

RESOLUTION NO. 61-2023

A RESOLUTION AUTHORIZING THE ACTING CITY MANAGER TO ENTER INTO AN AGREEMENT BY AND BETWEEN THE CITY OF MONROE AND THE CENTER FOR PUBLIC SAFETY EXCELLENCE FOR PROFESSIONAL CONSULTING SERVICES TO CREATE A STRATEGIC PLAN FOR THE DEPARTMENT OF FIRE.

WHEREAS, the strategic plan for the Department of Fire has not been updated since 2018; and

WHEREAS, with the growth of the community and the increased demand for services it is necessary to update the strategic plan.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF MONROE, STATE OF OHIO, THAT:

SECTION 1: The Acting City Manager is hereby authorized to enter into an agreement by and between the City of Monroe and the Center for Public Safety Excellence for professional consulting services to create a strategic plan for the Department of Fire. The terms and conditions of said agreement are marked Exhibit "A" attached hereto and made a part hereof.

SECTION 2: This measure shall take effect and be in full force from and after its passage pursuant to Section 7.08 (C) of the Charter.

PASSED: October 24, 2023

ATTEST:

APPROVED:



Clerk of Council



Mayor

This legislation was enacted in an open meeting pursuant to the terms and provisions of the Sunshine Law, Section 121.22 of the Ohio Revised Code.

I, the undersigned Clerk of Council of the city of Monroe, Ohio, hereby certify the foregoing (ordinance or resolution) was published as required by Section 7.16 of the Charter of the City of Monroe.



Clerk of Council
City of Monroe, Ohio



Center for
Public Safety
Excellence®

Community-Driven Strategic Plan Proposal
to
City of Monroe Fire Department
6262 Hamilton-Middletown Road
Middletown, Ohio 45044

David Leverage
Fire Chief
June 26, 2023



COMMUNITY-DRIVEN STRATEGIC PLAN PROPOSAL

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THE CPSE® DIFFERENCE

The mission of the Center for Public Safety Excellence® is: *“To lead the fire and emergency service to excellence through the continuous quality improvement process of accreditation, credentialing, and education.”*

By teaching, coaching, guiding, and advising, CPSE’s Technical Advisor Program (TAP) strives to provide agencies the tools to internalize continuous quality improvement and thereby achieve excellence.

Give a man a fish and you feed him for a day. Teach a man to fish and you feed him for a lifetime.

TAP places great importance on thorough preparation for each project including:

- A clear understanding of the agency’s background, goals and objectives, and the complex issues they are facing,
- A workplan that is comprehensive, well designed, and provides ample opportunity for stakeholder input,
- Sufficient resources and a commitment to successfully complete the project within the desired time frame at a reasonable cost, and
- A commitment to support the agency after the Strategic Plan is adopted.

TAP uses contemporary methods and enlists energetic and positive individuals to help facilitate agency work. Our advisors personalize their approach and garner candid feedback from stakeholders while putting stakeholders at ease. The end result is a truly strategic rather than tactical plan.

SCOPE

The purpose of a strategic plan is to identify and provide a process that envisions the future by accomplishing organizational visions. A well-crafted strategic plan, guided by good management, and executed by committed personnel will translate to improved effectiveness, efficiency, and better quality of services being delivered. CPSE believes the most successful strategic planning efforts involve both internal and external stakeholders.

The Community-Driven Strategic Plan Facilitation process typically takes 60 to 90 days and includes:

- Meeting with community stakeholders to gather feedback on community expectations, concerns, and priorities,
- A three-day, in-person work session with agency stakeholders to integrate community feedback into their mission, vision, and values, and
- A professionally formatted and published document encompassing strategic initiatives, goals, objectives, critical tasks, and performance measures.

Expected outcomes include a strategic plan that will:

- Address the organization’s mission, vision, and values
- Be achievable, measurable, and responsive to changing community needs
- Be easily reviewed and modified to meet the changing internal and external needs of the agency
- Build upon community partnerships and enhance the ability to harmonize the goals of the agency with the community’s identified needs
- Encourage and embrace involvement, participation, and teamwork
- Establish strategic initiatives

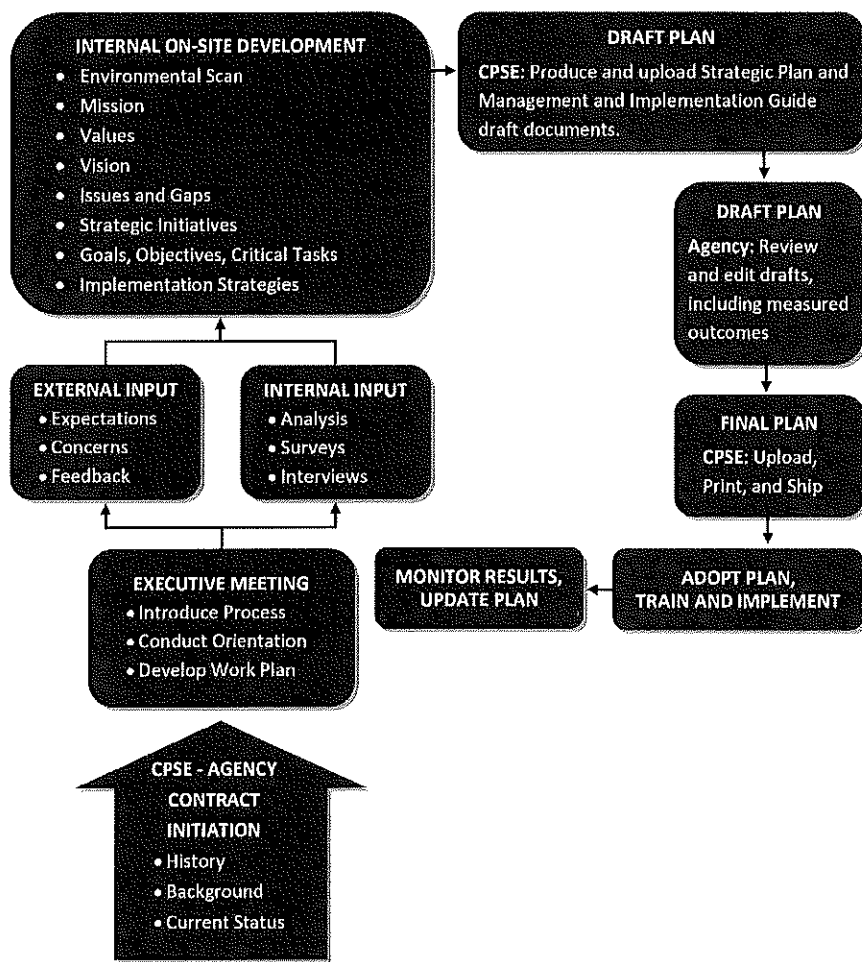


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- Establish goals, objectives, performance measures, and an implementation strategy corresponding to the strategic initiatives
- Focus on critical issues and needs of internal and external stakeholders
- Provide a basis for improving efficiency, effectiveness, and service deliverables

PROJECT FRAMEWORK

CPSE will take a systematic approach to the agency’s planning process. The chart below illustrates the general flow of events for a comprehensive strategic planning process:



PROJECT TIMELINE

There will be four stages to this project. Once this proposal is accepted, a detailed statement of work (SOW) will be built that addresses the details for these stages, their timing, and the roles that CPSE and the agency will play in their completion. A sample SOW is provided at the end of this proposal. Once a signed professional services agreement (PSA) and a finalized SOW is received, CPSE can begin work on this project within 30 days and complete the project within another 30 to 60 days for a total project time of 60 to 90 days.

1. Project executive orientation
2. Community stakeholders public meeting
3. Agency stakeholders work session



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- a. Develop goal, objectives, and performance measures
 - b. Develop an implementation strategy
4. Strategic plan publication

DELIVERABLES

CPSE is responsible for the following deliverables:

1. Development of a project work plan
2. Identification and coordination of stakeholders
3. Facilitation of on-site work sessions involving stakeholders
4. Status reports, as deemed necessary by the agency
5. Provision of an executive orientation session
6. Provision of all necessary forms
7. Findings from surveys, interviews, questionnaires, and facilitation
8. A technically and professionally competent strategic plan, that includes:
 - a. Mission
 - b. Vision
 - c. Guiding values or principles
 - d. Community expectations, concerns, and positive feedback
 - e. Prioritization of programs/services
 - f. Environmental scan
 - g. Identified critical issues and service gaps
 - h. Strategic initiatives
 - i. Planned outcomes
 - j. Goals, objectives, performance expectations
 - k. Implementation strategies including areas of responsibility, critical tasks, and timelines
9. One (1) digital copy of the draft report for review of accuracy of obtained information
10. One (1) digital copy and ten (10) professionally bound copies of the final Strategic Plan
11. One (1) digital copy of the Management and Implementation Guide based on your agency's work

CPSE RESOURCES

CPSE's Technical Advisor Program Manager oversees every project to ensure that the end result of each project is a satisfied client whose expectations are fully met. Each project will also have an assigned Project Lead to facilitate the onsite work, a Project Advisor to assist with the internal stakeholder work session, and a TAP support specialist to ensure all materials are professionally prepared.



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ESTIMATED FEES AND EXPENSES

CPSE has estimated the following fees and expenses for this project:

The proposed cost for CPSE to facilitate the development of the City of Monroe Fire Department's Community-Driven Strategic Plan is **\$19,200.00**.

This total proposed cost includes all technical advisor time and travel expenses to facilitate one community stakeholder meeting (limited to no more than 75 people) and a three-day agency stakeholder work session (limited to no more than 36 people). These events will be scheduled during the same week. Any additional travel requested and approved by the City of Monroe Fire Department will be billed by CPSE at actual cost and is above and beyond the proposed cost above.

ASSUMPTIONS

- The City of Monroe Fire Department is a career, full-service fire service agency that protects the residents, businesses, and visitors within its coverage area.
- David Leverage, Fire Chief is the key contact for this project.
- Please provide information regarding specific procurement requirements prior to the issue of a professional services agreement.
- The purpose of CPSE's Technical Advisor Program (TAP) is to coach, mentor, guide, and assist fire service agencies. Agency representatives will play an active role in developing their community-driven strategic plan.
- This proposal is valid for a period of sixty (60) days.
- CPSE and the City of Monroe Fire Department will execute a professional services agreement prior to the start of this project.
- CPSE and the City of Monroe Fire Department will execute a statement of work governed by the professional services agreement prior to the start of this project that will be the sole document to govern the scope, methods, terms, and deliverables of this project.

INQUIRIES

Please contact CPSE with any inquiries regarding this proposal:

Brian R Dean, CFO

Technical Advisor Program Manager

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Direct: (703) 219-8166

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SAMPLE STATEMENT OF WORK

Contract Price: \$19,200				
Project Steps	Step Details	Step Timing	Step Responsibility	Step Billing
1. Project Acceptance	<ul style="list-style-type: none"> Finalized statement of work Signed professional services agreement Construction of shared Site Identification of CPSE and agency project points of contact 	By TBD	CPSE and City of Monroe Fire Department	(1/6) of contract price
2. Project Executive Orientation	<ul style="list-style-type: none"> Discussion of final SOW and identification of resources need for each step Overview of Shared Site 	By TBD	CPSE	N/A
3. Post Required Materials to Shared Site	<ul style="list-style-type: none"> Agency primary contact information Agency and community images, including high resolution agency logo Agency current mission and values, if available Agency organizational chart Agency background information, as available 	By TBD	City of Monroe Fire Department	N/A
4. Invite Stakeholders	<ul style="list-style-type: none"> Send invitations to request community stakeholder participation in community stakeholder meeting Invite identified agency stakeholders and schedule the work session 	By TBD	City of Monroe Fire Department	N/A
5. Post Required Materials to Shared Site	<ul style="list-style-type: none"> List of community stakeholders List of agency stakeholders with rank/title and assignment (shift, station, etc.) 	By TBD	City of Monroe Fire Department	N/A
6. Community Stakeholder Meeting	<ul style="list-style-type: none"> Determine community stakeholder priorities of service delivery Determine community stakeholder expectations Receive community stakeholder input on positive and correctional issues 	By TBD	CPSE	N/A
7. Agency Stakeholder Work Session	<ul style="list-style-type: none"> Review input from community stakeholders Develop, revise or update mission statement Develop, revise or update value statements Establish core programs and support services Conduct an environmental scan Identify critical issues and service gaps Determine strategic initiatives with outcomes expected Develop goals, objectives, and critical tasks Develop, revise or update vision statement 	TBD through TBD	CPSE	(4/6) of contract price
8. Draft Report Published	<ul style="list-style-type: none"> Draft uploaded to shared site for agency review 	By TBD	CPSE	N/A
9. Review of Draft Report	<ul style="list-style-type: none"> Edits to draft report completed via Shared Site 	By TBD	City of Monroe Fire Department	N/A



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10. Strategic Plan Finalized	<ul style="list-style-type: none">• Approval of final draft	By TBD	City of Monroe Fire Department	N/A
11. Strategic Plan Issued	<ul style="list-style-type: none">• Delivery of one digital and ten (10) hard copies of the finalized Strategic Plan.• Delivery of one digital Management and Implementation Guide	By TBD	CPSE	(1/6) of contract price