

# Gladstone Fire Department

*Oregon*

## FIRE DEPARTMENT STRATEGIC PLAN

2018–2023



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## Acknowledgements

Emergency Services Consulting International (ESCI) was contracted by the Gladstone Fire Department (GFD) to facilitate and construct a three to five-year strategic plan. A strategic plan is short term and is often referred to as an organizational work plan. It will address contemporary issues facing the organization, focusing the agency and its members on the essential activities which must occur in sequence to be achieved efficiently.

Two key components of a strategic plan are included within an environmental scan; citizen feedback and internal stakeholder assessment (each discussed in detail within this report). The scan is intended to identify structural, cultural, or other potential obstacles that may impede progress on the work plan. In short, combined the two elements provide context by which the department operates. An environmental scan was thorough and broadly assessed.

Following the environmental scan, an internal planning team was assembled to review the findings, identify and prioritize work, and divide the process into smaller components to ease implementation. Once a strategic plan is created and adopted, the elements are divided among the members of the organization, which results in additional buy-in. In fact, strategic planning helps an organization focus efforts and avoid distractions outside of the goals and priorities identified through the planning process. Budgeting should also align as much as possible with implementation of the strategic plan.

ESCI thanks the members of the Gladstone Fire Department for their dedication and commitment to the strategic planning process. The citizens, administration, and line personnel were all pleasant, eager to engage in the process, and committed to enhancing the future of the fire department and the safety of their community. Also, the ESCI team was struck by the high level of focused engagement by the internal planning team. The ESCI facilitators enjoyed the interaction and getting to know the community and the department.



ESCI advised the fire chief to invite citizens from the following areas for an external stakeholder session:

- Business owners (including the Chamber of Commerce)
- Service groups (Rotary, Kiwanis, Lions, etc.)
- Prominent citizens in the community
- Members of civic organizations
- Media representatives
- Recipients of fire & EMS services (≤ 3)
- Critics of the fire department or of local government (≤ 3)
- Neighborhood or Homeowner representatives
- Community non-profit organizations
- Local industry representatives
- Local government representatives
- Other citizen-customers as identified by the strategic planning group

The following citizens attended the two-hour session on October 5, 2017.

**Citizen Forum Participants**

Michelle Walker	Victoria Witt
Malachi de AElfweald	Marlene Cameron
Leslie Robinette	Sherry Hall
Pete Tracy	Lisa Halcom
Brian Sutton	Kevin Voss

ESCI also advised the fire chief to form an internal strategic planning team consisting of a cross-section of the organization, reflecting a balanced make-up. This way, everyone’s interested would be represented. The following members of GFD attended the planning team workshop on March 7–8, 2018.

**Internal Planning Team**

Tom O’Connor	Mike Funk
Randy Hopperstad	Jeff Smith
Tighe Vroman	Kirk Stempel
Richard Newton	John Cerda
Eric Leibner	Izaak Thoman
Pat Brost	Kayla Anderson



## Letter from the Fire Chief



# Gladstone Fire Department

May 15, 2018

Mayor Stempel, City Councilors, and Gladstone Citizens,

I am pleased to present the City of Gladstone Fire Department's 2018 Strategic Plan. This plan will serve as a road map for Gladstone Fire Department as we deliver excellent fire suppression, rescue, emergency medical, and fire prevention services now and into the future. We will continue to be good stewards of taxpayer dollars and always provide the best possible service within existing fiscal and personnel constraints.

Change is not easy and a healthy debate about programs and strategies is an important exercise. Successful organizational planning and strategies are not made in isolation, and I thank all the members of Gladstone Fire Department who shared their thoughts and ideas through meetings, surveys, and daily interaction as we did the heavy lifting of creating this plan.

I want to acknowledge our consultants from Emergency Services Consulting International who led us through the planning process. Their facilitation experience and expertise kept us on course and was critical in the creation of this plan.

Most importantly, I want to thank the citizens, elected officials, and other key city and community partners who were interviewed and surveyed as part of our planning process. Their feedback helped guide us and is critical to the future success of this plan.

The true test of a strategic plan is not in its development, but in its implementation. The men and women of Gladstone Fire Department are up to the challenge of turning the initiatives, goals, and objectives in our strategic plan into reality.

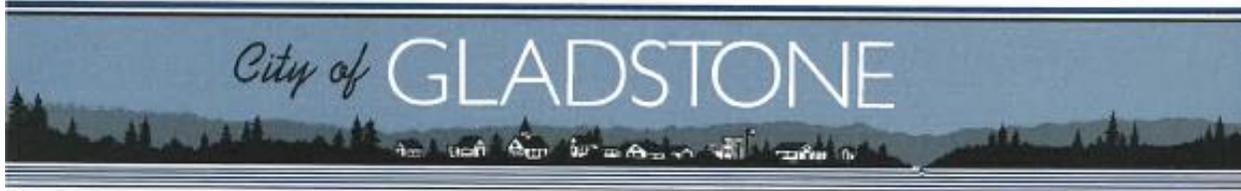
Sincerely,

Tom O'Connor  
Fire Chief

**555 Portland Ave. Gladstone, Oregon 97027 Fire Chief Direct: 503-557-2790 fax: 503-656-4256**



### Letter from the City Council Liaison



May 15, 2018

Mayor Stempel, Fellow City Councilors, and Gladstone Citizens,

I have read and recommend to you this 2018 Strategic Plan for the Gladstone Fire Department.

There are three initiatives proposed: Operations, Funding, Capital Facilities & Equipment. Putting this plan in place will allow the fire department to work on these necessary areas, improving what is already an outstanding city department.

Chief O'Connor and all the firefighters of Gladstone Fire have always been and continue to be a remarkable asset to this city. ESCI even commented on the "high level of focused engagement by the internal planning team." Citizens attending the forum want to see a priority on improved response times to fires and medical emergencies. The city has hired full time, 24 hour staffing as the first giant step. This Strategic Plan has planned out the future steps necessary to keep moving forward.

Having been a member of the department, from 1998 to 2010, I can appreciate Appendix A. A majority of the comments on the Strengths, Weaknesses, Opportunities and Threats, are comments that I would have made. Those comments made show me that the members know their strengths and weaknesses, making it easier to improve on their strengths and work on their weaknesses.

Please join me with approving this Strategic Plan, keeping our level of pride high in the department and, more importantly, keeping Gladstone Fire a part of our City.

Sincerely,

Pat McMahon  
City Councilor  
Fire Department Liaison

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## Planning Methodology

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*“Plans are only good intentions unless they immediately degenerate into hard work.”*

*—Peter Drucker*

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As the quote suggests, having a plan in and of itself does not accomplish anything. A plan—complete with goals, timelines, assignments, and incremental steps which can be measured—requires hard work to turn the good intentions in the plan into a reality. Change starts with a plan. In order for any organization, public or private, to reach its full potential, it must have a plan. An organization that knows where it is going, knows the environment in which it must operate, and identifies how to get there has the best chance to meet the needs of its community and achieve its vision. This planning process serves to refresh the organization’s continuing commitment to professionalism and set a path toward future success.

The approach taken in this planning process includes an in-depth environmental scan from the perspectives of two key stakeholder groups: internal personnel and the citizens they serve. The first stakeholder group is the internal staff, who were surveyed anonymously to evaluate the organizational climate of the department, obtaining their perspectives on the SWOT (strengths, weaknesses, opportunities, and threats) Analysis. The internal survey results are summarized later in this report.

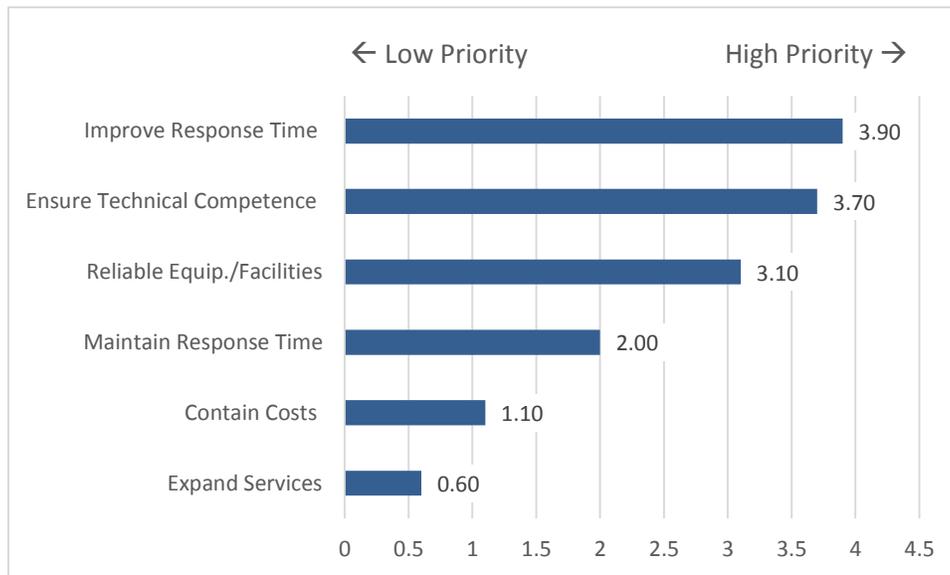
The second key stakeholder group, the citizens, were invited to a two-hour citizen forum to learn about the department and answer a series of structured questions to determine their priorities for the fire department. The results of that forum also follow in this report.

### **Citizen Forum Results**

The community forum was held on the evening of October 5, 2017, in the City Council Chambers at the Gladstone City Hall, located at 525 Portland Avenue, Gladstone, Oregon. Ten members of the community were in attendance representing service organizations, business interests, previous recipients of GFD services, and long-standing residents. The following figures illustrate the attendees’ responses to a set of structured questions and “forced choice” surveys, and should serve to guide the department as it develops its strategic plan for the next three to five years.



**Figure 1: Citizen Planning Priorities**



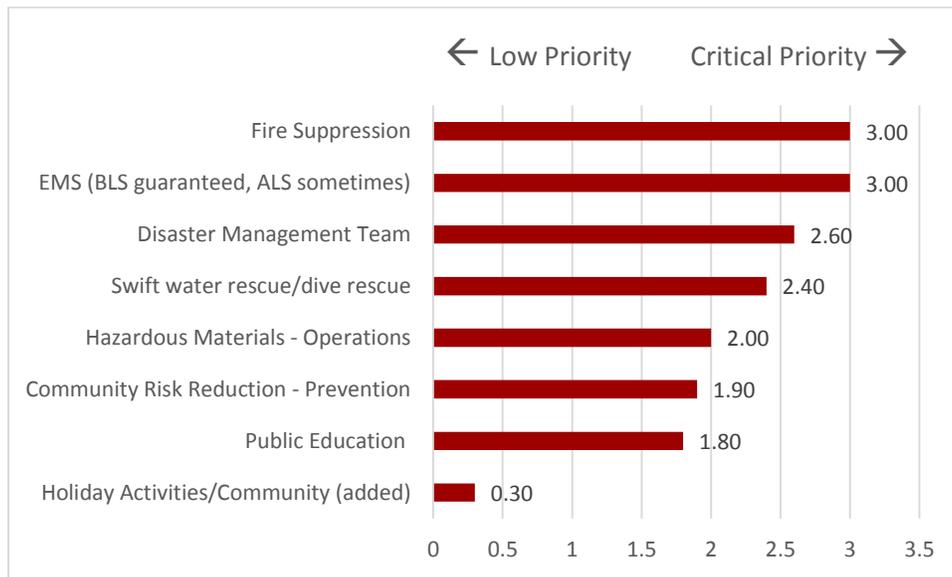
The planning priorities were presented as a forced ranking of costs, response times, training (technical competence), reliable equipment & facilities, and services. The respondents weighed and selected the most important priority as compared to each of the other elements offered.

The citizen forum participants prioritized response times the highest of the dimensions compared, followed by a high state of readiness to respond to emergencies (technical competence), and a high emphasis on reliable equipment and facilities. Of lesser importance is maintaining the existing response time. Cost containment was rated very low, likely indicating relative satisfaction with the current cost of service and/or trust in those managing the funds. The lowest ranking element is expansion of services. There appears to be little appetite for additional services being added to those offered by Gladstone Fire Department currently.

The citizens represented were then asked to identify the most important functions and services the department provides based on the list of services currently provided and rank those services. In this case, the respondents placed a value of 1, 2, or 3 alongside the services. A three (3) reflects a critical priority, a two (2) an important priority, and a one (1) a low priority. The following figure describes the service priorities. The participants were also asked to cross out any service it felt was not appropriate to provide or add a service where they believed a gap existed. None of the respondents crossed out a service and one service was added by the attendees (community events and activities). These were deemed important to some as an important contribution to the fabric of the community.

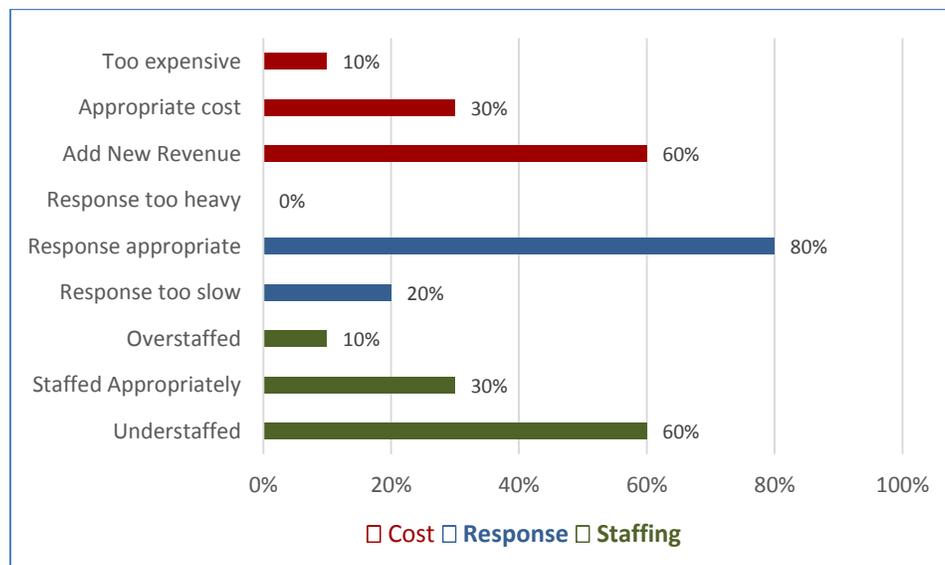


**Figure 2: Citizen Service Priorities**



It is clear that the citizens prioritize emergency response services above all other services (fire suppression response and emergency medical services response). This is not to say they do not value the other services. A somewhat lower priority is assigned to the emergencies which occur less frequently (disasters, swift water rescue, and hazardous materials). Services that are not directly tied to emergencies (community risk reduction, public education, and community events) received the lowest scores, which is typical of most communities. Finally, the forum participants were asked to offer their opinions regarding the cost of service, response performance, and staffing. The following charts describe the opinions of the forum attendees.

**Figure 3: Response, Staffing & Cost Survey**





These three simple survey figures illustrate that Gladstone Fire Department is viewed as a valuable element that adds to the livability of the community. The citizens attending want to see a priority on improved response times to fire and medical emergencies, with some attention paid to reliable facilities and equipment. There is little concern for the cost of the services as it exists today, and there is some concern for the level of staffing in the department. However, it is important to recognize that these dimensions are not necessarily representative of a community-wide perspective, nor that these survey results would be an accurate predictor of similar results of a broader survey.

The result is simply a reflection of the opinions of those in attendance, armed with some background information about GFD’s service delivery system and the challenges and limitations it faces. This result reinforces ESCI’s assertion that community outreach provides the opportunity to educate the community about GFD’s service delivery system and its limitations to the broader community. It is clear the department enjoys a great deal of respect and confidence from its citizenry.

**Fire Department Staff Survey Results**

Prior to ESCI’s arrival on site, a survey instrument was distributed to all department members. ESCI uses this survey to learn more about the internal dynamics, issues, and environment of the department and its personnel. The result from these surveys helps in developing a relevant and efficient planning workshop. The surveys were administered anonymously between February 9–27, 2018.

**Figure 4: Respondent Demography**

Demographic Element	Percent of Respondents
<i>Total Years of Experience (paid and volunteer) in the Fire Service:</i>	
Three to ten years	27%
Ten to twenty years	27%
<b>More than twenty years</b>	<b>46%</b>
<i>Total Years of Service at Gladstone Fire Department:</i>	
Zero to five years	22%
<b>Six to ten years</b>	<b>30%</b>
Ten to twenty years	26%
More than twenty years	22%
<i>Current Position:</i>	
Command Staff	23%
Company Officer	23%
<b>Line Staff</b>	<b>41%</b>
Support Staff	13%

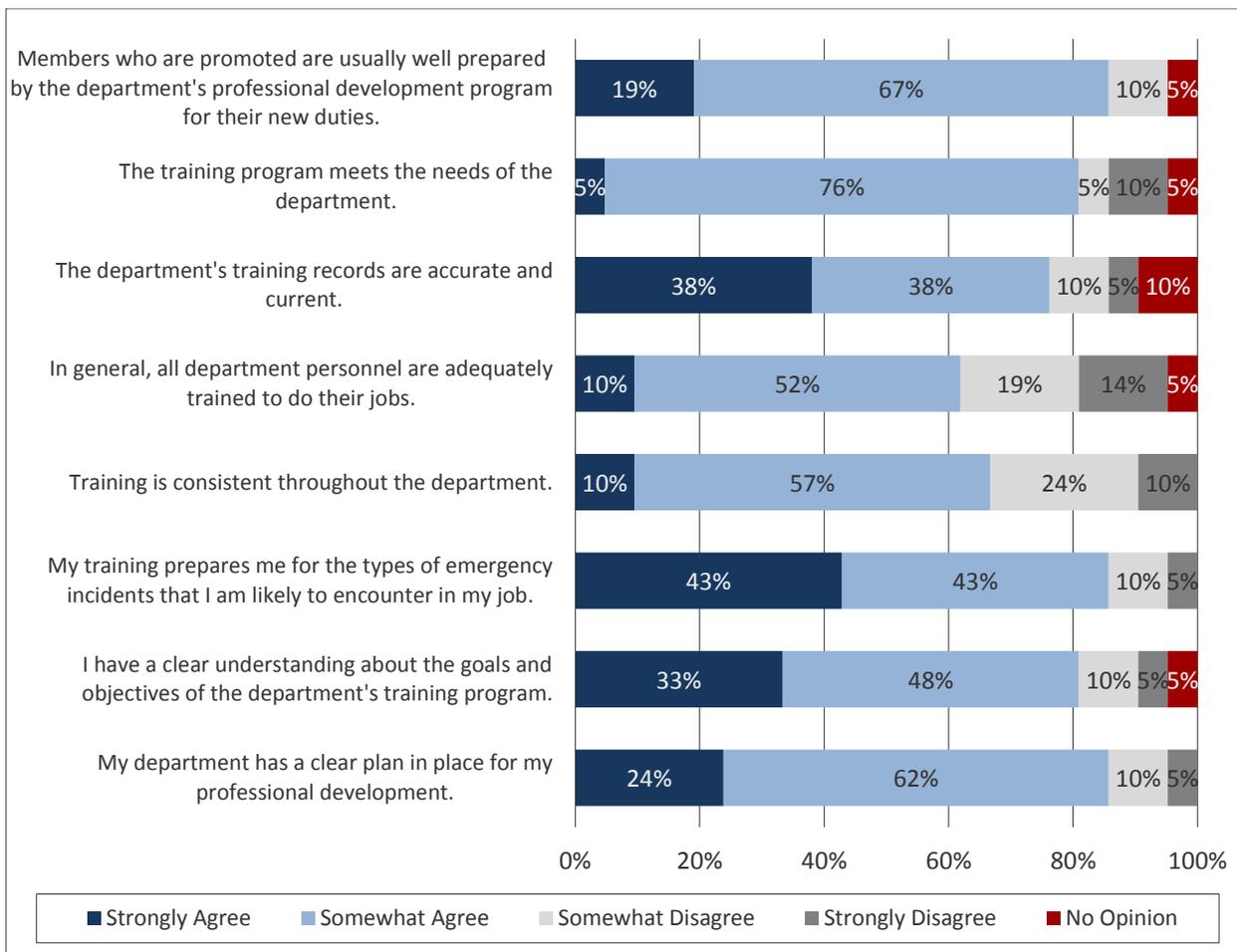
Out of 32 members (6 career and 26 paid-on-call), 23 responded to the survey, which is 71.8% of the membership. ESCI was pleased with this level of participation, as a return rate of 50% is considered excellent participation.



With 46% of the members of the department having twenty or more years of experience in the fire service, the Gladstone Fire Department is a very experienced organization. This is compared to the experience within the department itself, of which 48% have greater than ten years in GFD. In ESCI’s experience, this is a significantly more senior organization than most fire departments of similar size and structure.

Line staff accounted for the largest group of respondents out of the total department membership (41%). ESCI was pleased to note 64% of the respondents were line staff (including company officers); those who perform “hands-on” emergency response field work as their primary responsibility.

**Figure 5: Training and Professional Development Opportunities**



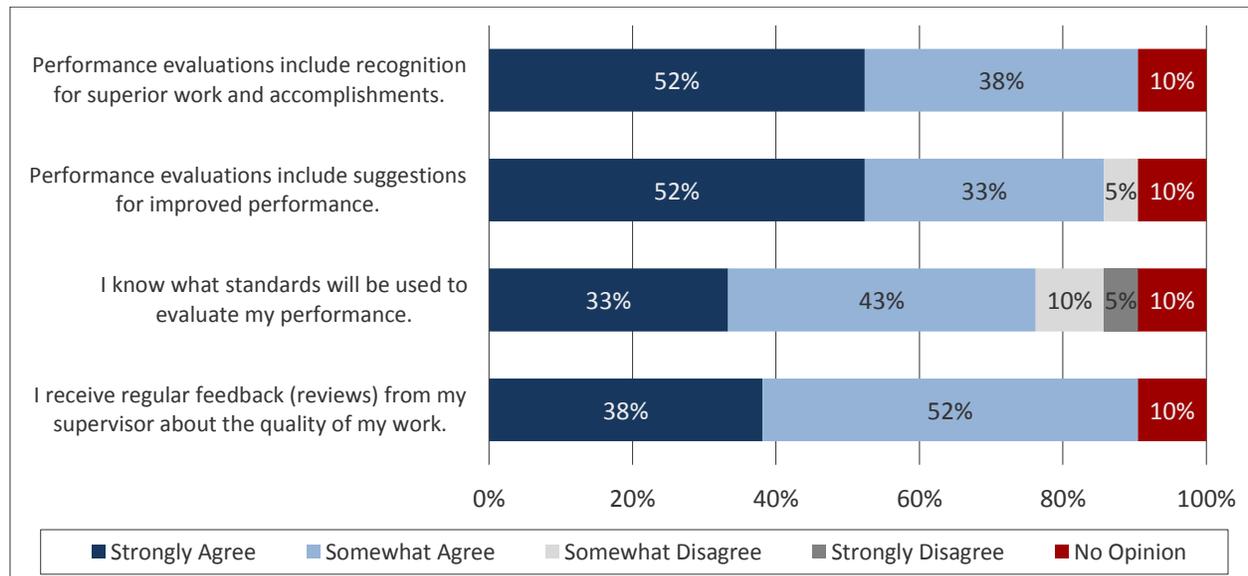
Questions related to training and professional development yielded some interesting results. The highest levels of agreement related to employees knowing the required path for professional development, and the operational applicability of the training provided (86%). The lowest score (62%) was related to the adequacy of provided training, with 38% of the members somewhat disagreeing or having no opinion.



ESCI noted an interesting incongruence in the responses related to training. While only 62% felt personnel were adequately trained to do their jobs, 86% of the respondents felt the training provided prepared them for the types of emergencies to be likely encountered.

This incongruence could be a result of provided mandated training with little-to-no perceived relevance to field work. Another aspect to this is the judgment of another’s training. Some may hold the opinion that they train more than others and therefore those that do not train as much are not adequately trained.

Figure 6: Performance Reviews

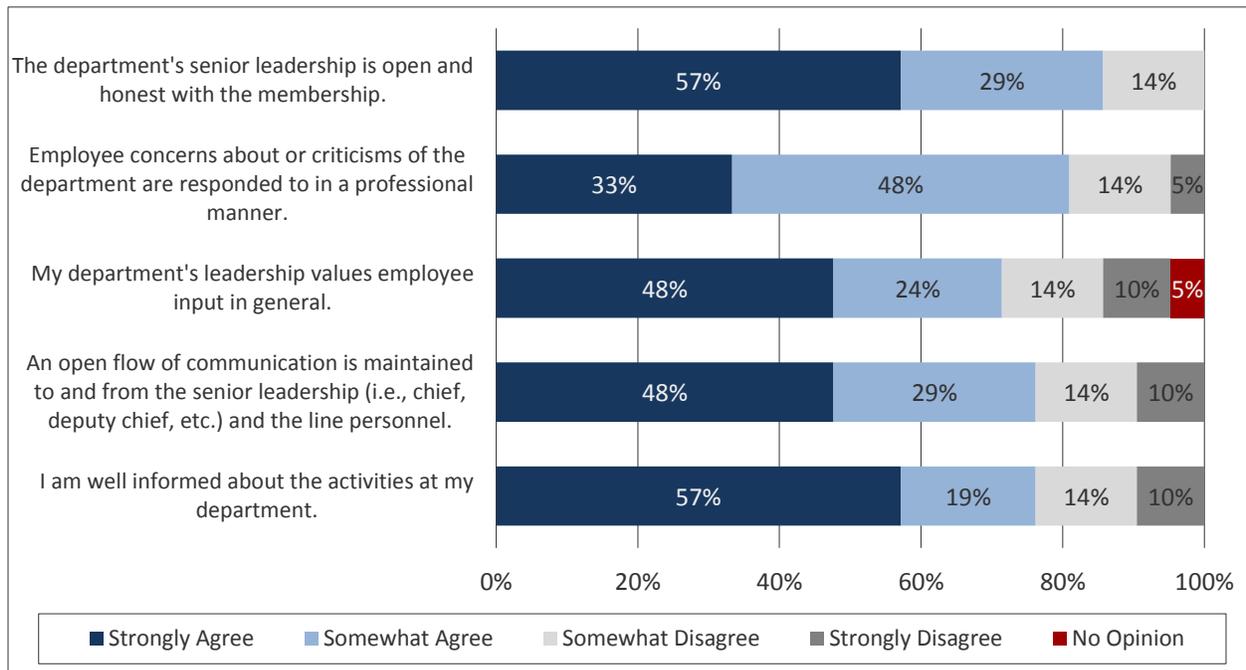


Timely, consistent, and fair performance feedback is critical to the safe and efficient operation of a fire department and the professional well-being of its employees. In reviewing the responses, 90% of the respondents strongly agreed or somewhat agreed they received regular feedback, positive reinforcement, and suggestions for improvement. The lowest feedback related to knowing and understanding the standards used to evaluate performance, with 5% strongly disagreeing with the statement.

This appears to be a strong area in the department. The execution of performance evaluations can be disastrous if not carefully implemented and supported. It appears the department’s approach and method of communication in this regard is well received and supported by department members, with the potential exception of clearly understanding the standards used to evaluate performance.



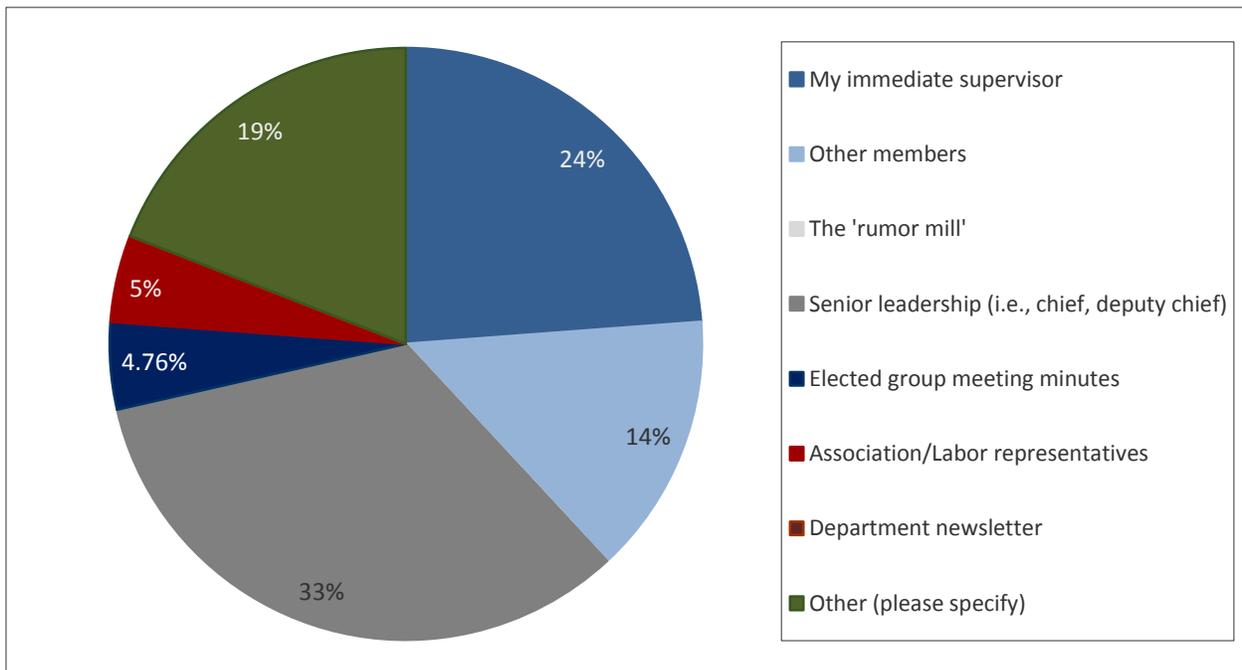
Figure 7: Communication



Communication problems are often at the root of many business and agency organizational failures. It appears the Gladstone Fire Department’s senior leadership is viewed by a large majority (86%) of respondents as being open, honest, and responsive (81%) to concerns expressed by subordinates. An area of potential concern is the percentage of respondents (24%) who feel department leadership do not value their input.



**Figure 8: Sources of Information**



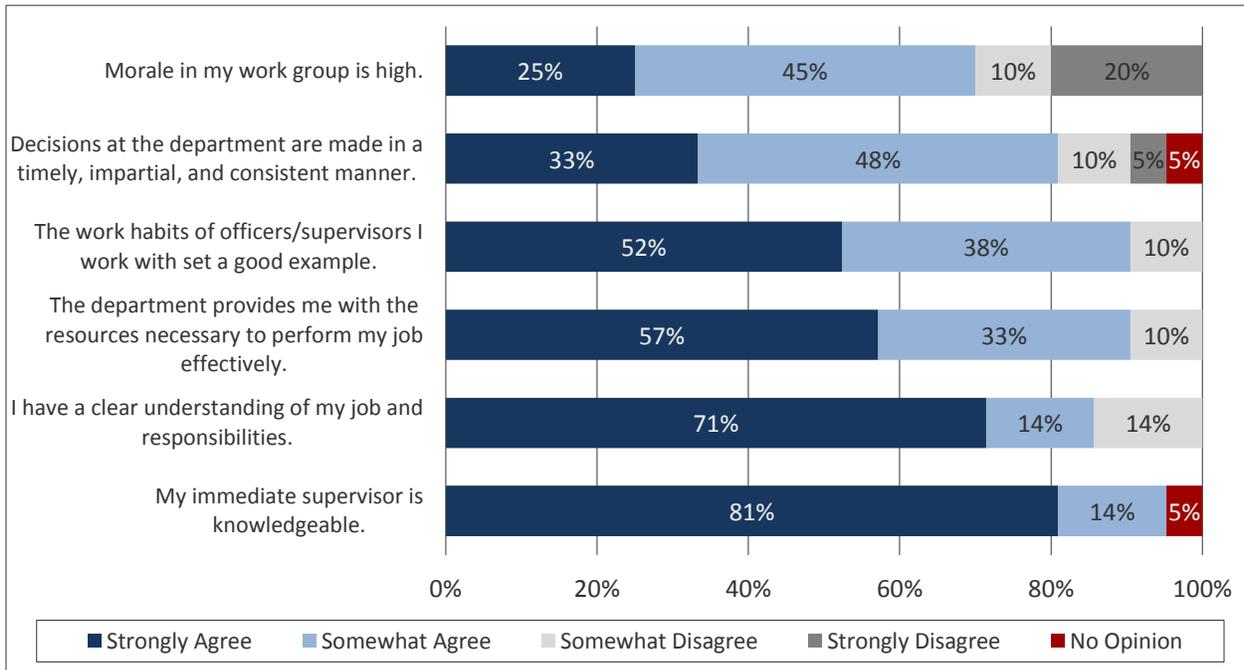
Information shared by line officers and other members comprised 38% of the information source responses. The most significant finding in this chart is the information source attributed to the senior leadership (33%) and the immediate supervisor (24%). The combined 57% from the formal leadership of the organization is unusually high in ESCI’s experience. Add to that the absence of any responses to “the rumor mill” as a source of information and they are a combined indicator of healthy, effective, and appropriate communication flow.

“Other” answers included:

- Depends on subject and situation. My immediate go-to is my immediate supervisor. However, I rely on my captains or officer on duty. I also feel comfortable to approach my chief or chief officers about something that I am concerned with or need an answer for.
- GFD calendar.
- Since I could only pick one, I use all sources.
- Or emails.



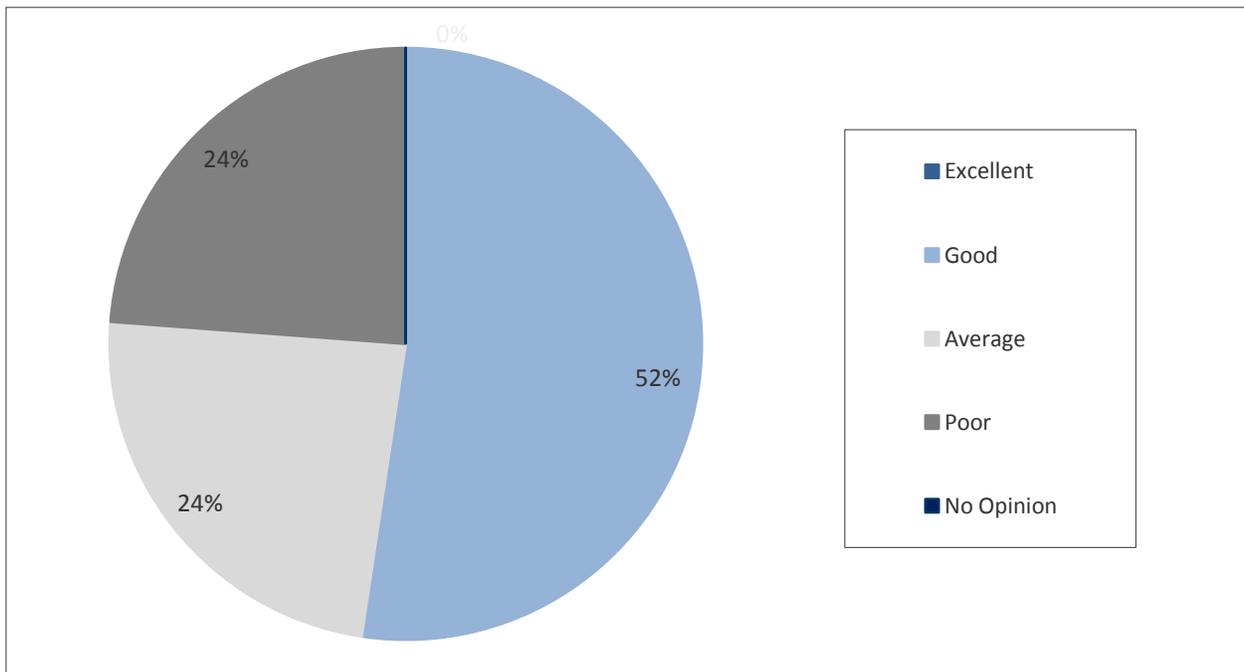
Figure 9: Work Environment



The responses indicate clearly that the overwhelming majority of the respondents feel they are supported by the department (90% strongly agree and somewhat agree), have clear understanding of assigned tasks (85% strongly agree and somewhat agree), and feel their immediate supervisors are knowledgeable (95% strongly agree and somewhat agree). These responses appear to indicate a prominent level of trust and support within the organization. However, 30% of the respondents disagreed with the statement related to high morale in their work groups. High morale is often driven and supported by how front-line supervisors lead their teams. Given the satisfaction indicated with supervisory knowledge and how supervisors lead by example, the issue of morale should be monitored going forward. The survey is a snapshot in time (February 9–27, 2018) and should be evaluated in a year or so, using this information as a baseline.



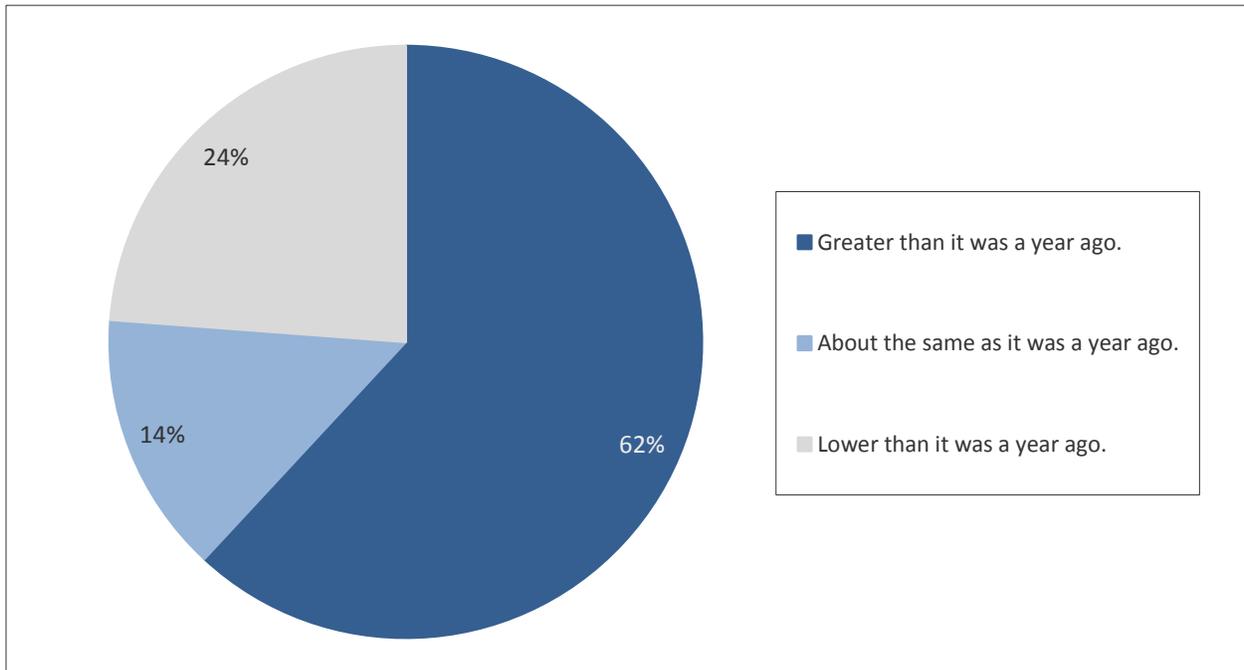
**Figure 10: Perceived Department Morale**



Seventy-six percent (76%) of respondents felt department morale was average to good, with no respondent noting excellent morale. Twenty-four percent (five respondents) felt morale was average, and another 24% (another five respondents) felt morale was poor. The latter element is also reflected in the findings noted in Figure 9. ESCI consultants explored this issue during the planning team workshop and received feedback by senior and junior line personnel that morale is being negatively impacted by a small but vocal group of “naysayers” who oppose the improvements occurring within the department. Those attending the workshop were critical of those who were attempting to subvert the department’s current direction.



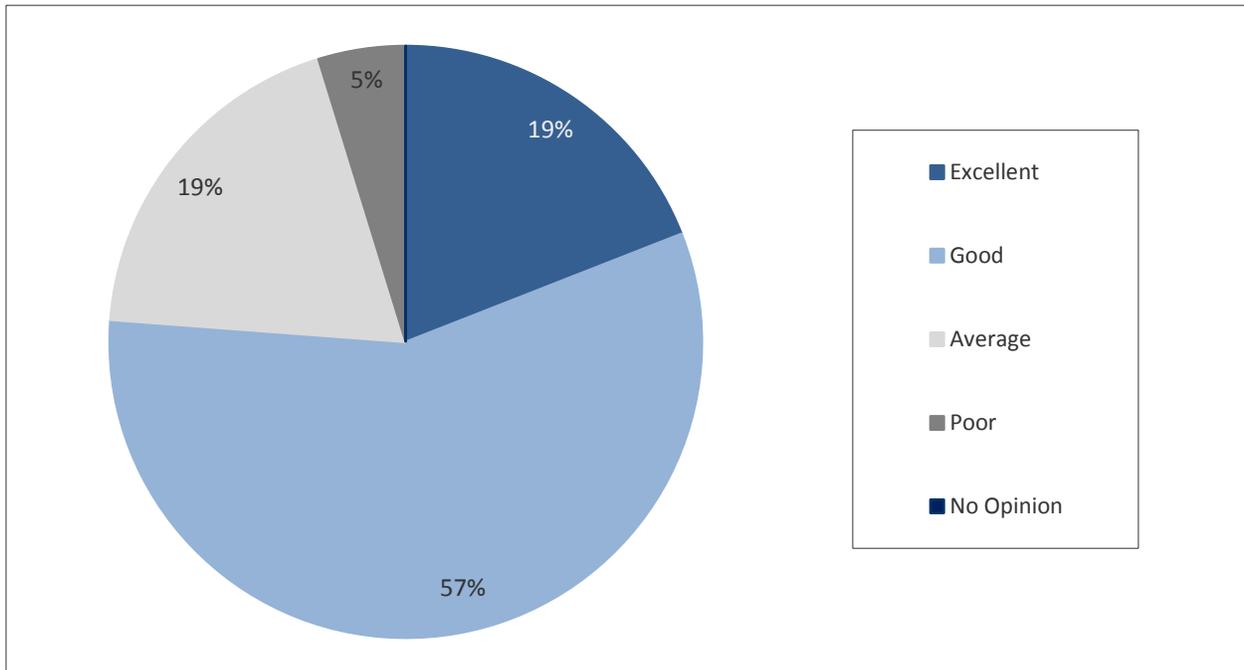
**Figure 11: Perceived Employee Morale**



This survey element attempts to evaluate individual morale rather than overall organizational morale, and compare it to the previous year. Seventy-six percent (76%) of respondents feel morale is about the same or better than a year ago. This is a significantly high percentage. The remaining respondents (24% or five respondents) felt that morale was worse than the previous year and aligns closely with Figures 9 and 10. This further supports the planning workshop attendees assertion that the department is transitioning from “the old guard” to a new, more professional process going forward. Again, these results should be used as a baseline and compared to future surveys on morale a year from now.



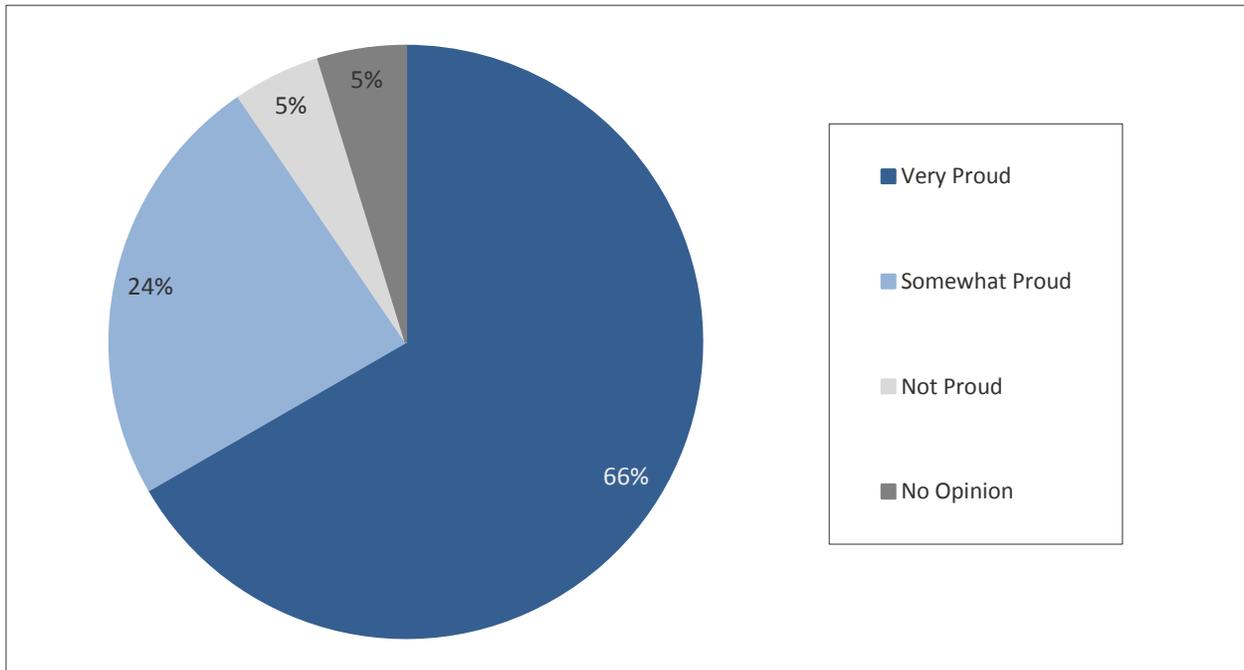
Figure 12: Rating of Personal Work Environment



The majority (76%) of the respondents feel their personal working environment is at least good to excellent. Only 5% felt their working conditions were poor (one person). Poor working conditions often lead to poor morale. While morale is a small but important factor to monitor going forward, the personal working environment does not appear to be a prime contributing factor influencing low morale.



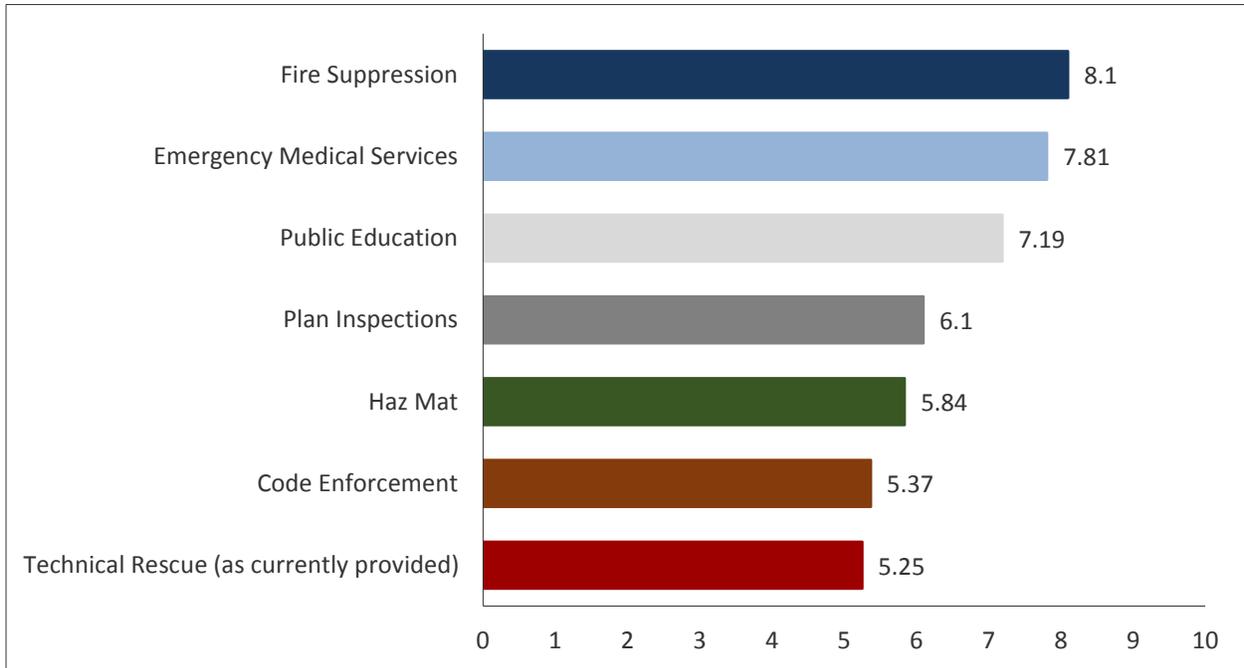
Figure 13: Member Pride



In most paramilitary organizations, members feel a tremendous sense of pride and ownership in their organization. The members of Gladstone Fire Department are no exception, with over 90% of the respondents feeling at least somewhat proud of their participation in the department. Five percent (one person) was not proud of the organization. Interestingly, five percent of the respondents (one person) chose not to express an opinion on this basic question.



**Figure 14: On a scale of 1 to 10, where 1 is poor and 10 is excellent, how would you rate the following external services and programs provided to the public by the department?**

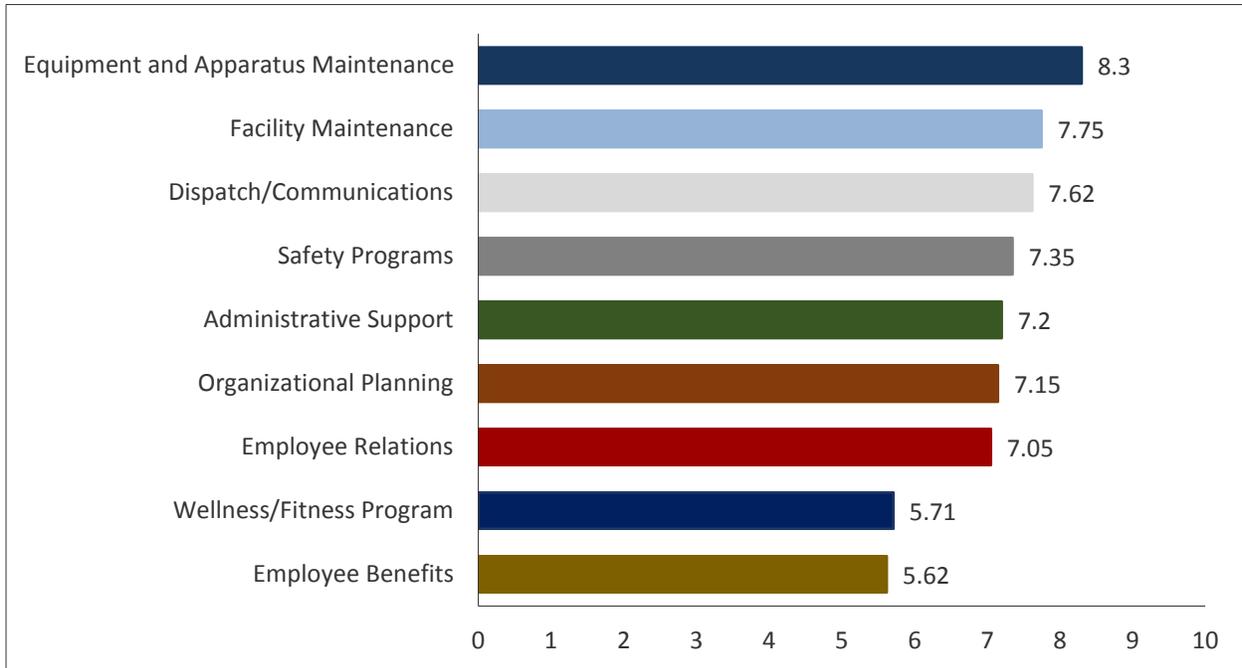


Not surprisingly, Fire Suppression and Emergency Medical Services rated highest in department provided services, as they comprise the majority of all emergency responses. Public education and community outreach ranked fairly high as well, potentially indicating the level of department commitment and focus in educating the community in preventing harm. However, the pro-active activity of code enforcement received a fairly low score. This finding may be the result of the often negative and/or punitive nature of interactions with the public and business, and should be explored further to determine why this was rated relatively poorly.

Specialty services—Technical Rescue and Haz Mat—also received relatively low scores. These low frequency, intensive training required service lines can be very difficult to deliver and maintain.



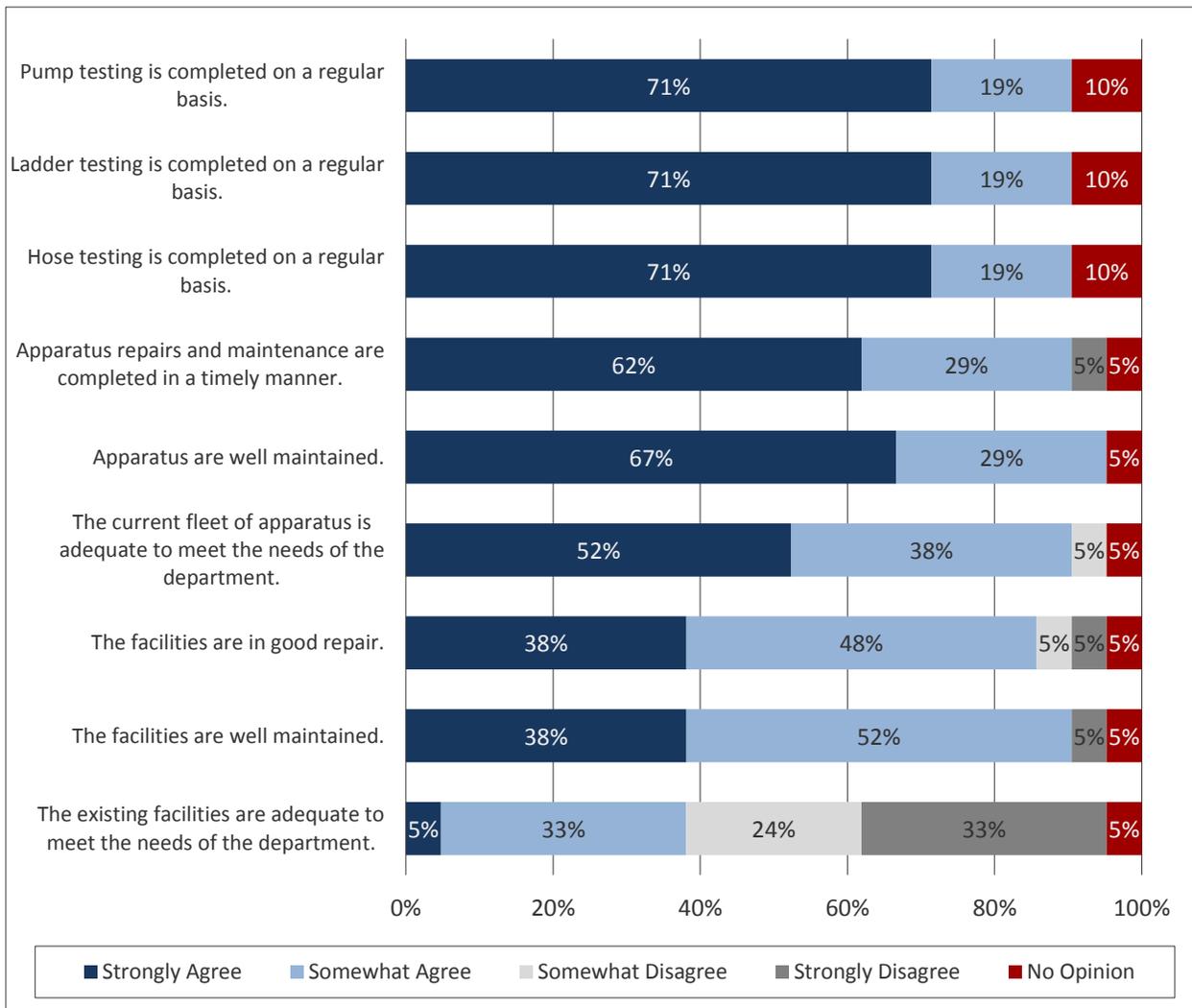
**Figure 15: On a scale of 1 to 10, where 1 is poor and 10 is excellent, how would you rate the following internal services and processes provided by the department?**



The various internal services provided by the department are ranked relatively equal. The lowest ranked service—Employee Benefits—should be explored to determine why it was ranked last. It may be that paid-on-call staff makes up the majority of the workforce. The department’s morale and effectiveness are based in no small part to the tangible and intangible benefits realized by its members, and may be a contributing factor in those who rated their personal morale relatively low as indicated in previous figures.



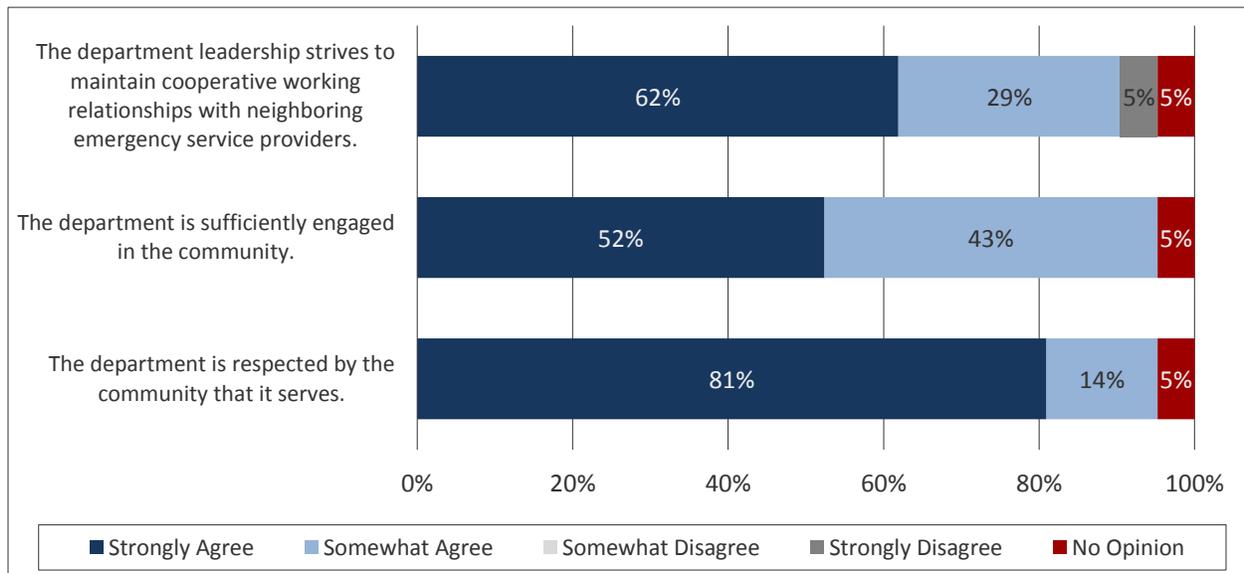
Figure 16: Facilities and Apparatus



Overall, respondents agreed that the maintenance of apparatus, equipment, and stations is meeting their needs, and kept in good working condition. Attention should be given to making sure all members are informed about how apparatus and equipment are maintained, as 10% of the respondents had no opinion regarding pump, hose, and ladder testing. **A glaring finding (60%) relates to the perceived inadequacy of current facilities.** This is not surprising given the cramped quarters and lack of living space.



**Figure 17: Department's Community Relations**

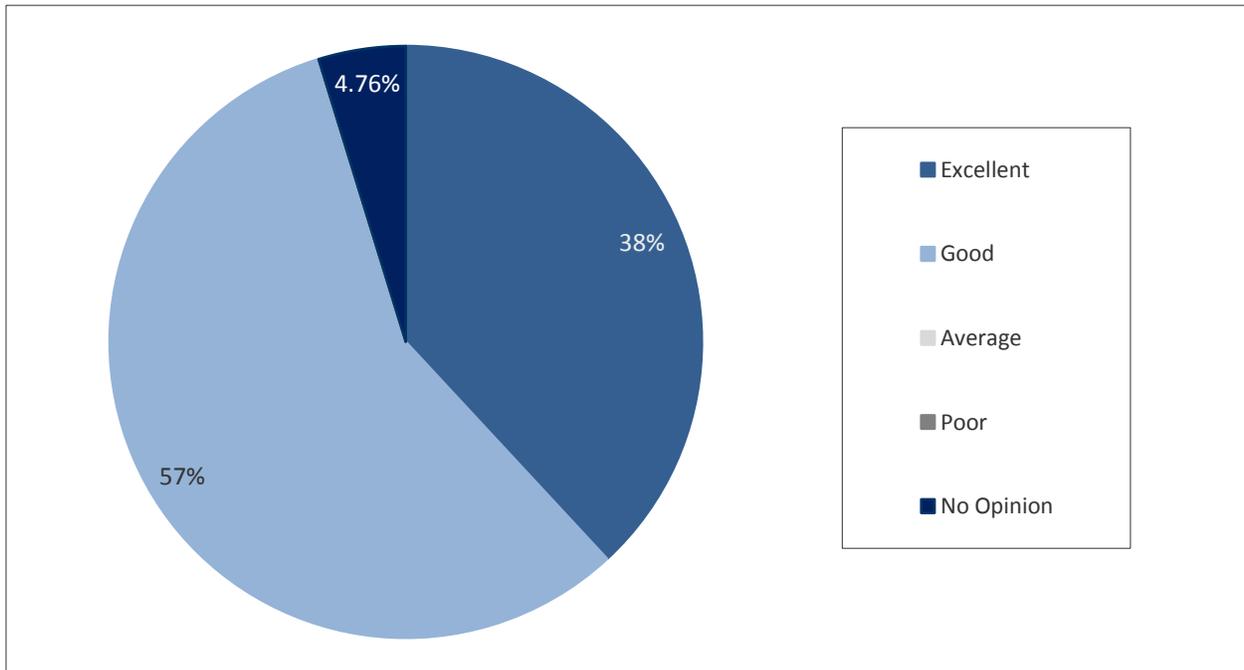


The strong agreement (90%) on engaging with adjacent emergency response agencies and the community should be no surprise. Reliance on, and reciprocal support to, neighboring and support agencies is becoming more and more common as adequate funding becomes more of a challenge, and emergency calls for service continue to increase.

In today's economic and political environments, fire departments—paid and volunteer—must constantly engage with their local citizens, civic groups, businesses, and special interest groups to ensure they are well positioned and supported to meet the emergency service needs of the community. The respondents overwhelmingly (over 90%) feel their department is actively engaged and respected in the community.



**Figure 18: In your opinion, what is the community's overall image of Gladstone Fire Department?**



Figures 14 and 15 clearly reveal the sense of pride and community validation the respondents feel when interacting in their community. While this sense of pride is consistent throughout, senior department leadership should explore ways to use this positive intangible to address perceived morale issues in other aspects of department operations as indicated in Figures 7 and 8.



## Mission, Vision, and Guiding Principles

### Mission

The organization's mission statement should clearly define the primary purpose of the organization's existence. It focuses fire department members on what is truly important to the organization and community. The mission statement should be understood by all members and posted prominently throughout the organization's facilities. Each member should commit the mission to memory. The internal planning team, through a consensus process and based on feedback from the citizen forum, reviewed and revised the department's mission statement.

#### **Gladstone Fire Department Mission Statement**

*Dedicated to protecting lives and property through emergency response and community involvement.*

### Vision

In addition to knowing their mission, all successful organizations need to define where they expect to be in the future. The department's vision provides members with a future view that can be shared, a clear sense of direction, a mobilization of energy, and gives a sense of being engaged in something important. Vision statements provide a direction of how things can be and a sense of organizational purpose.

#### **Gladstone Fire Department Vision Statement**

The vision of the Gladstone Fire Department is to:

- *Be dedicated to our mission*
- *Be seen as a leader in community-based emergency response*
- *Actively engage our community to earn their respect, trust, and support*
- *Provide a positive work environment that values safety, diversity, and is free of harassment and discrimination*
- *Recruit and retain a diverse workforce that meets the changing needs of the community*
- *Conduct business in a manner that is efficient, fiscally responsible, and respects the taxpayer*
- *Empower our personnel to perform at their best by providing education, training, and quality equipment*
- *Demonstrate competence, professionalism, and value when serving the public*
- *Be a resource for our community in providing fire prevention and safety education*
- *Use data to help drive decision-making at all levels of the organization*
- *Pursue opportunities to stabilize fire department revenue streams*



## Guiding Principles (Values)

Guiding principles (values) define what the organization considers to be appropriate and inappropriate behaviors. An organization's fundamental guiding principles define the organization's culture and belief system, thus providing a foundation in an environment that is always changing. The strategic planning team declared the following as the core values for the department.

### Gladstone Fire Department Core Values

**Integrity**—*we choose to do the right thing regardless of who is watching*

**Professionalism**—*we ensure competence; strive for excellence*

**Tradition**—*we honor and respect the legacy of those who have served before us while looking to the future*

**Community involvement**—*we are woven into the fabric of our community; we are neighbors serving neighbors*

**Selflessness**—*providing service with consideration of others above and before ourselves*

With the completion of its mission, vision, and core values, the Gladstone Fire Department has established the organization's foundation for strategic planning. ESCI strongly recommends that every member empower themselves with these elements; they are the basis for accomplishing the organization's strategic initiatives, goals, objectives, and day-to-day tasks.



## Environmental Scan

In order to properly formulate strategic initiatives, the internal planning team had to evaluate the external and internal organizational environment. The internal planning team combined feedback from the citizen forum, the internal brainstorming results, and their collective knowledge of the organization and the community to assess the environment in which the department operates. Analyzing the organization's strengths, weaknesses, opportunities, and threats (SWOT) is the first step in identifying actionable strategies for the future.

### Strengths

The identification of organizational strengths is the first step in the environment scan. An organization's strengths identify its capability of providing the services requested by its customers. The organization needs to make certain that its strengths are consistent with the issues it faces. Programs that do not match organizational strengths or primary functions should be reviewed to evaluate the rate of return on precious staff time. The internal planning team identified and prioritized the following department strengths:

*If you don't like change, you're going to like irrelevance even less.*

—U.S. Army General Eric Shinseki

1. Opportunity for personal growth and career development
2. Personnel
3. Community based service
4. Formal operational standards
5. Positive leadership
6. Knowledge & willingness to work

### Weaknesses

Organizational weaknesses, or lack of performance, are also an important environmental scan element. In order to move forward, the organization must honestly identify the issues that have created barriers to success in the past. Weak areas needing improvement are not the same as challenges, which will be identified later, but rather those day-to-day issues and concerns that may slow or inhibit progress. Internal organizational issues, as identified by the planning team, are typically issues that are at the heart of an organization's problems. The internal planning team identified and prioritized the following department weaknesses:

*You can't expect to meet the challenges of today with yesterday's tools and expect to be in business tomorrow.*

1. Inadequate current facilities
2. Lack of POC personnel/depth of response
3. Resistance to change



## Opportunities

An organization's opportunities and threats are most often derived from the external environment. Opportunities are focused on existing services and on expanding and developing new possibilities inside and beyond the traditional service area or in partnership with other agencies. Many opportunities exist for the department, and the internal planning team listed the following:

*You can't make up time on the road that you lost in the Station.*

—Unknown Source

1. Enhanced training (facilities and program)
2. Additional space at station
3. Recruiting
4. Grant funding

## Threats

There are conditions in the external environment that are not under the organization's control. The identification of these conditions allows the organization to develop plans to mitigate or respond when a threat becomes an obstacle. By recognizing these challenges, an organization can greatly reduce the potential for loss. The internal planning team identified the following threats:

*Culture eats strategy for breakfast.*

— Peter Drucker

1. Loss of levy revenue and uncertainty of grant funding
2. Insufficient number of POCs to meet the demand for service
3. Lengthy credentialing process with POCs
4. Perception of Gladstone potentially losing our identity through regionalized service



## Definition of Terms

There are five main components to a strategic plan: Initiatives, Goals, Objectives, Critical Tasks, and Outcomes of Performance Indicators. For purposes of this strategic plan, they are defined as follows:

**Initiative**—The largest overarching element of a strategic plan, an initiative is a broad enterprise where the department may have multiple areas of focus.

**Goal**—A smaller component of and subordinate to an initiative, a goal is focused on one particular area but is still general in nature. If all of the goals under an initiative have been accomplished, the initiative will be considered achieved.

**Objective**—A smaller component of and subordinate to a goal, an objective is usually defined as specific, measurable, action-oriented, realistic, and time-sensitive. If all objectives under a goal are accomplished, the goal will have been accomplished.

**Critical task**—The smallest component of a strategic plan, critical tasks are the immediate (within 90 days) action steps needed to meet an objective or a goal. Not all goals or objectives have critical tasks.

**Outcome**—The description of a desired consequence of an objective once accomplished.

Strategic initiatives, goals, objectives, critical tasks, and outcomes become an important part of the organization's efforts. By following these components carefully, the organization will be guided into the future and should benefit from reduced obstacles and distractions. Each of the initiatives, goals, and objectives were identified in a two-day planning workshop facilitated by ESCI with the internal planning team.

The following series of tables list and define each initiative with its subordinate goals and each goal with its subordinate objectives. Timelines are also listed with each objective as follows: Critical tasks (to be completed in 90 days), Short-term (more than 90 days but less than one year), Mid-term (greater than one year but less than three years), and Long-term (greater than three years but not longer than five years). These timelines are listed after the objectives. The initiative manager is responsible for tracking that initiative's progress. Each objective also has a person responsible for coordinating the effort to implement that objective.



## Strategic Plan

<b>Initiative 1 – Operations</b>			
<p><b>This initiative focuses on the emergency operations of the fire department and those programs which directly support emergency operations. This can include staffing, recruitment, training, resource deployment, emergency service delivery systems, member wellness, crew safety, and the infrastructure necessary to support these functions.</b></p>			
<i><b>Initiative Managers: Fire Chief</b></i>			
<b>Goal: 1A    Develop a recruitment and retention plan.</b>			
Objectives	<p>1. <i>Survey similar departments (with Gladstone community demographics) to identify effective recruiting strategies for potential paid on call (POC) members.</i></p>		
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 2px;">Responsible: Recruit/Retain Task Team</td> <td style="width: 50%; padding: 2px;">Timeline: Short-term</td> </tr> </table>	Responsible: Recruit/Retain Task Team	Timeline: Short-term
	Responsible: Recruit/Retain Task Team	Timeline: Short-term	
	<p>Outcome: Increased numbers and diversity of POC personnel.</p>		
	<p>2. <i>Increase numbers and diversity of POC personnel.</i></p>		
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 2px;">Responsible: Recruit/Retain Task Team</td> <td style="width: 50%; padding: 2px;">Timeline: Short-term</td> </tr> </table>	Responsible: Recruit/Retain Task Team	Timeline: Short-term
	Responsible: Recruit/Retain Task Team	Timeline: Short-term	
	<p>Outcome: Viable local labor pool that reflects community diversity has been identified.</p>		
	<p>3. <i>Survey POCs to determine strategies to foster and retain valued and experienced personnel.</i></p>		
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 2px;">Responsible: Recruit/Retain Task Team</td> <td style="width: 50%; padding: 2px;">Timeline: Short-term</td> </tr> </table>	Responsible: Recruit/Retain Task Team	Timeline: Short-term
Responsible: Recruit/Retain Task Team	Timeline: Short-term		
<p>Outcome: Improved morale through recognition, mentoring and supporting POC personal and career well-being and growth. POC programs and incentives meet members’ needs related to job satisfaction.</p>			
<p>4. <i>Implement the plan and monitor results.</i></p>			
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 2px;">Responsible: Recruit/Retain Task Team</td> <td style="width: 50%; padding: 2px;">Timeline: Mid-term, ongoing</td> </tr> </table>	Responsible: Recruit/Retain Task Team	Timeline: Mid-term, ongoing	
Responsible: Recruit/Retain Task Team	Timeline: Mid-term, ongoing		
<p>Outcome: Increased job satisfaction and a higher percentage of retained POC numbers.</p>			
<b>Goal: 1B    Evaluate the driver/engineer training/credentialing program to increase the number of available qualified engineers.</b>			
Objectives	<p>1. <i>Review the current program, maximizing efficiencies without compromising important knowledge/skills components.</i></p>		
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 2px;">Responsible: Driver/Engineer Task Team</td> <td style="width: 50%; padding: 2px;">Timeline: Short-term</td> </tr> </table>	Responsible: Driver/Engineer Task Team	Timeline: Short-term
	Responsible: Driver/Engineer Task Team	Timeline: Short-term	
	<p>Outcome: The program has streamlined processes and realistic goals.</p>		
	<p>2. <i>Solicit feedback from current engineers, trainers, and trainees to identify potential program content and delivery efficiencies.</i></p>		
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 2px;">Responsible: Driver/Engineer Task Team</td> <td style="width: 50%; padding: 2px;">Timeline: Short-term</td> </tr> </table>	Responsible: Driver/Engineer Task Team	Timeline: Short-term	
Responsible: Driver/Engineer Task Team	Timeline: Short-term		
<p>Outcome: Improved emergency response capability and capacity through accelerated training of new engineers. Inefficiencies in current program have been eliminated.</p>			



	3. <i>Revise driver credentialing program to increase engineer pool.</i>	
	Outcome: Increased number of credentialed drivers.	
	Responsible: Driver/Engineer Task Team	Timeline: Mid-term
<b>Goal: 1C</b>	<b>Maintain and increase paid on call (POC) staffing to meet the Standards of Cover (SOC).</b>	
Objectives	1. <i>Research optimal on duty staff levels consistent with Gladstone’s SOC, assess current POC staff, and determine strategies to increase POC personnel.</i>	
	Responsible: Staffing Task Team	Timeline: Critical Task
	Outcome: A guidance document for future staffing and recruitment efforts has been created.	
	2. <i>Identify fiscal constraints potentially impacting ability to increase staffing.</i>	
	Responsible: Staffing Task Team	Timeline: Short-term
	Outcome: A productive recruitment effort based on fiscal realities has been created.	
<b>Goal: 1D</b>	<b>Evaluate department emergency response deployment and revise as necessary, consistent with SOC.</b>	
Objectives	1. <i>Identify personnel demographic and behavioral factors impacting ability to meet SOC.</i>	
	Responsible: SOC Deployment Task Team	Timeline: Critical Task
	Outcome: Realistic strategies have been created to ensure SOC parameters are met.	
	2. <i>Modify staffing levels consistent with SOC</i>	
	Responsible: SOC Deployment Task Team	Timeline: Short-term
	Outcome: Improved turnout and response times that are consistent with the adopted SOC.	
<b>Goal: 1E</b>	<b>Enhance EMS service delivery program.</b>	
Objectives	1. <i>Restructure EMS training to prioritize hands on skills, scenario based training, and regional training.</i>	
	Responsible: EMS Task Team	Timeline: Short-term
	Outcome: GFD EMTs have increased competency.	
	2. <i>Target recruitment of outside agency/licensed and experienced EMTs.</i>	
	Responsible: EMS Task Team	Timeline: Mid-term
	Outcome: Accelerated integration into department operations for new EMT/POCs, and cost savings for GFD.	



<b>Goal: 1F Develop a technical rescue training program.</b>	
<b>Objectives</b>	1. <i>Conduct initial and ongoing maintenance training to industry standards.</i>
	Responsible: Tech Rescue Task Team   Timeline: Critical Task
	Outcome: All team members are trained to industry standards.
	2. <i>Develop operational policies and procedures consistent with state and national standards.</i>
	Responsible: Tech Rescue Task Team   Timeline: Short-term
Outcome: A training and operational guidance document has been created.	
<b>Goal: 1G Develop and implement a department-wide wellness and fitness program.</b>	
<b>Objectives</b>	1. <i>Research best practices from similar fire departments.</i>
	Responsible: Wellness/Fitness Task Team   Timeline: Mid-term
	Outcome: Programs consistent with current fire service wellness/fitness philosophy have been identified. Best fit programs for GFD have been identified.
	2. <i>Create a department Wellness/Fitness Committee to lead the effort.</i>
	Responsible: Wellness/Fitness Task Team   Timeline: Mid-term
	Outcome: A Wellness/Fitness Committee has been formed with members having high interest and support.
	3. <i>Identify the costs and budget for program implementation and maintenance.</i>
	Responsible: Wellness/Fitness Task Team   Timeline: Mid-term
	Outcome: A budget has been created and adopted for this program.
	4. <i>Coordinate implementation with the City/Occupational health.</i>
Responsible: Wellness/Fitness Task Team   Timeline: Mid-term	
Outcome: Integration and adoption of a Gladstone Fire Department wellness/fitness program, consistent with City of Gladstone occupational health policies and procedures.	
<b>Goal: 1H Enhance the city's safety program to be more inclusive to the fire department.</b>	
<b>Objectives</b>	1. <i>Identify fire department safety program gaps based on industry best practices.</i>
	Responsible: Safety Task Team   Timeline: Short-term
	Outcome: Safety program gaps have been identified and addressed.
	2. <i>Develop draft department safety-specific policies and procedures into a comprehensive department safety program.</i>
	Responsible: Safety Task Team   Timeline: Short-term
Outcome: A "one stop" reference source for department safety program components and procedures has been drafted.	



	3. <i>Coordinate department safety policy adoption with city human resources department and department/city occupational medical providers.</i>	
	Responsible: Safety Task Team	Timeline: Short-term
	Outcome: Department policies that are consistent with overall city policies and occupational medical provider practices and requirements has been adopted.	
	4. <i>Disseminate the adopted safety program for training.</i>	
	Responsible: Safety Task Team	Timeline: Short-term
	Outcome: Training on the adopted safety program for all personnel has been completed.	



**Initiative 2 – Funding**

As with most organizations, Gladstone Fire Department is limited in what it can do in terms of serving the community by financial constraints. This is also true of the City of Gladstone. The fire department is dedicated to limiting expenses (reliance on POCs as an example) and leveraging outside revenue opportunities to limit the impact on the city. Notwithstanding, the fire department largely depends upon the city general fund to provide a level of service the community expects. This is especially challenging in this urban community. This initiative focuses on revenue enhancement, while educating key stakeholders in the importance of adequate funding.

*Initiative Managers: Fire Chief*

**Goal: 2A Assess the viability of ongoing alternative revenue streams outside of the general fund.**

<b>Objectives</b>	1. <i>Clarify historical importance of the two-pronged tax revenue strategy in place since 1998.</i>	
	Responsible: Finance Task Team	Timeline: Critical Task
	Outcome: All stakeholders understand ramifications of reduction in tax revenues.	
	2. <i>Research alternative revenue streams (ARS) that are non-tax based.</i>	
	Responsible: Finance Task Team	Timeline: Short-term
	Outcome: Alternative revenue streams that are viable for GFD have been identified.	

**Goal: 2B Identify needed funding for personnel, materials and services, and capital items over the next six years (3 budget cycles).**

<b>Objectives</b>	1. <i>Work with the city administration and engage elected officials and community stakeholders so there is a clear understanding of GFD budget needs.</i>	
	Responsible: Finance Task Team	Timeline: Short-term
	Outcome: Administrative, elected officials, and community members are well informed of GFD budget needs.	
	2. <i>Identify funding for personnel based on service delivery needs.</i>	
	Responsible: Finance Task Team	Timeline: Short-term
	Outcome: Personnel cost projections have been quantified and have been guided through the biennial budget process.	
	3. <i>Forecast and quantify materials and services based on service delivery needs.</i>	
	Responsible: Finance Task Team	Timeline: Short-term
	Outcome: Accurate material services costs have been identified and have been guided through the biennial budget process.	
	4. <i>Develop funding strategies for capital replacement plan.</i>	
	Responsible: Finance Task Team	Timeline: Short-term
	Outcome: Strategies for funding of a capital replacement plan have been implemented and are adequate and sustainable through the biennial budget process.	



<b>Goal: 2C Identify grant opportunities to support funding needs.</b>	
<b>Objectives</b>	1. <i>Create stakeholder awareness initiatives regarding pros and cons of grant funding.</i>
	Responsible: Finance Task Team   Timeline: Short-term
	Outcome: Stakeholders understand one-time grant revenues are not a substitute for ongoing revenue streams.
	2. <i>Research and apply for grand funding opportunities.</i>
	Responsible: Finance Task Team   Timeline: Long-term, ongoing
Outcome: GFD has applied for eligible grants.	
<b>Goal: 2D Identify strategies to stabilize existing fire department general fund revenue in coordination with overall city budget.</b>	
<b>Objectives</b>	1. <i>Proactively engage with City Administration and other departments regarding city budget priorities.</i>
	Responsible: Finance Task Team   Timeline: Short-term
	Outcome: GFD budget is appropriately prioritized and supported in the city general fund.
	2. <i>Develop and maintain relationships with stakeholders to ensure GFD budget needs are understood.</i>
	Responsible: Finance Task Team   Timeline: Short-term
Outcome: Stakeholder support of GFD general fund budget needs is high.	



### Initiative 3 – Capital Facilities & Equipment

Gladstone Fire Department (GFD) requires critical infrastructure and physical assets in order to adequately perform the services expected by the community. This includes facilities that support the department’s mission; emergency apparatus for crews to respond with and which fits the risks in the community; the necessary equipment to perform the tasks required; and appropriate safety gear for each member of the department who places themselves in harm’s way to provide the service. This initiative contains the goals and objectives related to these critical elements.

*Initiative Managers: Fire Chief*

**Goal: 3A Develop an apparatus replacement plan.**

<b>Objectives</b>	<i>1. Communicate funding justification to purchase apparatus specified in the replacement schedule.</i>	
	Responsible: Capital Task Team	Timeline: Short-term
	Outcome: The mechanisms for funding the apparatus replacement plan are adopted by city council and are in place.	
	<i>2. Identify the best practices for apparatus replacement by type, age, and current condition, and create a replacement schedule.</i>	
	Responsible: Capital Task Team	Timeline: Mid-term
	Outcome: An apparatus replacement plan has been created and adopted.	

**Goal: 3B Develop a fire station remodel/expansion and training facility plan**

<b>Objectives</b>	<i>1. Participate in the library design process to address fire station space deficiencies and programmatic needs.</i>	
	Responsible: Capital Task Team	Timeline: Critical Task
	Outcome: Reach agreement and coordinate for additional programmatic station space, and need to upgrade existing space to meet safety standards and space needs.	
	<i>2. Identify current and future facility space needs.</i>	
	Responsible: Capital Task Team	Timeline: Short-term
	Outcome: A written assessment of facility and square footage needs is in place.	
	<i>3. Research training facility and program needs, including exploring partnerships with adjacent fire departments, businesses, and other public agencies.</i>	
	Responsible: Capital Task Team	Timeline: Long-term
	Outcome: Cost-effective and collaborative options to department training needs (sq. footage, facilities) have been developed and documented.	



<b>Goal: 3C</b>		<b>Develop a capital equipment needs/replacement plan (AED, MDC, tech rescue, cardiac monitors, SCBA, Turnouts).</b>	
<b>Objectives</b>	1. <i>Evaluate, inventory and compare the age, condition, and features of existing capital equipment to determine required replacement dates.</i>		
	Responsible: Capital Task Team		Timeline: Short-term
	Outcome: A concise reference document has been created identifying when obsolete, worn out equipment should be replaced.		
	2. <i>Secure funding justification to purchase the equipment specified in the replacement schedule.</i>		
	Responsible: Capital Task Team		Timeline: Short-term
	Outcome: Adequate justification and support for apparatus purchases has been provided. Capital equipment replacement plans have been adopted and funded.		



## Implementation Methodology

The three major keys to successful strategic planning and implementation are commitment, credibility, and communication. These three critical elements are best addressed by appropriate prioritization and completion of objectives, consistently seeking and utilizing input from Gladstone Fire Department members and communicating plan status on a consistent basis, and measuring compliance for the established timelines.

## Prioritization of Objectives

Assigned task teams are charged with prioritizing each of their objectives in conjunction with developing operational plans for their implementation. Each assigned task team will review the priority and timing for each objective and submit their operational plans to the fire chief for review and approval. Upon approval of the fire chief, objectives that can be accomplished over the course of the current fiscal year within the limits of existing program budgets receive highest priority. It is critical that elements of this plan that require infusion of resources be provided those resources, and that the biennial budget reflects the implementation of the goals and objectives based on the timelines set forth within.

## 2018 Implementation Timeline

The Gladstone Fire Department Strategic Planning Team (SPT) must be committed to a regular schedule of status updates and accountability monitoring. The SPT should set up an implementation schedule for 2018 to ensure regular communication and commitment to the strategic plan:

- Upon adoption – Fire Chief provides summary of strategic plan initiatives and goals to membership, and interested community stakeholders.
- Quarterly Meeting – Strategic Planning Team meets to track progress of operational plan development and objectives prioritization.
- Annual budget development plan review – Strategic plan is reviewed and prioritized in accordance with budget development and annual planning priorities.

In addition to the quarterly planning meetings, the SPT should meet on an annual basis to assess progress, celebrate accomplishments, and ensure the ongoing viability and validity of the plan.

To help maintain communication about the organization's progress in meeting its goals to the membership, Gladstone Fire Department leadership should commit to publishing regular status reports and minutes resulting from the Team's quarterly and annual meetings.



### Appendix A – Internal SWOT Feedback

All members of Gladstone Fire Department were solicited for their feedback under the headings, “Strengths, Weaknesses, Opportunities, and Threats.” Twenty-three members submitted responses. The results follow:

#### Strengths

Opportunity!	Community service
The willing and dedicated members that serve and work here.	A core of individuals who truly care about their community.
The current leadership's efforts toward positive performance with emphasis on consistent and competent service delivery to the community.	Knowledge and the willing to work.
The employees	Personnel
The firefighters/engineers and line officers.	Our Chief, training, opportunity.
Agency is focused on providing excellent service to a 2.48 square mile city. Adoption of the Standards of Cover was a huge leap forward.	The enthusiasm and energy from the newest members. They come without biases or history and are ready to fit in and work.
We are Gladstone Fire Department and we are able to take care of our community. We have quite a few members that care about the department and the community that they serve.	Chief Funk, he's such a positive person. And John Cerda is that way too. All the chiefs are really great, I think they have the department's best interest at heart. Sad to see Chief Smith leave. I am really starting to like Chief O'Connor and even Chief Hopperstad is a great guy. Oh, and Captain Vroman is awesome!
Non-career members	

#### Weaknesses

Facility	Divide between career and volunteer.
Having sufficiently trained medical personnel to operate ALS/ILS calls.	Two staff instead of three so we can respond with an engine.
Not enough personnel depth. Need to increase paid-on-call roster by another 40–50 percent to sustain operations for the long term.	The need for more personnel. That are trained and certified. It takes a while for people to get trained.
The line between career and non-career members.	Edited out (offensive language)
Negative, misguided individuals who don't like change and cause turmoil in the department.	As of right now, trying to get more volunteers in the door to respond to calls.
Space and the number of people to meet all the functions and tasks expected of us.	Certain individuals that are here that destroy morale.
Haz-mat response	Time requirements
Personnel services, specifically number of firefighters, depth of response, availability of firefighters that are able to respond using a paid-on-call system and competency of infrequent responders.	Negative influences who try and bring down the mood regardless of positive change and efforts by others.



**Opportunities**

Just camaraderie and become a United Brotherhood.	Develop a training area or do something with our neighboring Fire District to use their training area.
Personnel development and training. Providing people with a rewarding environment that prepares them for a career in this profession (if they so desire) or that keeps community members wanting to be a part of what we're doing so that we can continue to have decent staffing.	We have the need for additional space when the City Hall and PD are knocked down. The City needs to be wise enough to be sure the library is designed leaving adequate scape for expanded FD operations.
Resident volunteer and cadet programs.	Have enough staff for two rigs.
Training with neighboring departments.	Capital improvements on our station.
Grants	Using more aggressive recruiting techniques to maintain POC numbers.

**Threats**

Not enough trained people to cover experienced positions.	Reduced POC response due to large numbers of out of District responders, inadequate recruiting, and lack of response from local responders.
Staffing: Availability of competent paid-on-call personnel and/or budgetary constraints that prevent have at least three firefighters available at any given time to allow an engine response.	Getting our response times up even more than they are (not that they are bad) so Gladstone Fire does not become part of Clackamas 1.
Being understaffed.	Being taken over by a larger fire district.
Being underfunded and understaffed.	Lack of participation.
If we fail to maintain and purchase new equipment, or fail to provide top rated PPE, we will lose our work force.	Keeping the ones that are out to destroy the department around.
Being taken over by another dept.	Possibly not having enough personnel or qualified apparatus operators.



**Appendix B – Timeline**

Objectives	Assigned Responsibility	Critical 1 <sup>st</sup> 90 Days	Short Term 7-18 to 4-19	Mid Term 4-19 to 4-21	Long Term 4-21 to 4-23
Obj 1C1: Research optimal on duty staff levels consistent with Gladstone’s SOC, assess current POC staff, and determine strategies to increase POC personnel.	Staffing Task Team	Critical			
Obj 1D1: Identify personnel demographic and behavioral factors impacting ability to meet SOC.	SOC Deployment Task Team				
Obj 1F1: Conduct initial and ongoing maintenance training to industry standards.	Tech Rescue Task Team				
Obj 1H1: Identify fire department safety program gaps based on industry best practices.	Safety Task Team				
Obj 2A1: Clarify historical importance of the two-pronged tax revenue strategy in place since 1998.	Finance Task Team				
Obj 3B1: Participate in the library design process to address fire station space deficiencies and programmatic needs.	Capital Task Team				
Obj 1A1: Survey similar departments (with Gladstone community demographics) to identify effective recruiting strategies for potential POCs.	Recruit/Retain Task Team		Short Term		
Obj 1A2: Research local demographics for targeted recruitment that reflects community diversity.	Recruit/Retain Task Team				
Obj 1A3: Survey POCs to determine strategies to foster and retain valued and experienced personnel.	Recruit/Retain Task Team				
Obj 1B1: Review the current program, maximizing efficiencies without compromising important knowledge/skills components.	Driver/Engineer Task Team				
Obj 1B2: Solicit feedback from current engineers, trainers, and trainees to identify potential program content and delivery efficiencies.	Driver/Engineer Task Team				
Obj 1C2: Identify fiscal constraints potentially impacting ability to increase staffing.	Staffing Task Team				
Obj 1D2: Modify staffing levels consistent with SOC.	SOC Deployment Task Team				
Obj 1E1: Restructure EMS training to prioritize hands on skills, scenario based training, and regional training/ride along opportunities.	EMS Task Team				
Obj 1F2: Develop operational policies and	Tech Rescue Task				



Objectives	Assigned Responsibility	Critical 1 <sup>st</sup> 90 Days	Short Term 7-18 to 4-19	Mid Term 4-19 to 4-21	Long Term 4-21 to 4-23
procedures consistent with state and national standards.	Team				
Obj 1H2: Develop draft department safety-specific policies and procedures into a comprehensive department safety program.	Safety Task Team				
Obj 1H3: Coordinate department safety policy adoption with city human resources department and department/city occupational medical providers.	Safety Task Team				
Obj. 1H4: Disseminate the adopted safety program for training.	Safety Task Team				
Obj 2A2: Research alternative revenue streams (ARS) that are non-tax based.	Finance Task Team				
Obj 2B1: Work with the city administration and engage elected officials and community stakeholders so there is a clear understanding of GFD budget needs.	Finance Task Team				
Obj 2B2: Identify funding for personnel based on service delivery needs.	Finance Task Team				
Obj 2B3: Forecast and quantify materials and services based on service delivery needs.	Finance Task Team				
Obj 2B4: Develop funding strategies for capital replacement plan.	Finance Task Team				
Obj 2C1: Create stakeholder awareness initiatives regarding pros and cons of grant funding.	Finance Task Team				
Obj 2D1: Proactively engage with city administration and other departments regarding city budget priorities.	Finance Task Team				
Obj 2D2: Develop and maintain relationships with stakeholders to ensure GFD budget needs are understood.	Finance Task Team				
Obj 3A1: Communicate funding justification to purchase apparatus specified in the replacement schedule	Capital Task Team				
Obj 3B2: Identify current and future facility space needs.	Capital Task Team				



Objectives	Assigned Responsibility	Critical 1 <sup>st</sup> 90 Days	Short Term 7-18 to 4-19	Mid Term 4-19 to 4-21	Long Term 4-21 to 4-23
Obj 3C1: Evaluate, inventory, and compare the age, condition, and features of existing capital equipment to determine required replacement dates.	Capital Task Team				
Obj 3C2: Secure funding justification to purchase the equipment specified in the replacement schedule.	Capital Task Team				
Obj 1A4: Implement the plan and monitor results.	Recruit/Retain Task Team			Ongoing	
Obj 1B3: Revise driver credentialing program to increase engineer pool.	Driver/Engineer Task Team				
Obj 1E2: Target recruitment of outside agency/licensed and experienced EMTs.	EMS Task Team				
Obj 1G1: Research best practices from similar fire departments.	Wellness/Fitness Task Team				
Obj 1G2: Re-invigorate the department health and safety committee to lead the effort.	Wellness/Fitness Task Team				
Obj 1G3: Identify the costs and budget for program implementation and maintenance.	Wellness/Fitness Task Team				
Obj 1G4: Coordinate implementation with the city/occupational health.	Wellness/Fitness Task Team				
Obj 3A2: Identify the best practices for apparatus replacement by type, age, and current condition, and create a replacement schedule.	Capital Task Team				
Obj 2C2: Research and apply for grand funding opportunities.	Finance Task Team				
Obj 3B3: Research training facility and program needs, including exploring partnerships with adjacent fire departments, businesses, and other public agencies.	Capital Task Team				



**Appendix C – Status & Accountability**

**Gladstone Fire Department**

**Status & Accountability Worksheet**

Implementation Timeline Status: **On Target** – **Delayed or Deferred** – **Not Currently On Target**

Initiatives/Goals/Objectives		
Initiative #1: Operations	Manager: Fire Chief	
Goal 1A: Develop a recruitment and retention plan.	Responsible	Timeline
Obj. 1: Survey similar departments (with Gladstone community demographics) to identify effective recruiting strategies for potential POCs.	Recruit/Retain Task Team	Short-term
Obj. 2: Research local demographics for targeted recruitment that reflects community diversity.	Recruit/Retain Task Team	Short-term
Obj. 3: Survey POCs to determine strategies to foster and retain valued and experienced personnel.	Recruit/Retain Task Team	Short-term
Obj. 4: Implement the plan and monitor results.	Recruit/Retain Task Team	Mid-term, ongoing
Goal 1B: Evaluate the driver/engineer training/credentialing program to increase the number of available qualified engineers.	Responsible	Timeline
Obj. 1: Review the current program, maximizing efficiencies without compromising important knowledge/skills components.	Driver/Engineer Task Team	Short-term
Obj.2: Solicit feedback from current engineers, trainers, and trainees to identify potential program content and delivery efficiencies.	Driver/Engineer Task Team	Short-term
Obj. 3: Revise driver credentialing program to increase engineer pool.	Driver/Engineer Task Team	Mid-term
Goal 1C: Maintain and increase paid on call staffing to meet SOC.	Responsible	Timeline
Obj. 1: Research optimal on duty staff levels consistent with Gladstone’s SOC, assess current POC staff, and determine strategies to increase POC personnel.	Staffing Task Team	Critical Task
Obj. 2: Identify fiscal constraints potentially impacting ability to increase staffing.	Staffing Task Team	Short-term
Goal 1D: Evaluate department emergency response deployment and revise as necessary, consistent with SOC.	Responsible	Timeline
Obj. 1: Identify personnel demographic and behavioral factors impacting ability to meet SOC.	SOC Deployment Task Team	Critical Task
Obj.2: Modify staffing levels consistent with SOC.	SOC Deployment Task Team	Short-term



<b>Goal 1E: Enhance EMS service delivery program.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Restructure EMS training to prioritize hands on skills, scenario based training, and regional training/ride along opportunities.	EMS Task Team	Short-term
Obj. 2: Target recruitment of outside agency/licensed and experienced EMTs.	EMS Task Team	Mid-term
<b>Goal 1F: Develop a technical rescue training program.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Conduct initial and ongoing maintenance training to industry standards.	Tech Rescue Task Team	Critical Task
Obj. 2: Develop operational policies and procedures consistent with state and national standards.	Tech Rescue Task Team	Short-term
<b>Goal 1G: Develop and implement a department wide wellness and fitness program.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Research best practices from similar fire departments.	Wellness Task Team	Mid-term
Obj. 2: Re-invigorate the department health and safety committee to lead the effort.	Wellness Task Team	Mid-term
Obj. 3: Identify the costs and budget for program implementation and maintenance.	Wellness Task Team	Mid-term
Obj. 4: Coordinate implementation with the city/occupational health.	Wellness Task Team	Mid-term
<b>Goal 1H: Enhance the fire department safety program</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Identify fire department safety program gaps based on industry best practices.	Safety Task Team	Critical Task
Obj. 2: Develop draft department safety-specific policies and procedures into a comprehensive department safety program.	Safety Task Team	Short-term
Obj. 3: Coordinate department safety policy adoption with city human resources department and department/city occupational medical providers.	Safety Task Team	Short-term
Obj. 4: Disseminate the adopted safety program for training.	Safety Task Team	Short-term
<b>Initiative #2: Funding</b>	<b>Manager: Fire Chief</b>	
<b>Goal 2A: Assess the viability of ongoing alternative revenue streams outside of the general fund.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Clarify historical importance of the two-pronged tax revenue strategy in place since 1998.	Finance Task Team	Critical Task
Obj. 2: Research alternative revenue streams (ARS) that are non-tax based.	Finance Task Team	Short-term
<b>Goal 2B: Identify needed funding for personnel, materials and services, and capital items over the next six years (3 budget cycles).</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Work with the city administration and engage elected officials and community stakeholders so there is a clear understanding of GFD budget needs.	Finance Task Team	Short-term



Obj. 2: Identify funding for personnel based on service delivery needs.	Finance Task Team	Short-term
Obj. 3: Forecast and quantify materials and services based on service delivery needs.	Finance Task Team	Short-term
Obj. 4: Develop funding strategies for capital replacement plan.	Finance Task Team	Short-term
<b>Goal 2C: Identify grant opportunities to support funding needs.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Create stakeholder awareness initiatives regarding pros and cons of grant funding.	Finance Task Team	Short-term
Obj. 2: Research and apply for grand funding opportunities.	Finance Task Team	Long-term
<b>Goal 2D: Identify strategies to stabilize existing fire department general fund revenue in coordination with overall city budget.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Proactively engage with city administration and other departments regarding city budget priorities.	Finance Task Team	Short-term
Obj. 2: Develop and maintain relationships with stakeholders to ensure GFD budget needs are understood.	Finance Task Team	Short-term
<b>Initiative #3: Capital Facilities &amp; Equipment</b>	<b>Manager: Fire Chief</b>	
<b>Goal 3A: Develop an apparatus replacement plan.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Communicate funding justification to purchase apparatus specified in the replacement schedule.	Capital Task Team	Short-term
Obj. 2: Identify the best practices for apparatus replacement by type, age, and current condition, and create a replacement schedule.	Capital Task Team	Mid-term
<b>Goal 3B: Develop a fire station remodel/expansion and training facility plan.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Participate in the library design process to address fire station space deficiencies and programmatic needs.	Capital Task Team	Critical Task
Obj. 2: Identify current and future facility space needs.	Capital Task Team	Short-term
Obj. 3: Research training facility and program needs, including exploring partnerships with adjacent fire departments, businesses, and other public agencies.	Capital Task Team	Long-term
<b>Goal 3C: Develop a capital equipment needs/replacement plan (AED, MDC, tech rescue, cardiac monitors, SCBA, Turnouts).</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Evaluate, inventory, and compare the age, condition, and features of existing capital equipment to determine required replacement dates.	Capital Task Team	Short-term
Obj. 2: Secure funding justification to purchase the equipment specified in the replacement schedule.	Capital Task Team	Short-term



**Appendix D – Task Worksheet**

<b>Initiative:</b>	<b>Person(s) Responsible:</b>	<b>Desired Outcome(s):</b>
<b>Goal:</b>		
<b>Objective:</b>		<b>Timeline:</b>

#	Task	Assigned/Delegated	Start Date	Completion Date	Cost Estimate	Comments
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						