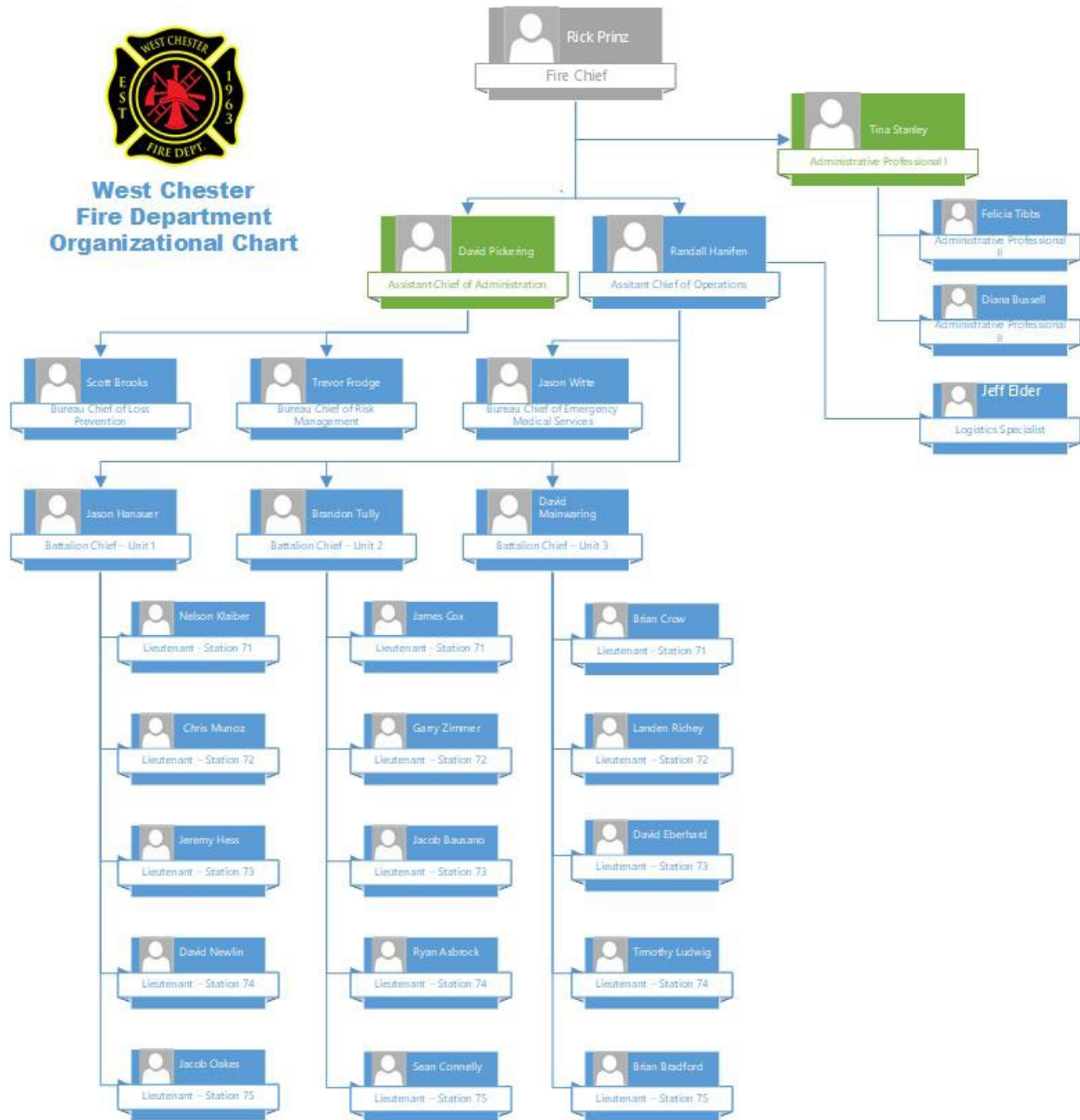
West Chester Township residents, businesses and visitors benefit from a full-time professional fire department providing fire suppression and emergency medical services while focusing on prevention and education in the community. The department, funded by a voter-approved levy specifically for fire and EMS, serves from five fully operational fire stations located throughout the community to provide prompt response to all residents of the community.

Comprehensive mutual aid agreements with regional communities further enhance service to the community. Mutual aid partners respond when added resources are required, and West Chester provides support to neighboring communities.



The department responds to approximately 8,500 calls for diverse service annually and is comprised of five bureaus: Administrative, Operations, Risk Management, Emergency Medical Services, and Loss Prevention.

Organizational Chart





Agency Stakeholder Work Session Participants

Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all WCFD 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 revisit an existing mission and after ensuring it answered the questions, The following mission statement was created, discussed, and accepted by the entire group:

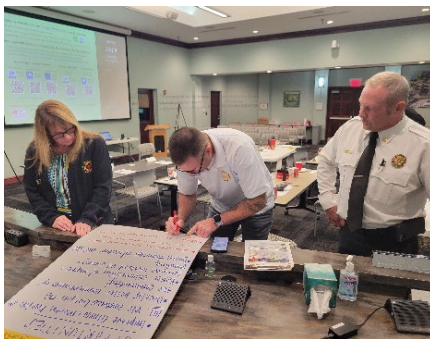
The West Chester Fire Department provides our community with the highest level of service through an all-hazards emergency response and community risk reduction efforts.

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 workgroup met to revisit the existing values agreed upon by the entire group.

West Chester Fire Department serves the community through compassion, integrity, knowledge, and respect.

The mission and values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful to guide the individuals who make up the West Chester Fire Department to accomplish their goals, objectives, and day-to-day tasks.



Vision

An organizational vision exists to keep all agency members focused on the successful futurity of the West Chester 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 a revision of the WCFD's vision for the future. The agency will support the reality of this vision through successful plan implementation and goal achievement.

West Chester Fire Department is committed to being the industry leader in safeguarding the community while fostering trust and well-being.

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 WCFD 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 a separate **Management and Implementation Guide**.



Enhance physical resources to meet the community's expectations for an all-hazards response and risk reduction effort.



Improve the use of human resource processes to provide opportunities for existing and future employees to improve service delivery to the community.



Enhance the training and education of the West Chester Fire Department personnel through research, education, and training to better serve our community.



Streamline and enhance the efficacy of the departmental processes to meet community expectations and industry standards.

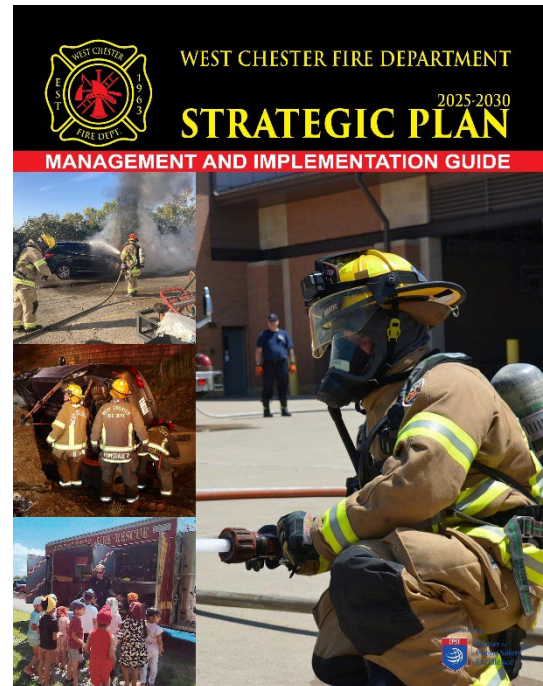


Prepare for, pursue, achieve, and maintain international accreditation to better serve our community and embrace excellence through continuous improvement management.

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 West Chester Fire Department's vision remain congruent. The accompanying **Management and Implementation Guide** will assist the WCFD 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 West Chester Fire Department navigate that change and futurity. 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.



“...we will chase perfection, and we will chase it relentlessly, knowing all the while we can never attain it. But along the way, we shall catch excellence.”

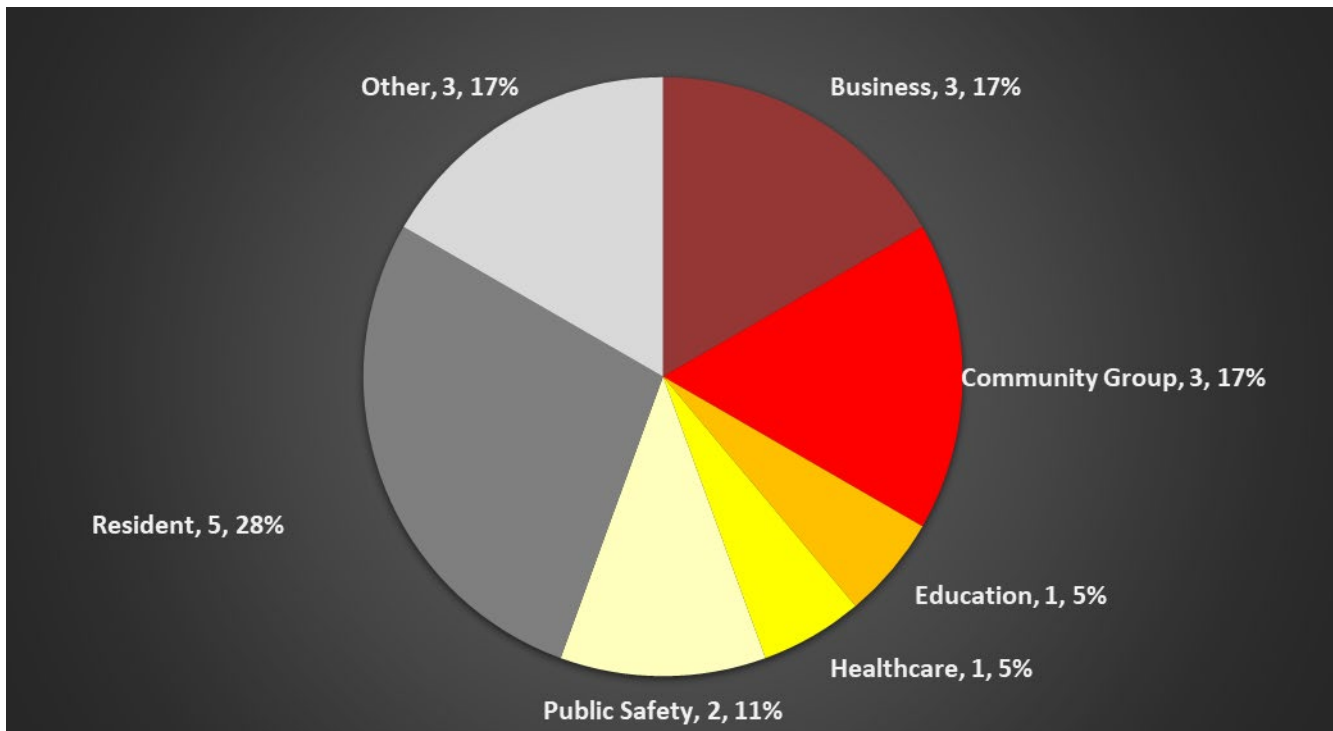
Vince Lombardi

Appendices

A. Community Stakeholder Findings

The West Chester 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 WCFD. Expectations and concerns were then analyzed for themes and weighted. 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 West Chester Fire Department (in priority order)

1. Respond as quickly as possible. Fastest response time possible with available resources. Do the best they can with the fire stations they have. Saving lives. Arrive as fast as you can. Quick response. Swift, reliable service. Turnout time one minute for medical calls. Turnout time for 1.5 minutes for fire calls. Ability to effectively manage not only core fire/rescue incidents but also novel emergency threat/hazard incidents either as a department or with assistance from local and regional partners. Collaborative relationships. (44)
2. Have people properly trained for any emergency. Highly skilled first responders. Highly trained personnel. Qualified resources. High-quality service (patient care). Highly qualified and trained staff. Highly trained, competent staff. Quick, critical thinking. (34)
3. Caring. Professional. Be professional, well-groomed, people skills. Set great expectations in community. Accountability. Patient/citizen-centered care/service (compassionate, helpful service). Professional in appearance and service with strong community support and education. (21)
4. State of the art. Have sufficient equipment on hand for any emergency. Newer, well-kept apparatus. Arrive with the equipment that you need to stabilize my health or put out a fire. Up-to-date equipment-enough of it. (13)
5. Fiscal responsibility. Provide services in a cost-effective manner. (8)
6. Keep growing and focus on the community's needs. Keep up with the support of WC growth. (6)
7. Safe operations/service/ patient care. Safety of all involved. (2)

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

1. Enough people positioned for the future needs of our region. Growth based on community and demographics. Concern about cost of maintaining a new fire station. Enough stations. Concerned that the stations are not in the most optimal place to dispatch from. Enough resources to address ongoing community growth. Reduction in staffing pool. Available high-quality pool of new hires. Home and business development in WC is growing, and the fire department might not be able to keep up with WC growth. (39)
2. Sufficient funding for enough people. Retention and recruitment. Maintaining enough qualified resources (staff). Continued ability to draw quality applicants into the service. DEI lowering skill level. Concerned about continuing to hire the best people. Succession planning/recruitment - workforce readiness to meet growing needs. (22)
3. Best, quickest routes for services. Current total response time. Rapid residential growth (especially assisted living communities) and ability to cover projected call volume. Call processing time seems high. (16)
4. Find ways to keep educating the community. How can the community support the fire department on knowledge of business layout or items needed from us to help them in times of crisis. Outreach programs or events to raise awareness. Is there room to increase safety training for youth. (14)
5. Are they financially responsible? Adequate funding to provide service to a township of this size. (6)
6. Catastrophic event (ability to handle). Ability to leverage partnerships with private/public sector in mass casualty/disaster incidents. (6)
7. Appropriate training identified and implemented. (3)
8. Calls to nursing homes seem to be increasing and overutilizing resources. (3)
9. Mental health support for staff. (3)

10. Appropriate equipment identified, purchased, and deployed. (1)
11. Most people don't know what is on the trucks, the training conducted, pre-planning inspections, find ways on social media to highlight what the department is doing. (1)
12. Number of industries with hazardous materials. (1)

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

- I'm told WCFD has a very good response time.
- WCFD does fire prevention visits.
- They are well respected in the community.
- Work great with the township and community.
- Well-trained staff always willing to say hello.
- Equipment is top-notch (let's not lose it in the future).
- Skill level of first responders.
- Response time for medical emergencies.
- Community-oriented
- Approachable.
- Represents West Chester well.
- Professionalism and dedication.
- Strong record of safety.
- Leadership.
- Every member has been very professional/kind individuals, truly there to help.
- Anytime a guest has been in danger, they are quick to respond.
- Always working towards improvement personally/professionally!
- Professionalism.
- Community engagement.
- Compassion shown during medical responses.
- Community engagement/visibility.
- Level of professionalism on scene.
- I witnessed while on scene after everything was done looking and seeing how the fire team can/would look for our mechanical norms.
- This made us feel you can/would know if needed!
- Staff seems to be well trained.
- Updated equipment.
- Outstanding staff and quality service (approachable/engaging).
- Responsive to community needs and expectations.
- Professional now and aspires to be better.
- Willing and able to fully support training classes for fire safety.

- Training.
- Equipment.
- Leadership.
- I appreciate the level of cooperation with other departments.
- Proud of your continuing to improve the function and professionalism of the force with exercises like this strategic plan.
- Qualified resources.
- Number/locations of the fire stations.
- Mutual aid from other counties.
- Invested, supportive leadership – chief(s) and divisions.
- Strong reputation with the citizens and regionally.
- Access to many resources for maintaining/elevating service potential.

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

- Top-notch department with amazing personnel. Please know your community supports you.
- Thank you for asking for our input!
- Thank you so much for the opportunity to participate and for all you do on a daily basis.
- Thank you.
- Thank you for all you do for our community!
- Great job!

Things the Community Feels the West Chester Fire Department Should Change (verbatim, in no order)

- Offer ways for community involvement, i.e., adopt a hydrant.
- Non-urgent matters take time to solve in a way that could have less long-term impact on the person involved: not the fastest solution, but the best solution for the non-urgent matter.
- Is there room through technology/automation to lower processing and turnout times?
- Enhance sense of urgency.
- Do we have a notification system like Hamilton County? If so, not well known.

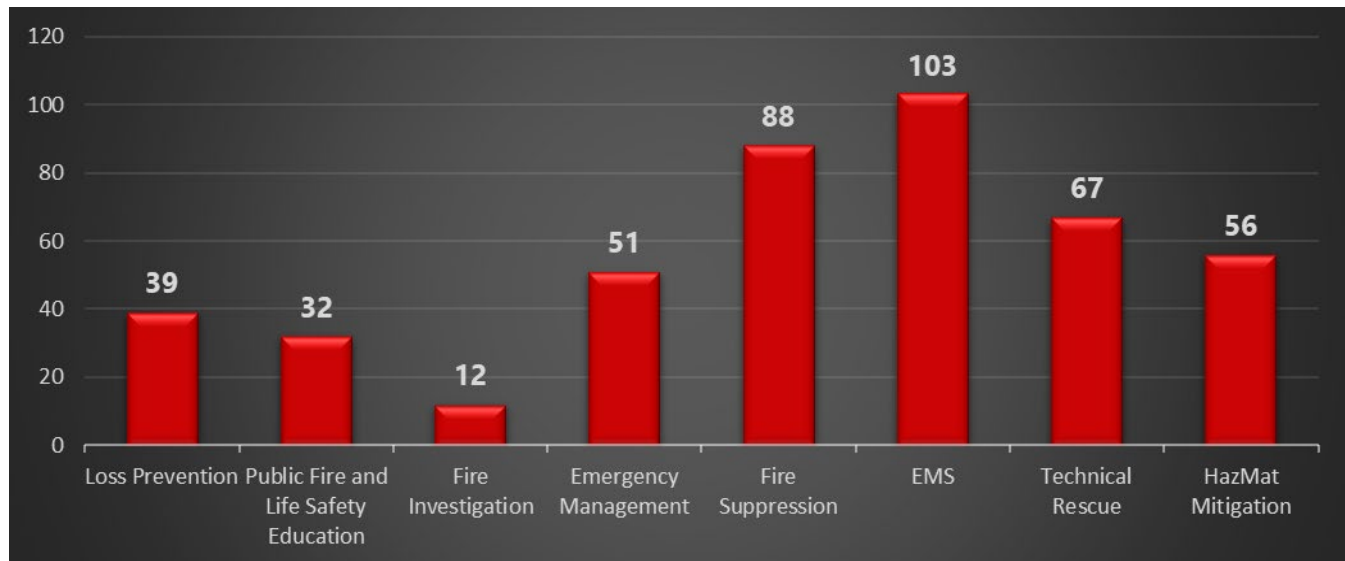
Things the Community Feels the West Chester Fire Department Should NOT Change

(verbatim, in no order)

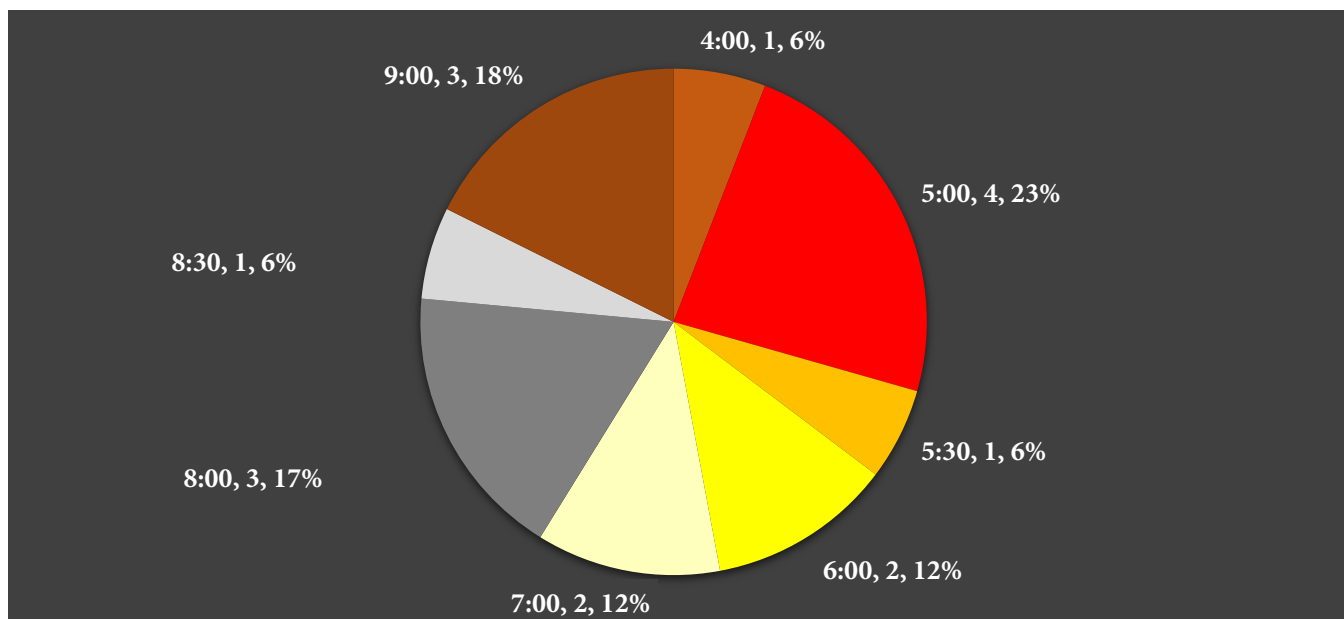
- Community engagement. Community engagement is superb! Community focus. Excellent community engagement. Engagement/support of personnel and staff.
- Maintain the skill level of first responders.
- Never stop looking to be better for those you serve.
- Professionalism and supportive team members.
- Focus on their core competency.
- Continuous professional aspirations – continue to be the best!
- Continue working with bordering agencies to provide optimal services.
- West Chester Dispatch.

Community-Prioritized Programs

Understanding how the community prioritizes the agency's programs and services allows the West Chester 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 WCFD. The results were as follows:

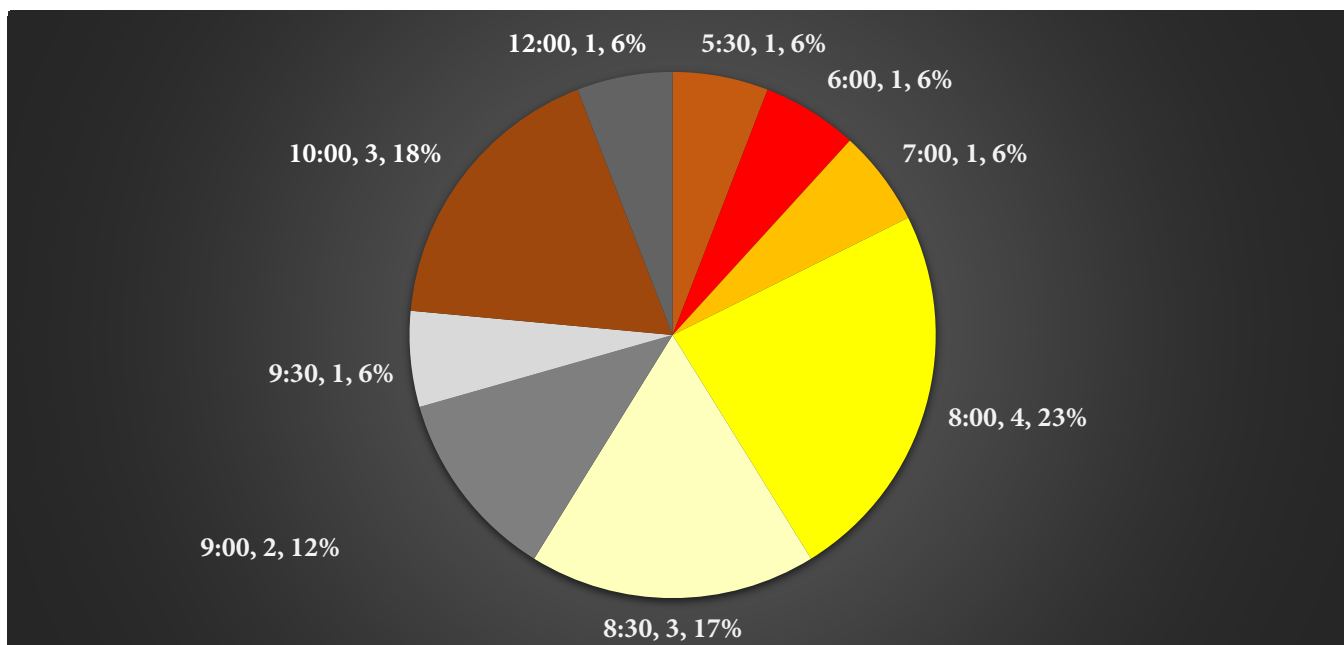


Community Response Time Expectations – Medical Emergencies



Results of medical response time expectations (averaged): 6:45 minutes

Community Response Time Expectations – Fire Emergencies



Results of fire response time expectations (averaged): 8:30 minutes

B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the WCFD 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

High non-emergent presence in the community.	Value-based hiring for quality people.
Internal and external training opportunities.	We retain tenured employees.
Invests in equipment that meets the demands of modern firefighting challenges	Fire, medic, hazardous materials technician, inspector base certifications.
Cooperation with neighboring agencies.	Community support.
Planning and incident management.	Knowledgeable and passionate internal instructors.
Inclusive environment in the department	Work within a community with a strong fiscal base.
Our knowledge of our community.	Staff is willing to continue their technical training.
Open to change.	Supportive elected officials.
Staff awareness of public needs.	Focus on fitness and mental health.
Professionalism among the community during public appearances and emergency responses.	The willingness to support employees for outside training to enhance knowledge for better service delivery.

Opportunities

Establish public expectations.	Improve work-life balance for members.
Reduction in response times.	Hire additional staffing.
Hire a full-time public education specialist/plans examiner.	Focus on turnout times when designing future firehouses.
Expand CRR into the EMS realm to reduce overuse of EMS.	Develop better communication with the community.
Understand/improve the physical and mental health of all West Chester employees (not just the fire department).	Better collaboration with anyone and everyone involved in zoning and planning.
Better training with mutual aid companies.	Develop and expand a community AED program.
Create a succession management plan to meet future employment needs.	Update equipment and apparatus replacement schedules to meet the needs of the community.
Utilize technology to reduce call processing and travel times.	Reorganize our deployment model and station location to meet the expectations of our citizens.
Develop cutting-edge research and development practices.	Create a community risk reduction bureau.
Provide state-of-the-art facilities that are regionally accessible.	Use a whole community approach to disaster management.
Provide a continued effort towards a diverse and inclusive culture.	Increase operational resilience through the triage of calls and the addition of dual companies.
Provide a clear understanding and definition of the “West Chester Way.”	Create a focus on hiring needs to prepare for the departure of upcoming retirements.
Collaborate with neighboring departments to ensure fiscal responsibilities while maintaining deployment strength.	

Aspirations

Cutting-edge EMS modeling and response that is data-driven through research and development.	Comply with current and future community needs relative to staffing, stations, and units.
Cutting-edge research.	Cutting-edge fire operations.
Have the best fire and EMS-educated public.	Unparalleled community relationships.
Best compensation and benefits for employees.	Have confidence in leadership progression.
Unparalleled mutual aid partnerships and relationships.	Aspire to be an inspiration for other fire departments.
Employees meet and exceed training and education industry trends.	Have the best apparatus and equipment (upgrade when necessary).
Keep all promotions in-house through succession planning.	All members in the best physical shape along with the best mental well-being.
The best labor-management environment.	To have a work schedule to meet industry trends.
State-of-the-art training facility for fire, EMS, hazardous materials, technical rescue, and emergency management.	More proactive department in CRR/connection with department.
To be a part of the integrated health department.	To create a more team-oriented culture.

Results

Group 1	Group 2	Group 3
- Provide a competent, all-hazard response. - Caring and compassionate employees. - Living document of a regional response model. - Most effective cost model. - Reduction in service delivery times. - Cost-efficient model through regionalization. - Proactive approach to health care and fire eradication. - Increase employee longevity. - Continue to provide relevant and up-to-date equipment. - Safe and healthy community.	- Contentment. - Fixed, fully functioning training facility utilized by multiple agencies. - Decreased response times. - Meet NFPA 1710, efficiently run department with all ancillary needs met. - Decrease in lost time due to injuries and mental illness. - Reaching the community through multi-media platforms. - Improved relationships with developers and builders, creating better access in and around public spaces in the township. - Better working relationships with mutual aid partners. - No decrease in funding. - Strong employee bonds (familyhood). - More trained employees. - Keeping up with trends. - Unanimous votes for fire department agenda items. - Better community support. - Increased area familiarization. - Happy employees with increased employee retention. - Being a leader in the region - Decrease in downtime of apparatus and equipment. - All internal promotions. - Zero grievances. - Decrease in preventable incidents through community risk reduction.	- Provide the best service available based on national benchmarks and practices. - Achieving regional recognition and trust. - Establish and continue leadership progression, ensuring community needs are met and exceeded without interruption. - Levy success and trust. - Provide value-added employees that successfully accomplish national and regional benchmarks and metrics. - Employees that are positive and happy. - Have varying levels of experience within the hiring pool. - User-friendly, ease-of-use technology.

Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by the West Chester 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 West Chester 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
Physical Resources ○ Adjust apparatus replacement schedules. ○ Purchase technology that fits the department's needs. ○ Evaluate the location/condition of firehouses/apparatus/personnel ○ Evaluate training facilities and equipment. ○ Evaluate and adjust firefighter gear, tools, and equipment.	Physical Assets ○ Facilities ○ Number of stations. ○ Training facility. ○ Station locations. ○ Station upkeep. ○ Facility technology. ○ Equipment ○ EMS equipment (LifePak, cots, drug boxes, Lucas devices, stair chairs). ○ Fire equipment (hose, nozzles, hand tools, saws, ladders, thermal imaging cameras). ○ Rescue equipment (extrication, stabilization, boats, rope rescue). ○ Hazardous materials equipment (Kits, monitors, containment, suits). ○ IT equipment (CAD/MDT, Toughbook, records management system, drone, hazardous materials research). ○ Vehicles (engines, ladders, towers). ○ EMS (medics). ○ Specialty (hazardous materials, technical rescue, boats, brush trucks). ○ Supplies (EMS, station supplies, administrative supplies, fire prevention, public relations)	Physical Resources
Human Resources ○ Leadership development. ○ Improve recruitment. ○ Succession management. ○ Increased benefits and compensation. ○ Improve health and wellness.	Human Resources ○ Personnel (hiring, future needs, diversity, firing, eliminating bad apples, new member orientation, promotion orientation, scheduling, awards, recognition, milestone achievements, personnel evaluations, promotion). ○ Retention (scheduling, 48 vs. 50 vs. 52, promotion). ○ Benefits (pay-competitive, health insurance, retirement, work-life balance). ○ Recruitment (wages, benefits, job fairs).	Human Resources

Group 1	Group 2	Initiative Link
Knowledge Management ○ Increased technical training. ○ Pass on legacy knowledge. ○ Cultivate higher education. ○ Research industry trends.	Training ○ Internal (current/future certifications, Investigation, monthly training, virtual reality, training, research) ○ External (career advancement, cadaver training, operation/crash course, pump operations, high rise, research, investigation). ○ Public education program. ○ Professional development (officer, job shadowing, acting program, testing, and promotional lists). ○ Training (fire training tower, EMS simulation lab, automobile extrication area, hazardous materials props/area). ○ Succession planning (job shadowing, developing interest). ○ Orientation (academy, OSHA standard training).	Knowledge Management
Departmental Process ○ Process related to response times. ○ Update purchase or process for more efficient/faster purchasing. ○ Deployment process. ○ Staffing process. ○ Promotional process. ○ Communication process. ○ Scheduling process. ○ Health and wellness process.	N/A	Departmental Process

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.

Physical Resources Human Resources Knowledge Management Departmental Process Accreditation



2025-2030 STRATEGIC PLAN