



**MAINE FIRE  
TRAINING &  
EDUCATION**

*in service since 1948*

HEADQUARTERS  
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August 10, 2010

Dear Maine Fire Services Community,

As many of you are aware Maine Fire Training and Education has embarked on a historical process of developing a strategic plan. I am excited to share that through a collaborative process the work on the Strategic Plan is complete. The Strategic Planning process focused on the following clear purposes and objectives:

**Purpose:** To establish a blue print for the future for MFT&E for the next five years and create a common vision.

**Objectives:**

1. To evaluate and revise the current MFT&E Mission Statement.
2. To use the newly revised Mission Statement to determine the MFT&E Vision Statement that will direct MFT&E Strategic Planning efforts.
3. To redefine the structure, role and function of the MFTE Advisory Committee and create a plan to communicate the changes to the fire service community.
4. To outline a 3-5 year MFT&E Strategic Plan that addresses the needs and priorities of MFT&E.

The outcome of the strategic planning process includes a new Name, Mission Statement, Vision Statement and 5 year Strategic Plan. The name change, mission and vision statements and Strategic Plan which are designed to target the local fire chief as the customer.

The Strategic Plan was created to provide a blueprint for the future of Maine Fire Services Institute to coincide with the consolidation of MFT&E administrative and operational services at the Midcoast Campus in Brunswick.

During the period of August 15, 2010 to September 15, 2010 the attached Strategic Planning Draft is being distributed to the fire service community for Public Comment. It is hoped to begin implementation of the Strategic Plan following review of the Public Comments on or near October 1, 2010.

The Strategic Planning process was facilitated by Dwyer Leahy Vessey of DLV Associates. Dwyer has worked with MFT&E in the past during the curriculum review process. Over the last decade, she has helped organizations with strategic planning, facilitation, peer coaching, needs assessments, and leadership. Industries positively impacted by her work includes: public safety, insurance, manufacturing, banking, healthcare, information technology and nonprofit agencies.

During the next 30 days Maine Fire Training and Education is soliciting public comment from the fire service community on the Draft of the Strategic Plan. Input



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submitted will be reviewed by the Strategic Planning Work Group following the Public Comment Period. Please submit comments on the Strategic Plan Draft to Dwyer Leah Vessey at [dvessey@maine.rr.com](mailto:dvessey@maine.rr.com) no later than 5:00 p.m. on September 15, 2010.

I thank you for your consideration and assistance during this exciting period in Maine's fire service training.

Please feel free to contact me if you have any questions.

Sincerely,

Bill Guindon, Director  
Maine Fire Training and Education

# Maine Fire Training and Education

## 2010 Strategic Plan

August 2010

Draft Document for Public Comment

Public Comment Period

August 15, 2010 to September 15, 2010

Please submit comments to Dwyer Leah Vessey  
by email at [dvessey@maine.rr.com](mailto:dvessey@maine.rr.com) no later than 5:00 p.m.  
September 15, 2010

# **Maine Fire Training and Education Strategic Planning Work Group 2010**

**Facilitated By  
Dwyer Leah Vessey, DLV Associates**

## Strategic Planning Work Group Participants

- Dr. Janet Sortor, SMCC Vice President and  
Dean of Academic Affairs
- Bill Guindon, Director of Maine Fire Training and Education
- Greg Hanscom, Chair of SMCC Public Safety Department
- Chief John Dean, Office of Maine State Fire Marshal
- Fire Chief Gary Sacco, New Gloucester Fire Department
- Fire Chief Roy Woods, Caribou Fire and Ambulance Department
- Fire Chief Mike Hooker, Otisfield Fire Department
- Fire Chief Brian Stockdale, Topsham Fire Department
- Fire Chief Dan Moore, Wells Fire Department
- Fire Chief Fred LaMontagne, Portland Fire Department
- Fire Chief Jeff Cammack, Bangor Fire Department
- Fire Chief Kevin Guimond, South Portland Fire Department
- Fire Chief Bill St. Michel, Durham Fire and Rescue

**MFT&E Strategic Planning Sessions**

**Purpose:** To establish a blue print for the future for MFT&E for the next five years and create a common vision.

**Objectives:**

1. To evaluate and revise the current MFT&E Mission Statement.
2. To use the newly revised Mission Statement to determine the MFT&E Vision Statement that will direct MFT&E Strategic Planning efforts.
3. To redefine the structure, role and function of the MFTE Advisory Committee and create a plan to communicate the changes to the fire service community.
4. To outline a 3-5 year MFT&E Strategic Plan that addresses the needs and priorities of MFT&E.

**Objective 1: MFT&E Mission Statement**

1. To evaluate and revise the current MFT&E Mission Statement.

**Existing MFT&E Mission Statement**

The mission of Maine Fire Training & Education is to help make Maine firefighters and citizens safe from fire through proactive prevention, protection and suppression training and education.

**Newly created MFSI Mission Statement**

**The mission of Maine Fire Services Institute is to assist in the development of skills and abilities in support of Maine's Fire service at the local, regional, and State level in collaboration with the fire chiefs of Maine.**

**Objective 2: MFT&E Vision Statement**

2. To use the newly revised Mission Statement to determine the MFT&E Vision Statement that will direct MFT&E Strategic Planning efforts.

**Newly created MFSI Vision Statement**

**Partnering with the fire chiefs MFSI shall focus on customer service, quality, and safety. MFSI shall collaborate to deliver standardized and integrated training and education by leveraging technology, innovation and funding opportunities to meet the needs of a dynamic Fire Service.**

### **MFT&E Name Change**

The group agreed to change the existing Maine Fire Training & Education name to one that better reflects the newly created Mission and Vision.

### **Newly created name – Maine Fire Service Institute (MFSI)**

#### **Objective 3: MFT&E Advisory Committee**

3. To redefine the structure, role and function of the MFTE Advisory Committee and create a plan to communicate the changes to the fire service community.

#### **MFSI State Advisory Committee Purpose**

**The purpose of the MFSI Advisory Committee is to solicit feedback from their constituencies they represent. They are to provide comment and guidance to the director of MFSI consistent with the strategic plan.**

#### **MFSI State Advisory Committee Rules & Procedures**

##### **1. Establishment**

An Advisory Committee, established by the President of Southern Maine Community College (SMCC), shall advise the Director in the administration of the Maine Fire Service Institute (MFSI). The President of Southern Maine Community College reserves the right to suspend or disband the Advisory Committee at his discretion.

##### **2. Purpose**

The purpose of the MFSI Advisory Committee is to solicit feedback from Maine's Fire Service, deliver a strategic message, and advise the Director of MFSI.

##### **3. Scope**

The scope of the committee is to provide strategic input rather than operational direction and shall include:

- providing feedback and recommendations to the Director of MFSI;
- Supporting and aiding in review of proposed new curriculum for acquisition and implementation;
- Providing stakeholder perspectives with regard to MFSI courses, curriculum content, facilities, and services;
- Ensuring that the voluntary certification program is consistent with national accreditation requirements;
- Documenting recommendations.

#### 4. Membership

The appointment of sixteen (16) members to the Advisory Committee shall be as follows: Voting Members (11):

- 2 Volunteer/Paid/On-call Fire Chiefs
- 4 Combination of: FT/volunteer, Career, All career/Per diem Fire Chiefs
- 1 Maine Fire Chiefs Association representative
- 1 Maine Fire Protection Services Commission representative
- 1 Professional Fire Fighters of Maine representative
- 1 Maine State Federation of Fire Fighters representative
- 1 Governor's. appointment/Maine Municipal Association loss reduction representative

Ex-officio Members (5):

- 1 MEMA representative
- 1 BLS representative
- 1 Fire Marshal
- 1 insurance representative
- 1 SMCC President or Vice President

The Director shall solicit nominees from the constituent agencies for appointment to the Advisory Committee Board. Members of the Advisory Committee shall be actively employed or affiliated with the represented position, agency or organization. Employees of MFSI may not serve on the Advisory Committee.

#### 5. Term of Office

Members shall be appointed for a term of three (3) years. (Initial appointees or representatives shall be staggered 2, 3, and 4 year terms)

#### 6. Officers

The committee shall elect from its members a chair and vice-chair. The vice chair will exercise the authority of the chair in the chair's absence. The chair may formally recommend consent items for a meeting agenda.

The chair and vice chair shall serve two-year terms. Neither shall serve more than 3 consecutive terms.

#### 7. Quorum

4 voting members shall constitute a quorum.

#### 8. Expenses

The members shall be reimbursed for expenses according to SMCC/MCCS guidelines.

## **9. Meetings**

Annual Meetings will be scheduled in October and May; specific dates will be at the discretion of the Chair. The MFSI Director may reschedule meetings or call additional meetings as necessary.

## **10. Attendance**

The MFSI Director shall notify, in writing, the organization being represented of any member who has three consecutive unexcused absences from regular advisory committee meetings and shall ask that the member be replaced.

## **Advisory Committee Procedures**

### **1. Notice/Agenda**

The MFSI Director shall ensure that members are notified via E-mail at three weeks prior to any meeting.

A draft agenda and relevant supporting materials shall be distributed to all members via E-mail at least 3 weeks prior to any meeting.

Proposed agenda items must be submitted to the MFSI Director at least 1 month prior to any meeting. Each agenda item shall provide for a period of public comment.

No items other than those listed on the agenda shall be acted upon at the meeting.

Through the Chair or the MFSI Director, an Advisory Committee member may invite subject matter experts (SME) to attend a committee meeting to clarify action items.

### **2. Decision Process**

Recommendations may be developed by a simple majority of members present at the meeting. The MFSI Director shall serve as the tie breaker. Members who cannot attend a meeting may advise the chair of his/her input or concerns in writing.

### **3. Meeting Notes/Recommendation**

The MFSI Director shall ensure that a written record shall be made of each advisory committee meeting including attendance and consensus recommendations or votes.

All committee recommendations shall be forwarded to the President of SMCC (or designee) and the MFSI Director.

**Objective 4: Strategic Planning.**

4. To outline a 3-5 year MFT&E Strategic Plan that addresses the needs and priorities of Maine Fire Services Institute.

The group used the following discussion prompts:

Strategic Planning – where do we want to go?

- What are our priorities?
- What specific issues/concerns and viewpoints need to be identified and addressed?
- What obstacles/roadblocks to the Strategic Planning process may exist?

Strategic Planning – how will we get there?

- What actions do we need to take to begin?
- What do we need to put in place to meet our Strategic Plan?

**MFSI Strategic Planning Process**

1. The group agreed/accepted that MFSI would be centralized in Brunswick and needed 5 regional satellite locations.
2. The group agreed to use the following guidelines in the Strategic Planning Process:
  - *Focus on the global picture*
  - *Focus on WHAT needs to be done, not HOW*
  - *Use a 3 – 5 year time frame with the following terms:*
    - *Short– w/in 1 year*
    - *Medium – within 2 – 4 years*
    - *Long – 4 years*
  - *Identify obstacles/road blocks*
3. The group agreed to focus their efforts on 3 areas of MFSI Strategic Planning:
  - **Program Delivery**
  - **Facilities & Equipment**
  - **Marketing/Communication**

**Strategic Planning – PROGRAM DELIVERY*****Discussion points:***

- *minimum standards of profession and skills, qualifications (job descriptions/NFPA, internal certifications)*
- *Credentialing & recertification*
- *Develop a standardized T&E credentialing process for instructors that focuses on customer service, quality & safety*
- *competencies*
- *Certified to a National Standard*

**Strategic Planning – PROGRAM DELIVERY**

<b>within (years)</b>	<b>Action</b>
<b>1 year</b>	MFSI will develop a set of instructor qualifications/guidelines that balance content expertise with instructional methodologies.
<b>1 year</b>	MFSI will partner with Fire Chiefs to develop/assist/support local instructor and local training programs
<b>2 – 4 years</b>	<p>MFSI will develop an Instructor Training Program that sets standards, credentialed/competencies that will ensure a customer service quality training program</p> <ul style="list-style-type: none"> <li>• <i>MFSI will have competent instructors delivering a quality program, with quality instructors and instruction</i></li> </ul>
<b>2-4 years</b>	<p>MFSI will assist local Fire Chiefs in the development of in-house training programs</p> <ul style="list-style-type: none"> <li>• <i>Increasing local instructors' capacity</i></li> <li>• <i>Mentoring system &amp; resources that will increase local instructor capacity and professional development</i></li> <li>• <i>Development of an instructor development program</i></li> </ul>
<b>2-4 years</b>	MFSI will develop a Preceptor Program for non-MFSI instructors to develop confidence in the non-MFSI instructor through pairing with/ experienced MFSI instructor
<b>Bi-annually</b>	MFSI should assess the certification needs of Maine Fire Chiefs, develop and offer programs that meet their identified needs.

**Strategic Planning – FACILITIES/EQUIPMENT**

<b>within (years)</b>	<b>Action</b>
<b>1 year</b>	MFSI will consolidate South Portland and Bangor offices to the Brunswick location
<b>1 year</b>	MFSI will inventory all of MFSI training facilities in all location – owned by MFSI or any place funding has been invested
<b>2 years</b>	MFSI will complete a capital needs equipment analysis that addresses prospective MFSI equipment needs and the functionality of MFSI existing equipment
<b>2 – 4 years</b>	MFSI will have grant application and screening process in place that focuses on the Strategic Facilities/Equipment Plan <ul style="list-style-type: none"> <li>• <i>Task Force Report on Training Facilities 5/1/06</i></li> </ul>
<b>5 years</b>	MFSI will have a Capital Equipment Plan in place
<b>5 years</b>	MFSI will have a central, Statewide facility with 5 regional satellites

**Strategic Planning – MARKETING/COMMUNICATION**

<b>within (years)</b>	<b>Action</b>
<b>6 months</b>	MFSI will create and implement a Marketing Plan
<b>1 year</b>	MFSI will create a customer focused communication plan for local, regional & state information in a diverse medium
<b>2 years</b>	MFSI will create a service oriented culture within MFSI
<b>Yearly</b>	MFSI will do on-going customer service assessments/surveys (method) with an evaluative process (internal/external customers)

**Strategic Planning - INTEGRATED DELIVERABLES**

<b>within (years)</b>	<b>Action</b>	<b>Area</b>
<b>6 months</b>	MFSI will create and implement a Marketing Plan	Marketing Communication
<b>1 year</b>	MFSI will create a customer focused communication plan for local, regional & state information in a diverse medium	Marketing Communication
<b>1 year</b>	MFSI will develop a set of instructor qualifications/guidelines that balance content expertise with instructional methodologies.	Program Delivery
<b>1 year</b>	MFSI will partner with Fire Chiefs to (develop/assist/support) local instructor and local training programs	Program Delivery
<b>1 year</b>	MFSI will consolidate South Portland and Bangor offices to the Brunswick location	Facilities Equipment
<b>1 year</b>	MFSI will inventory all of MFSI training facilities in all location – owned by MFSI or any place funding has been invested	Facilities Equipment
<b>Yearly</b>	MFSI will do on-going customer service assessments/surveys (method) with an evaluative process (internal/external customers)	Marketing Communication
<b>2 years</b>	MFSI will complete a capital needs equipment analysis that addresses prospective MFSI equipment needs and the functionality of MFSI existing equipment	Facilities Equipment
<b>2 years</b>	MFSI will create a service oriented culture within MFSI	Marketing Communication
<b>Bi-annually</b>	MFSI should assess the certification needs of Maine Fire Chiefs, develop and offer programs that meet their identified needs.	Program Delivery
<b>2-4 years</b>	MFSI will develop a Preceptor Program for non-MFSI instructors to develop confidence in the non-MFSI instructor through pairing with/ experienced MFSI instructor	Program Delivery

**Strategic Planning - INTEGRATED DELIVERABLES**

within (years)	Action	Area
2 – 4 years	<p>MFSI will have grant application and screening process in place that focuses on the Strategic Facilities/Equipment Plan</p> <ul style="list-style-type: none"> <li>• <i>Task Force Report on Training Facilities 5/1/06</i></li> </ul>	Facilities Equipment
2 – 4 years	<p>MFSI will develop an Instructor Training Program that sets standards, credentialed/competencies that will ensure a customer service quality training program</p> <ul style="list-style-type: none"> <li>• <i>MFSI will have competent instructors delivering a quality program, with quality instructors and instruction</i></li> </ul>	Program Delivery
2-4 years	<p>MFSI will assist local Fire Chiefs in the development of in-house training programs</p> <ul style="list-style-type: none"> <li>• <i>Increasing local instructors' capacity</i></li> <li>• <i>Mentoring system &amp; resources that will increase local instructor capacity and professional development</i></li> <li>• <i>Development of an instructor development program</i></li> </ul>	Program Delivery
5 years	MFSI will have a Capital Equipment Plan in place	Facilities Equipment
5 years	MFSI will have a central, Statewide facility with 5 regional satellites	Facilities Equipment