



ALCOA FIRE DEPARTMENT

2019-2024

STRATEGIC PLAN



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Introduction

The Alcoa Fire Department (AFD) provides fire, rescue, hazardous materials, emergency medical, emergency preparedness, community risk reduction, public education and fire investigation services to the residents, businesses, and visitors of Alcoa, Tennessee. AFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual 9th Ed.* and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the department's members to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further provided the department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and department stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion.

**ALCOA FIRE DEPARTMENT
STRATEGIC PLAN
Table of Contents**

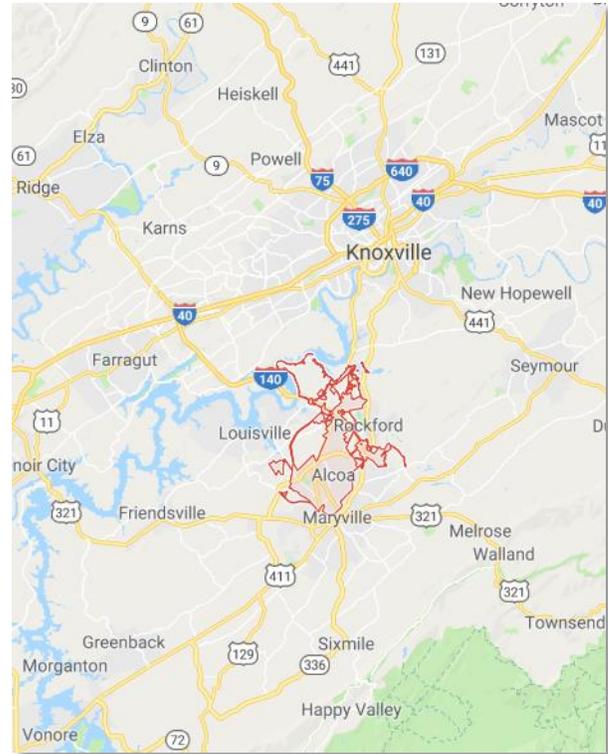
Organizational Background	1
Organizational Structure	3
Community-Driven Strategic Planning	4
Process and Acknowledgements	6
Community Group Findings.....	7
Community Priorities.....	8
Department Stakeholder Group Findings.....	9
Mission.....	10
Values.....	11
Programs and Services	12
S.W.O.T. Analysis.....	12
Critical Issues and Service Gaps.....	13
Strategic Initiatives.....	13
Goals and Objectives.....	14
Vision.....	23
Performance Measurement.....	25
The Success of the Strategic Plan.....	26
Glossary of Terms, Acronyms, and Initialisms	26
Works Cited.....	29
Appendix 1.....	30
Community Expectations.....	30
Areas of Community Concern.....	32
Positive Community Feedback	34
Other Thoughts and Comments.....	38
Appendix 2.....	40
Strengths	40
Weaknesses.....	40
Opportunities.....	41
Threats	43
Appendix 3.....	44

ALCOA FIRE DEPARTMENT STRATEGIC PLAN 2019-2024



Organizational Background

The City of Alcoa is in Blount County, Tennessee - south of Knoxville. Formerly known as North Maryville, the town was incorporated as a 'company town' under its present name in 1919. The City of Alcoa is situated in the foothills of the Great Smoky Mountains, and large sections of the range are visible from Alcoa Highway. The city has a total land area of 14.7 square miles and a total water area of 0.93 square miles. As of the 2010 US Census, the population in the City of Alcoa was 8,449. The current estimated population is 9,874 residents.



The Alcoa Fire Department (AFD) has a history dating back to its establishment in 1942. AFD moved into its first fire headquarters at 1050 Springbrook Road upon completion of construction in 1943. This station served the COA as the only fire station until 1972 when a new fire headquarters was constructed at 271 Joule Street.

Upon completion of the new facility, the fire station on Springbrook Road became fire station 2. Today, headquarters is located at 2010 N. Wright Road, completed in 1996, replacing the Springbrook Road station; with the Joule Street station becoming Station 2. A third station was constructed in 1998 on Central Park Boulevard. Both the Fire Administration and Police Department moved into the present City Public Safety Building on N. Wright Road, adjoining fire Station 1, in July 2001.



Since organization in 1942, the AFD has evolved from an organization focused only on firefighting, to one that includes community risk reduction; public education; fire investigation, origin, and cause; domestic preparedness, planning, and response; basic life support (BLS) emergency medical service (EMS); technical rescue; hazardous materials response; along with fire suppression. As of February 2015, the AFD proudly boasts an Insurance Services Office (ISO) rating of 2/2X.

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ALCOA FIRE DEPARTMENT STRATEGIC PLAN 2019-2024

A total of 42 personnel (41 uniformed and one administrative assistant) operate from three stations. Station 1 is centrally located in the response area, Station 2 is located in the southern corner of the city, and Station 3 is located on the northern side of the community.

Fire Station 1: 2010 N. Wright Road



Fire Station 2: 271 Joule Street



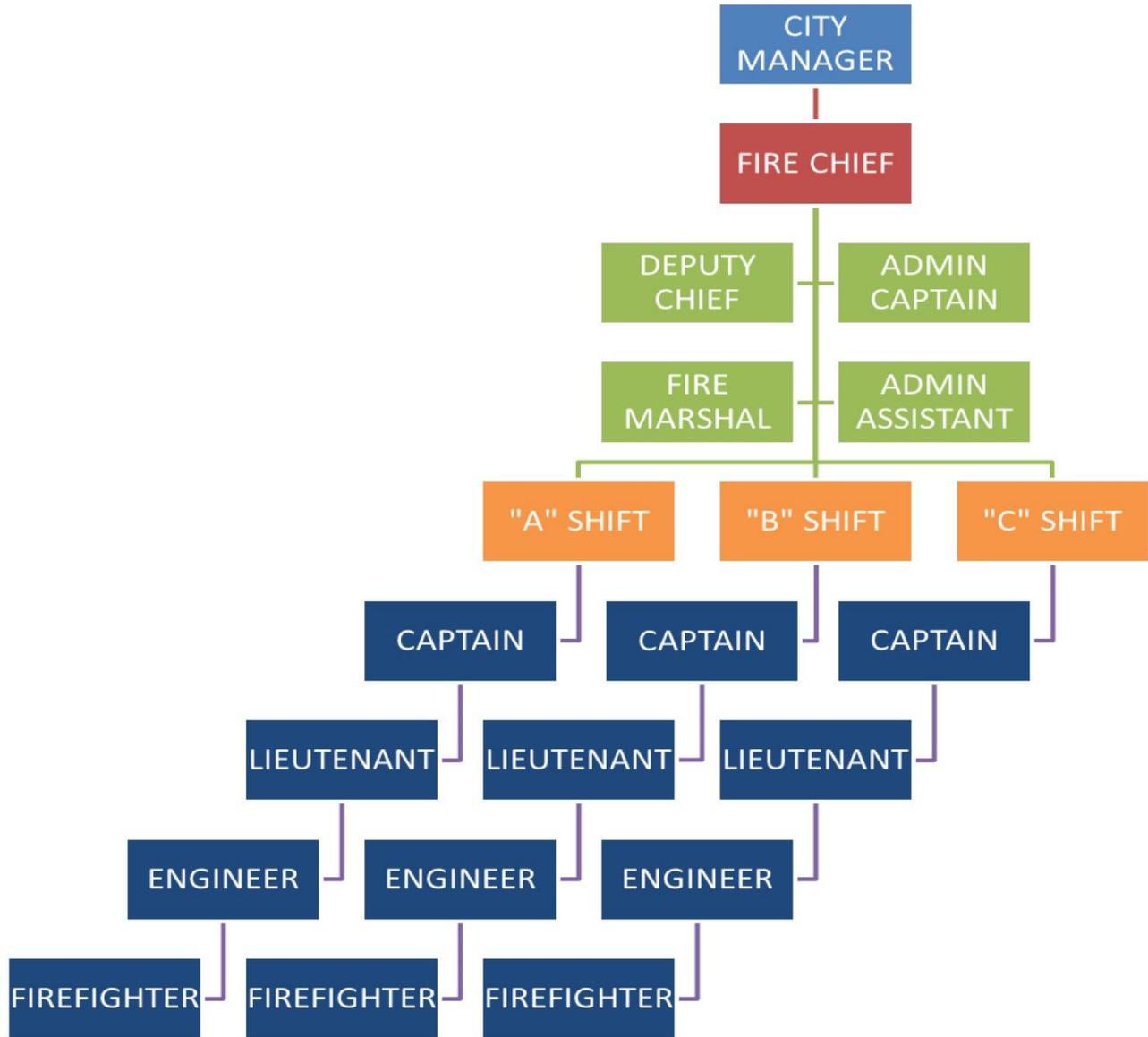
Fire Station 3: 3525 Central Park Boulevard



ALCOA FIRE DEPARTMENT STRATEGIC PLAN 2019-2024



Organizational Structure





ALCOA FIRE DEPARTMENT STRATEGIC PLAN 2019-2024

Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A community-driven emergency service organization is one that seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources. The process of strategic planning can be defined as "a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why."¹

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.



Community Stakeholders Work Session

¹ See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)



ALCOA FIRE DEPARTMENT STRATEGIC PLAN 2019-2024



The Community–Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community’s service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the Values of the organization’s membership.
6. Identify the internal Strengths and Weaknesses of the organization.
7. Identify areas of Opportunity or potential Threats to the organization.
8. Identify the organization’s critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the Vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.



Community Stakeholders Work Session





ALCOA FIRE DEPARTMENT STRATEGIC PLAN 2019-2024

Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and department stakeholders for their participation and input into this Community-Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Roger Robinson and his team for their leadership and commitment to this process.

Development of this strategic plan took place in October 2018, beginning with a meeting hosted by a representative from the CPSE for members of the community (as named in the following table). The represented community stakeholders comprised of some that are residents within the Alcoa Fire Department’s coverage area, while some also received services from the AFD. The department identified the stakeholders to ensure a broad representation of the community could provide input.

Alcoa Fire Department Community Stakeholders				
Lilli Brown	Mike Caylor	Jeff Clark	Lance Coleman	Margie Davis
Ross DeFalle	Mickey Donavan	Scott Field	Susan Gennoe	Paul Gilbert
Mark Haraday	Eugenia Harris	Grant Hawkins	Logan Hill	Kathy Jackson
James Long	Charles Loveday	Dan McCord	Laquita McInturff	Ed Mitchell
Bret Nokes	Jeremy Pearson	Jonathan Riggsbee	John “Rocky” Rochelle	Julie Rochelle
Jonathan Rodgers	Rex Rogers	Matt Sheppick	Denise Scott	Shane Snoderly
Andrew Sonner	Kim Spencer	Melissa Thompson	Nick Weaver	Kenny Wiggins
John Wilbanks	Chianti “Ken” Woodlee			



Community Stakeholders Work Session



ALCOA FIRE DEPARTMENT STRATEGIC PLAN 2019-2024



Community Group Findings

A key element of the Alcoa Fire Department organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized), as well as positive and other comments about the organization, provided in the appendix of this document. The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization, as well as to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.



Community Stakeholders Work Session





ALCOA FIRE DEPARTMENT STRATEGIC PLAN 2019-2024

Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the Alcoa Fire Department needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Fire Suppression	1	190
Emergency Medical Services	2	179
Technical Rescue	3	129
Hazardous Materials Mitigation	4	107
Community Risk Reduction	5	102
Emergency Management	6	99
Public Fire and Life Safety Education	7	83
Fire Investigation	8	63

See [Appendix 1](#) for a complete list of the community findings including expectations, areas of concern, positive feedback, and other thoughts and comments.



Community Stakeholders Work Session



ALCOA FIRE DEPARTMENT STRATEGIC PLAN 2019-2024



Department Stakeholder Group Findings

The department stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization’s approach to community-driven strategic planning, with focus on the department’s Mission, Values, Core Programs and Support Services, as well as the organization’s perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions involved participation by the broad organization representation in attendance, as named and pictured below.

Alcoa Fire Department Stakeholders			
Kevin Freeman <i>Lieutenant</i>	Blaine Howell <i>Engineer</i>	Colin Hurst <i>Fire Marshal</i>	Steven Lowe <i>Engineer</i>
Steven Owen <i>Lieutenant</i>	James Paine <i>Firefighter</i>	Daniel Porter <i>Firefighter</i>	Roger Robinson <i>Fire Chief</i>
Michael Rogers <i>Engineer</i>	Clint Russell <i>Engineer</i>	Jacob Smithson <i>Lieutenant</i>	William Smock <i>Captain</i>
Darren Stinnett <i>Deputy Chief</i>	Richard Storie <i>Engineer</i>	Paul Walker <i>Captain</i>	Stephen Woods <i>Engineer</i>



Department Stakeholders





ALCOA FIRE DEPARTMENT STRATEGIC PLAN 2019-2024

Mission

The purpose of the mission is to answer the questions:

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

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

**The mission of the City of Alcoa Fire Department
is to protect the community from all hazards, and serve with excellence.**



Department Stakeholders Work Session



ALCOA FIRE DEPARTMENT STRATEGIC PLAN 2019-2024



Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

The Mission and Values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the Alcoa Fire Department are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

Empathy

- have compassion for one another and those we serve.

Professionalism

- showing a love for the job by acting with pride, ownership, and passion.

Unity

- operational consistency through communication and community involvement.

Integrity

- loyally serve our community and each other with honesty and professionalism.

Respect

- for our co-workers, ourselves, and especially our customers.



Department Stakeholders Work Session





ALCOA FIRE DEPARTMENT

STRATEGIC PLAN

2019-2024

Programs and Services

The department stakeholders identified the core programs provided to the community, as well as many of the services that enable the organization to deliver those programs. The department's core programs and supporting services are provided below.

Core Programs of the Alcoa Fire Department		
Fire Suppression	Rescue	Hazardous Materials Mitigation
Emergency Medical Services	Emergency Preparedness	Community Risk Reduction
Public Fire and Life Safety Education	Fire Investigation	

Supporting Services of the Alcoa Fire Department			
Honor Guard	Training	Fleet Maintenance	Public Works
911 Center	AMR	Mutual / Auto Aid	Vendors
Federal Government	Local Government	State Government	Human Resources
City Planner	Code Enforcement	Law Enforcement	CPSE
Alcoa Geographic Information System	Alcoa Water Department	Professional Associations	Emergency Management Local and State
Blount County Geographic Information System		Chamber of Commerce	Red Cross
City Nurse / Health Clinic	Alcoa Electric	Educational Institutions	Information Technology
Alcoa Street Department	Atmos Energy	Chaplain	Rail Services
National Fire Academy	State Fire Marshal	EAP	CISD
Blount County Rescue Squad	TEMA	Spectra	Arconic
Knoxville Fire Training Center		Blount County Special Operations	

S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an organization candidly identify its positive and less-than-desirable attributes. Department stakeholders participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats. Information gathered through this analysis provides guidance toward the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

Appendix 2 consists of the SWOT data and analysis collected by the department stakeholders.



ALCOA FIRE DEPARTMENT STRATEGIC PLAN 2019-2024



Critical Issues and Service Gaps

Following the identification and review of the department’s SWOT, two separate groups of department stakeholders met to identify themes as primary critical issues and service gaps (found in [Appendix 3](#)). The critical issues and services gaps identified by the stakeholders provides further guidance toward identification of the strategic initiatives, which will ultimate lend direction for the development of goals, objectives, critical tasks, and timelines.



Department Stakeholders Work Session

Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

Alcoa Fire Department Strategic Initiatives		
Internal Communications	Succession Planning	Community Involvement
Workforce Planning	Health and Wellness	Physical Resources
Training Development Plan		





ALCOA FIRE DEPARTMENT

STRATEGIC PLAN

2019-2024

Goals and Objectives

To continuously achieve the mission of the Alcoa Fire Department, realistic goals and objectives with timelines for completion must be established to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the department’s efforts, as they will direct the organization to its desired future while having reduced the obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the AFD leadership.

Goal 1	Establish open and consistent avenues of communication that follow predetermined paths based on chain of command, to ensure all department members are informed.	
Objective 1A	Identify modes and deficiencies in routes of communication.	
Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify deficiencies in multiple platforms completing a single task. • Develop comprehensive list of all routes of communication. • Separate electronic and verbal communication. • Distribute survey concerning all modes of communication. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1B	Analyze current systems to determine effectiveness.	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Assign a communications team to conduct analysis of all programs. • Communications team to complete report based on analysis of program. • Communications team to present report to administration for review. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1C	Remove/discontinue ineffective programs.	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Determine programs being cut based on communication team analysis report. • Extract historical data. • Inform personnel of changes being made. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



ALCOA FIRE DEPARTMENT STRATEGIC PLAN 2019-2024



Objective 1D	Research new programs for ability to streamline communication.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Communication team contact vendors to study industry standards. • Beta test recommended programs. • Communications team recommends options for obtaining new or utilizing current programs. • If necessary, obtain funding and purchase new programs. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1E	Train personnel in use of proposed new program(s).	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Department-wide training with use of new products or new usage of existing systems. • Utilize computer lab to conduct department training. • Survey to analyze effectiveness compared to baseline. • Review and adjust training. • Implement new or change existing program(s). 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1F	Identify the need for open, honest communication following the chain of command.	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Analyze survey regarding verbal communication issues. • Meet with all company officers to communicate the need and re-establish the chain of command. • Utilize feedback from company officers to identify gaps and issues. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1G	Develop policy that clearly defines avenues of communication based on chain of command.	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Compile all data from previous critical tasks. • Analyze data to ensure a consistent written policy will execute outlined objectives. • Write the new policy. • Submit the policy for peer review. • Distribute the communication policy. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 2	Enhance the Alcoa Fire Department training program to better meet the needs of the department.	
Objective 2A	Evaluate current training program for improvement.	
Timeframe	12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Evaluate current classroom technology to ensure it meets the needs of the 	





ALCOA FIRE DEPARTMENT

STRATEGIC PLAN

2019-2024

	department.	
	<ul style="list-style-type: none"> Evaluate current training facilities to ensure they meet the needs of the department. Evaluate current curriculum to identify gaps. Evaluate instructor methodology and delivery. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2B	Identify desired training program for continuous improvement.	
Timeframe	12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Identify discipline needs for the department. Review standards for each discipline in the training program. Create an organizational standard for each discipline. Complete a cost analysis based upon recommended needs. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2C	Develop program components and curriculum to meet desired standards.	
Timeframe	24 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Establish job performance requirements for each discipline. Acquire resources needed. Establish a timeline to meet job performance requirements. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2D	Identify and train individual instructors.	
Timeframe	8 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Determine minimum requirements. Create continuity and consistency by establishing instructor guides. Create a list of instructors. Introduce instructors to guides (train-the-trainer). 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2E	Measure effectiveness of the training plan.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Develop an evaluation process for each program component. Identify processes and procedures for testing. Analyze program for effectiveness. Recommend program improvements. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



ALCOA FIRE DEPARTMENT STRATEGIC PLAN 2019-2024



Goal 3	Enhance the Alcoa Fire Department community involvement program to better align with customers.	
Objective 3A	Identify and analyze current programs for effectiveness of outcome and cost benefit.	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify the current programs for community involvement in spreadsheet. • Identify target audiences for community engagement. • Analyze what is working and what is not. • Identify cost of current programs and props. • Create a report of programs that are working and to keep. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3B	Establish community involvement program to increase community awareness through research and development.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Form a public education research and development team. • Research other programs from similar size departments and other professional organizations (props and materials). • Research social media avenues – city PIO – (AFD specific pages). • Develop the action plan processes to be used including modifications of existing processes. • Establish timeline for delivery. • Present process to leadership team for approval. • Purchase new materials necessary (props and materials). 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3C	Train personnel on new community involvement programs for consistency.	
Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop training curriculum. • Identify certification needs. • Send personnel to state and/or national fire academy. • Deliver curriculum to shift personnel. • Gather feedback. • Adjust training accordingly due to feedback. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





ALCOA FIRE DEPARTMENT

STRATEGIC PLAN

2019-2024

Objective 3D	Enhance relationships between AFD and community by program implementation.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Social media “rollout” in coordination with city PIO. • Content delivery according to timeline. • Try out programs with certain small groups in the community (beta test). • Make adjustments prior to rollout with programs. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3E	Evaluate community involvement programs to see if reaching targeted audience and cost benefit.	
Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop survey to evaluate AFD programs. • Distribute survey to community. • Assess community contacts from programs being delivered. • Analyze cost effectiveness of programs being delivered. • Compare the programs to the CRA/SOC to ensure the targeted audience is being met. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3F	Readjust program based on analysis to meet the needs of the goal.	
Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Review data from collected surveys. • Identify weaknesses in programs and delivery of programs. • Correct weaknesses in programs and delivery through training. • Review changes in latest trends. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



ALCOA FIRE DEPARTMENT STRATEGIC PLAN 2019-2024



Goal 4	Enhance and expand the current Alcoa Fire Department health and wellness program to have a healthier workforce.	
Objective 4A	Evaluate current health and wellness program to determine deficiencies pertaining to the organization.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Assemble a taskforce to review current city wellness program. • Evaluate fitness equipment in all stations. • Review department wellness program. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4B	Identify desired health and wellness program outcomes.	
Timeframe	12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Conduct a needs assessment. • Analyze cost for program improvements. • Review best practices. • Third party fitness assessment of plan. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4C	Create program improvement plan that meets department desired outcomes.	
Timeframe	12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create guidelines for program improvements. • Acquire needed resources. • Establish implementation timeline. • Conduct department survey to determine workforce goals. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4D	Incorporate recommendations to current health and wellness program.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop a training plan. • Coordinate plan with Human Resources. • Train workforce on program improvements/changes. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4E	Analyze program results to measure effectiveness and drive continued modifications.	
Timeframe	6 months and ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Perform annual program appraisal. • Recommend modifications based on appraisal. • Implement changes. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





ALCOA FIRE DEPARTMENT

STRATEGIC PLAN

2019-2024

Goal 5	Provide a plan for all members, illustrating steps for advancement; contributing to the continuity of operations, department-wide.	
Objective 5A	Evaluate current job descriptions and analyze requirements for each position.	
Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Establish a team to identify and analyze position specific matrix. • Set date and time for meeting. • Delegate roles based on rank to establish position requirements. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5B	Create a mentoring program to accompany the position matrix.	
Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Establish baseline for mentoring program. • Create mentoring program for department. • Educate employees on new mentoring process. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5C	Create a matrix of required training for each position.	
Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Team ensures training budget will allow for candidate advancement. • Ensure training site will accommodate any required on-site training. • Produce literature to mirror training matrix for each position. • Design organizational chart based on succession plan. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5D	Implement mentoring program, training matrix, and measure effectiveness.	
Timeframe	24 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Distribute position specific literature to all levels. • Evaluate effectiveness through accomplishments listed in current performance assessments. • Obtain feedback from department members. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



ALCOA FIRE DEPARTMENT STRATEGIC PLAN 2019-2024



Goal 6	Establish a workforce planning process to provide effective and efficient time management according to the mission statement and values.	
Objective 6A	Identify current scope of work to identify performance gaps in time management.	
Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify and evaluate mission critical functions. • Identify non-mission critical function and evaluate. • Perform study on functions (what we do well and what we do not do well). • Submit progress report to administrative staff. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6B	Research and analyze workforce planning in other city departments.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify City of Alcoa departments that have a workforce plan. • Research and analyze those department plans. • Determine if we can utilize any parts of their plans. • Identify current technologies utilized by AFD and compare to other departments. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6C	Assess current organizational structure and training required for gaps in time management.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Analyze current staffing levels. • Identify current job roles/responsibilities to ensure compatibility with job description. • Identify if employees are trained in current technologies. • Identify if employees are trained in policy/procedure. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





ALCOA FIRE DEPARTMENT

STRATEGIC PLAN

2019-2024

Objective 6D	Reclassify job roles, training new hires, and promotions based on needs analysis.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none">• Perform needs analysis.• Define new job roles/responsibilities as needed.• Properly train current staff and ensure new hires/promotions to new job roles/responsibilities.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6E	Deliver new time management model to the department.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none">• Beta test new roles/responsibilities for new job classifications.• Analyze and measure results of beta test.• Implement changes department-wide.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6F	Evaluate and re-analyze workforce planning and time management model.	
Timeframe	3 months and ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none">• Obtain feedback from department members.• Analyze feedback and adjust as necessary.• Implement program changes, then reanalyze.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



ALCOA FIRE DEPARTMENT STRATEGIC PLAN 2019-2024



Goal 7	Establish mode and means to replace, repair, and maintain department apparatus, equipment, and facilities as needed.	
Objective 7A	Identify need to update or improve existing facilities.	
Timeframe	12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Assess need to increase facility size based on staffing. • Evaluate age and condition of facilities. • Assess location of stations. • Obtain cost analysis. • Prioritize needs; budget accordingly. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7B	Identify need to update, maintain, or replace fleet.	
Timeframe	12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Analyze current age and state of all apparatus. • Conduct needs analysis. • Evaluate benefits of lease versus purchase. • Evaluate replacement cycle for entire fleet. • Develop rolling stock inventory. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7C	Identify need to update, maintain, or replace departmental equipment.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Update current inventory list. • Evaluate age and condition of current equipment. • Evaluate need for additional equipment. • Conduct needs analysis of current equipment. • Prioritize needs and budget accordingly. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7D	Establish current improvement process for all physical resources, based on age, condition, and priority.	
Timeframe	24 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Maintain/update current resource list. • Use resource list for capital improvement. • Utilize grants to obtain funding. • Adjust budget to meet the needs of the department. • Evaluate process via budget numbers. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department's global vision but rather, to confirm the futurity of the work that was designed by





ALCOA FIRE DEPARTMENT

STRATEGIC PLAN

2019-2024

the department stakeholders. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

Alcoa Fire Department's 2024 Vision:

An internationally accredited fire and emergency service agency demonstrating excellence in mission delivery for all those who trust in us.

Achievement of the highest quality professional workforce will be the result of investment in our personnel, evident by our comprehensive training program, health and wellness initiatives, along with workforce and succession plans that break the bonds of status quo.

Focus on our improved internal communication systems provide for a stronger department that functions with respect, integrity, and clarity. Our visible community involvement, including evident empathy for those in need, will rejuvenate our passion for what we do and who we serve.

Dedicated focus on efficiency through better management of our fleet, facilities, and equipment will demonstrate that we are good stewards of the resources to which we are entrusted.

We are united in our commitment to living our values, accomplishing our goals, and making this vision a reality.



ALCOA FIRE DEPARTMENT STRATEGIC PLAN 2019-2024



Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor."² Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

- If you don't measure the results of your plan, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

Reinventing Government
David Osborn and Ted Gaebler

To establish that the department's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

² Collins *Good to Great and the Social Sectors*. Boulder, 2009





ALCOA FIRE DEPARTMENT

STRATEGIC PLAN

2019-2024

A “family of measures” typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** – Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the “why” of providing a service.

The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”

Good to Great and the Social Sectors
Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify department and community stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.³

Glossary of Terms, Acronyms, and Initialisms

Accreditation A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs

³ Matthews (2005). *Strategic Planning and Management for Library Managers*



ALCOA FIRE DEPARTMENT

STRATEGIC PLAN

2019-2024



of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.

AMR	American Medical Response
CAD	Computer Aided Dispatch
CAFI	Commission on Fire Accreditation International
CPSE	Center for Public Safety Excellence
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
EAP	Employee Assistance Program
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
GOG	General Operating Guidelines
HMT0	HazMat Team Operations
IAFF	International Association of Fire Fighters
ISO	Insurance Services Office
Input	A performance indication where the value of resources is used to produce an output.
LEPC	Local Emergency Planning Committee
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
MFD	Maryville Fire Department
NFPA	National Fire Protection Association
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
SAFER	Staffing for Adequate Fire and Emergency Response
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a





ALCOA FIRE DEPARTMENT

STRATEGIC PLAN

2019-2024

	specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWOT	Strengths, Weaknesses, Opportunities and Threats.
TFACA	Tennessee Fire Service and Codes Enforcement Academy
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.



ALCOA FIRE DEPARTMENT STRATEGIC PLAN 2019-2024



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ALCOA FIRE DEPARTMENT

STRATEGIC PLAN

2019-2024

Appendix 1

Community Expectations

Understanding what the community expects of its fire service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs.

Respondents were asked to list, in priority order, up to five subjects relative to the expectations they have for the Alcoa Fire Department. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectation responses of the community stakeholders:

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

1. Arrive promptly at a home. Timely response. Response time. Rapid response in case of emergency. Fast response times. *Very quick response to fire/emergency. (105)
2. Stay informed of new ways to better do the fire and safety protections. Well trained. Experience, training - know what they are doing. Well trained and up to date on latest technology. Qualified firefighter who know what to do (skills and education). (82)
3. Involved in the community. Community education. Involvement in community education. Information to the public on services programs available. Customer training. Pro-active education within community. Community outreach. Engage in the community, be more visible. Market the department. (50)
4. Equipment that works. Update equipment to insure emergencies can be handled. Proper equipment to do their job. Excellent equipment. Have well maintained equipment. (43)
5. Expect fire and safety protections. Fire safety. Insure all structures are safe. Fire code inspection and implementation. (26)
6. Cooperation with other emergency services. Good relationship with 911 to ensure all know what is expected. Work well with every other department in the county. (23)
7. Safe and effective fire fighting for public and firefighters. Work safely while on-site. Competent fire suppression. (17)
8. Reduce loss - life, property, etc. Damage and loss reduction. Minimize damage via fires. (14)



ALCOA FIRE DEPARTMENT

STRATEGIC PLAN

2019-2024



9. Keep adequate staff to serve growing community. Have sufficient staffing to handle the situation. Adequate staffing. (10)
10. Reflect the community population (race, male / females, etc.) Need to hire more African Americans in the Alcoa Fire Department. (9)
11. Professional looking, professional acting. Professionalism. (8)
12. Continued accreditation. Maintain high standards. Excellent customer service. Peer assessment and mentorship if McGhee Tyson AB pursues accreditation (8)
13. Continuation of top-notch service. Focused on providing the very best service to the citizens. (7)
14. Caring and compassionate. Caring. Friendly (6)
15. Integrity. Ethics (5)
16. Improve ISO rating. (5)
17. General safety-proactive before a threat. (4)
18. Firefighters to be fit to minimize any health-related issues. (4)
19. Constantly working to identify new ways to improve the quality of life for our citizens. (4)
20. Send out letters to the community for people who are home with disabilities to put the red ball on more homes. (4)
21. Quality incident reporting with accurate data for post processing analysis. (4)
22. Go to the senior citizens homes to help them with a fall and possible injury, notification to family. (4)
23. Make their services available. (3)
24. Look for the Know Me Program. (3)
25. AFD to be leaders in their industry. Leader in the community. (3)
26. Smoke alarms to households that are unable to procure one. (3)
27. Programs to promote their career opportunities for youth in said community. (3)
28. Dedication. (3)
29. Prepare/map out facilities for fighting fire. Fire stations in different zones of the community. (3)
30. Internal succession plan. (3)
31. Good and clear communication at the scene of an emergency. (3)
32. Look for pets in a home. (2)
33. Instruction on the proper use and storage of fire extinguishers. (2)
34. Competent emergency medical services. (2)
35. Well thought out and executed response. (2)





ALCOA FIRE DEPARTMENT

STRATEGIC PLAN

2019-2024

36. Good pay for employees. (1)

Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

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

1. Workforce – Recruitment, Retention, Succession: Manpower; Enough employees to provide service needed; Retaining folks; Enough inspectors for building inspection; Internal succession planning to ensure/maintain long term high quality staff; The ability to recruit, train, and keep people with high standards who are willing to serve and risk their life for the pay they receive; Recruitment process, effort and commitment to diversify; Employee turnover; Succession plan with needed knowledge passed down; Staffing adequacy especially with regard to succession planning; Limited number of employees; Personnel – not many people want to be firefighters; Continuity planning for eventual retirements, etc. (51)
2. Funding: Funding; Funding, whether locally, state, or federal; That they have access to training and equipment. In other words, enough money to meet their needs; Limited financial resources across the city; Personnel funding; Funding for other initiatives; Funding for equipment/stations; Funding of mission-critical programs (equipment, etc.) especially with regard to demands of other programs (e.g. school system). Citywide management of same; Funding for stations and need personnel additions and latest equipment when factoring heightened growth of city; Limited budget (38)
3. Community Interaction: Constantly sitting in a locked down fire station does not allow the community to interact with the fire department; Learn more what the fire department has to offer; Other than fighting fires, I am unaware of any other programs or services although I am



ALCOA FIRE DEPARTMENT STRATEGIC PLAN 2019-2024



somewhat familiar with the Red ball service; Young people today need positive role models and there are no better than the firefighters. Become more exposed to the citizens; Not well known in my neighborhood (good thing in that there are no issues but could also be negative); Look for new ways to serve the aging population in our community. There are numerous opportunities; Don't understand all that they do...more than fight fires; Lack of community involvement (socially to get community engaged/aware of their services) (32)

4. Training: Adequate training; Training; Are they trained sufficiently for their job; Hazardous materials training (we live in a changing world); We need to be sure department is well trained with regard to natural and manmade emergencies (flood, attacks, etc.); Maintaining staff training (22)
5. Equipment: Adequate equipment; Equipment availability; Proper equipment to do the job; Equipment; Maintaining equipment due to high cost of replacement – vehicles, etc.; Aged equipment (19)
6. Community Growth: Increase in number of large apartments; With the rapid growth in the community (larger apartment complexes, future development in Springbrook Farms) we need to ensure the department is ready for future needs; Fast paced growth of the city; Ability to keep up with growth in the community (19)
7. Aid / Interagency Relationships: What is collaborative relationship with other departments; Communication of collaborative relationship; Continued good communications with other agencies; Ability to mobilize with other agencies during a catastrophic event. I am not implying that they cannot or have not but simply stating that I believe this is important for all local and surrounding protective organizations. (17)
8. Traffic; Response times with upcoming TDOT projects; Traffic; Ability to navigate traffic to reach scene in time (14)
9. Station Location: Location of stations – west side of 129; Wonder if fire halls are in best location (they may be, but we need to ensure this is studied); My biggest concern is the location of the fire stations in relationship to the large housing areas. This is especially concerning for the homes and housing at Hamilton Ridge, denseness and the new development on the former Ousley land on Middlesettlements Rd. The homes off of Louisville Rd. from Walmart to Victoria Gardens, St. Ives, Northwood, and Green Meadow need a fire station. Probably located on Louisville Rd. or Hunt Rd. with the one on Topside or Wright Rd. would have longer response times depending on the traffic (13)
10. Health and Wellness: Are they physically fit to do their job; Are there health and wellness standards? Not just physical health but is there an avenue available for firefighters to reach out for mental health help because the job can be stressful (10)





ALCOA FIRE DEPARTMENT

STRATEGIC PLAN

2019-2024

11. Look for the Know Me program for emergency medical help; They are not aware [aware of] or use emergency medical information when responding to emergency medical - Know me (10)
12. Safety; Their safety (9)
13. Tech upgrades; Ability to keep up with technological changes (8)
14. A structured feedback loop between E911 and AFD when reporting discrepancies occur between described locations and response locations (5)
15. Coverage availability for the demand (5)
16. Continue improving the pre-plan process (5)
17. Lack of hiring base that has a true culture of servitude (5)
18. My only concern is the Alcoa Fire Department continues to hold high standards for themselves (5)
19. Growth to keep up with growing community needs (4)
20. Higher education (4)
21. Emergency preparedness with large scale catastrophes (4)
22. Areas of future growth of population and response time (3)
23. Natural disasters (3)
24. Stress on employees! (3)
25. Grants? Harder to get nowadays (3)
26. Do citizens know how to get help in emergencies (3)
27. Is there a plan for emergencies?; Does the public know the plan? (3)
28. Leadership chain – training future leaders of the department (3)
29. Sharing of information to other organizations when changes occur – specs, personnel, etc. (2)
30. Maintaining/reducing ISO rating in light of city's growth with regard to geographic boundaries, development densities, population, etc. (2)
31. Making sure good hydrant coverage and water pressure with new development (2)
32. Facilities (1)
33. Lack of support from city leaders (1)

Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.



ALCOA FIRE DEPARTMENT

STRATEGIC PLAN

2019-2024



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

- External Relationships: Interagency cooperation; Interdepartmental cooperation (APD, APW, AER, Codes and Planning); Works well with other city departments; Works well with other local agencies; Works well with other departments within city (e.g.: public works); AFD works very well with the other emergency services departments across the county and throughout the state; Command staff works well with other agencies; Great working relationship with the community/surrounding departments; Great working relationships across all agencies; Positive working relationship between our agencies; Good community relationship.
- Community Interaction/Outreach: Community focus | events | education; Community involvement; Always participating in community events; Community involvement; Very good community outreach; Community outreach is incredible; Community involvement; AFD seems to have good community integration; Involved in community; They interact with the community with a “night out” so they are interacting with the community and providing a fun and interesting setting for this.
- Physical Resources: Facilities and equipment seem to be well-maintained; Well-equipped; Have up-to-date facilities and equipment; Clean fire trucks; Clean and well-maintained trucks and stations; Equipment is always well-maintained; Fire stations; Updated equipment; Fire equipment looks well kept; Good equipment; Continue to purchase new equipment to meet standards.
- Professionalism: Always professional; Very professional; Professional staff and leadership; Professional competent leadership; Professionalism; The department always acts professional/looks professional; Professional, caring personnel
- Response: Quick to arrive when requested. Quick response when older people need help when they fall. Fast response time; Response times; Often times, Alcoa Fire is so quick to respond, I cannot call and tell them false alarm; Response times; Quick on the scene with appropriate equipment; Great response times.
- Training/Education: Fire training | readiness | preparedness; Training is still a priority and it shows; Seem well trained; Continued education seems to be on track; Well trained.
- Leadership: Good leadership; Leadership is outstanding (don't take it for granted); Steady leadership; Leadership is easy to work with; Strong leadership.
- Accreditation: Accredited; Alcoa's accreditation - This is indicative of the department's proactive approach to excel in service delivery; Continue to push to become accredited.
- Always make themselves approachable.
- Nice looking, neat personnel.
- They're great.





ALCOA FIRE DEPARTMENT

STRATEGIC PLAN

2019-2024

- Very careful about use of budgeted resources.
- Management thinks proactively.
- Excellent track record with loss mitigation.
- Very positive.
- Very caring.
- Willing to help.
- Concerned about the community.
- Positive attitude and polite.
- Commitment to their jobs.
- Note: Don't know a lot about fire department...meaning that they do their jobs without fanfare or publicity...or their publicity department is not good at promoting!
- Customer driven.
- Customer connection.
- Professional – appear to be well-trained.
- Fire department has always kept the fire codes current.
- Fire department always checks fire hydrants.
- The fire department is always kind and patient whenever I've had emergencies with my older neighbors falling.
- They provide needed solutions to nerve-racking situations.
- Alcoa Fire Department's personnel and leadership hold high standards and are leaders in their industry and community.
- The fire department and first responders do an excellent job.
- This fire department appears to be staffed by well-trained, capable people.
- They interact with the local schools to provide assistance and training for them.
- Kind individuals with genuine concern for the community.
- Thorough reporting structure covering all aspects of the community.
- Teamwork
- Employees are loyal and well-connected to our community.
- Community support
- Planning for latest equipment and seeking of funding options for execution
- Inspections
- Excellent service – EMS, fire suppression, education, etc.



ALCOA FIRE DEPARTMENT

STRATEGIC PLAN

2019-2024



- Future-minded management
- Some of the firefighters do engage with citizens and we appreciate that.
- The firefighters always seem to care about the City of Alcoa and the image that the citizens have of them.
- Always willing to help people in the community.
- Great public safety partner
- The Chief has an interest in the community by showing his support in many areas.
- Always available to look/preplan special issues.
- The department is full of incredibly nice people and I feel they represent the city very well.
- The department is consistently striving to be the best it can be.
- The department has wonderful employees who are passionate about their jobs.
- This group strives to provide “above and beyond” service to the public.
- There are a lot of seasoned employees who have a lot of valuable experience.
- This department has a positive reputation throughout the community.
- Very communicative, have always worked with us with any questions or concerns.
- Great fire department to work with.
- I feel we now have the best fire department in the country.
- We have a city administration that provides what they need to do their job.
- In our case, when our gas detector went off, they did an outstanding job of helping us.
- Our fire chief is the BEST!
- And his crew is the BEST!
- This planning process is indicative of the desire by the AFD to continually improve and meet the needs and expectations of the community.
- Responsive.
- They keep updated plans on our facility.
- Friendly knowledgeable firefighters
- Seems like a hydrant is every 10 feet in Alcoa
- EMS response
- Good meeting. Learned a lot.





ALCOA FIRE DEPARTMENT

STRATEGIC PLAN

2019-2024

Other Thoughts and Comments

The community was asked to share any other comments they had about the department or its services. The following written comments were received:

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

- I'm very proud of our fire department. The leadership works proactively to assure safety of Alcoa citizens, employees, and the public-at-large. As they work with this initiative and other missions, they are very adept at utilizing the resources available. Those may include city allocated funds, other agencies (due to good working relationships), grants, etc. The department appears to think outside the box to achieve stated goals, the chief has set a good standard in this regard.
- I have found the department to be all of the things listed above. Their attitude toward the people they serve is commendable.
- Develop programs for youth education to promote the career opportunities.
- Need to have more positive exposure to community.
- Interested in the goals/objectives of their 5-year plan as it relates to diversity and providing jobs to youth in the community.
- Budget needs and how to become best fire department in the state.
- Is this a good profession or not! Income; leadership; safety
- The workforce is caring.
- I thoroughly enjoy working with Roger Robinson, Darren Stinnett and all the leadership and personnel at Alcoa Fire Department.
- Alcoa Fire Department provides activities for children and families with providing tours and visitations to our schools. They also have cleaned off sidewalks at schools for duck deposits.
- Proud of the job they are doing.
- Being a firefighter/rescue – community service is not a job for the light hearted – thank you. You do make us feel safe and know we can depend on you to do a “top notch” job!
- Could provide more communication to community about services available.
- I've lived in Alcoa for a long time and although I've never had a fire or medical emergency, I have observed them with my neighbors – I've never seen anything to give me concerns – great department!
- I believe we should all be proud of our fire department and the excellent personnel.
- The Alcoa Fire Department is a great agency.
- AFD is a professional fire department that is responsive to the needs of their community and other public safety partners.



ALCOA FIRE DEPARTMENT

STRATEGIC PLAN

2019-2024



- I really don't know a lot about the fire department besides putting out fires and first responders.
- Great job!
- I feel that the department is incredible and my concerns regarding training should not be taken as a slight to the great work they do. As a citizen, I just want everyone to always make it home at the end of the shift.
- None. The department handles issues immediately in a timely fashion if they arise.
- Lived once where all seniors went thru a program by fire/ER personnel help/urged senior citizens to have a brown medicine bottle in their refrigerator with their medical condition and medicines they were taking on paper, then rolled up and put into the brown medicine bottle so ER personnel could go directly to the fridge to find out how to better help senior citizens. Everybody has fridge and that's the best place to have info. Even a good program for all our citizens. Great program today!
- Do more on-site ammonia training. This is beneficial in many areas. This gives an opportunity to test: response, equipment, recovery, and the opportunity to test hazardous chemical training.
- We are like the fire department, always upgrading equipment. So, training on site helps everyone to learn the best process for controlling a release and rescue.
- Thank you!
- I am pleased with Alcoa Fire Department. Seems to be a solid department.
- Alcoa fire is a real pleasure to work with. They respond, emergency or not, ready to help and resolve issues. They get involved before [an] emergency so we have a solution during the emergency.
- Would like to coordinate Alcoa FD visit to the air base to familiarize the department with facilities and potential hazards in event of mutual aid response. Verification that aerial apparatus will make access through security gate effectively.





ALCOA FIRE DEPARTMENT

STRATEGIC PLAN

2019-2024

Appendix 2

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the department stakeholders identified the department's strengths as follows:

Strengths of the Alcoa Fire Department	
Superior equipment	Employees (Moral character, experience, well-trained)
Stations (well maintained, location)	Accreditation (added equipment and personnel)
Above average training facility	Training (TFACA, NFA, in-house, HMTO, EMT)
Budget, for our size city	Forward thinking leadership - proactive
Excellent water supply system	Pre-alerting (Large CAD monitors displayed at each station)
Comprehensive documentation	Codes enforcement / six certified inspectors
Apparatus (age/type)	Level of staffing for our size department at current risk level
Well defined command structure	Well defined G.O.G.'s - easy access through PowerDMS
ISO rating	Computerized truck checks - issues communicated easily
Training of outside agencies	Physical fitness opportunities at all stations
Two sets of bunker gear	Personal radios - each employee has their own
TN Valley 800 radio system	Fire investigation / three certified investigators
Smoke detector program	Specialized rescue training (confined space, rope, trench, extrication)
Record and data management	EMS response model to national standard (time and equipment)
Supportive governing body (city)	Public education material (updated and available as possible)
Current codes adopted	Participate in county-wide LEPC drill
Technology (multiple platforms)	Majority of department trained to HMTO level
Reputation of our fire department	Inter-agency interoperability (relationships)
Computer based pre-planning	Overall safety within our city
Providing training to COA employees and businesses (CPR, fire extinguisher, first aid, AED)	

Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not



ALCOA FIRE DEPARTMENT STRATEGIC PLAN 2019-2024



only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the department stakeholders as weaknesses:

Weaknesses of the Alcoa Fire Department	
Internal communication (department-wide)	Lack of succession planning
Marketing (needs expanding/using social media)	Lack of diversity
Lack of trust between leadership and staff	Following G.O.G.'s – department-wide
Overtime policy leaves a zone without experienced officer	Inconsistencies (deployment, priorities)
Focus is more on fire training than EMS/rescue (need balance)	Staffing hours dedicated to accreditation
Apparatus replacement plan – unable to fund	Aging workforce
Consistent change in department programs (IT)	Accountability – taking ownership
Lack of employee buy-in on accreditation	Lack of education on accreditation
Time management – prioritizing	Negativity – contagious attitudes
Emergency communications – growth/hardened buildings	Facilities at training center (no bathrooms)
Operations (staffing, apparatus, and deployment/cross-staffing units)	
Technology (have it but not good at educating on its use / employee buy-in)	
Lack the ability to inspect all pre-existing occupancies due to lack of resources/manpower	
Turnover in pilot program (possibility of partner with no training / trusting new faces)	
Station 3 facility not designed for additional staffing coming with SAFER Grant	



Department Stakeholders Work Session

Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses





ALCOA FIRE DEPARTMENT STRATEGIC PLAN 2019-2024

and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The department stakeholders identified the following potential opportunities:

Opportunities for the Alcoa Fire Department	
Finance – securing funds for future growth	More thorough fitness program
Training – utilize avenues such as State Academy and NFA	Media promotion of training
Pursue professional credentialing (FO, TO, CFO)	Training with air base / airport
Higher education – continued improvement with collage partner	Citizens Fire Academy establishment
Inquire about smoke detectors while installing car seats	Develop a recruitment/retention program
Look at revamping a program similar to “Operation RedBall”	Implement a home inspection program
Fire inspector certification in fire officer program	Rhodium accountability
Utilize schools to promote training, education, and recruitment	Joint training with police, MFD, AMR
Budget for car seats to have on hand, and training	Leadership Blount – involvement
Design more literature for PR (flyers, pamphlets, coloring books)	
Public education/community outreach – opportunity to reach out to groups within our community	
Marketing (social media) – Work with IT to inform community (Chamber of Commerce)	
Local government education – educate city office on justification of future needs	
External relationships with outside agencies – communication of collaborative relationship	



Department Stakeholders Work Session



ALCOA FIRE DEPARTMENT STRATEGIC PLAN 2019-2024



Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the department stakeholders were as follows:

Potential Threats to the Alcoa Fire Department	
Drop in sales tax	Rising insurance costs
Recruitment – qualified candidates	Retention – competing employment
Federal regulations – increased cost	Unchecked growth
Man-made/natural disasters and terrorism	Privatization of services
Limited growth for city boundary	Change in city leadership
Decrease in grant funding	Technology – being able to stay current – cost/education
Deteriorating infrastructure	Fleet replacement – justification to city commission
Growing infrastructure	Change in local and state politicians
Rise in call volume	Changing demographic (age & culture)
Changing zoning requirements	Governments combining (Metro-type Fire Department)
Securing funding for the fire department	Electric cars – safety to firefighters during extrication
Increase in multi-family habitation	Job related stress (mental health)
Cancer/heart disease (physical health)	Change in our department leadership
Opioids	Potential for air related disasters
Changes in retirement plans	Large scale events (football games, freedom fest, etc.)
Transportation related incidents with tractor trailers, molten aluminum, etc.	

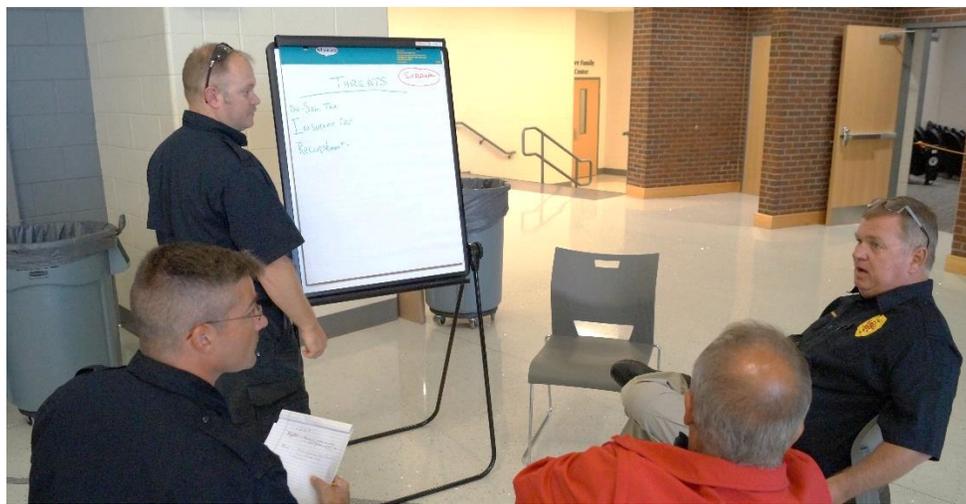


Figure 1 Department Stakeholders Work Session





ALCOA FIRE DEPARTMENT

STRATEGIC PLAN

2019-2024

Appendix 3

Critical and Service Gap Issues Identified by the Department Stakeholders	
Group 1	Group 2
Communication (internal) <ul style="list-style-type: none"> Trust Separation of shifts/stations Time Zone 3 blackout Feedback for maintenance issues One-way communication Assuming without inquiring Multiple platforms for communication 	Internal Communication <ul style="list-style-type: none"> Chain of command (flow path) Unsure who to communicate to Forms of communication (no set ways) Speculation – leads to assumptions More open discussion (honest)
Training and Education <ul style="list-style-type: none"> New employees who potentially need training Cost Time Ever changing Maintenance training site Internal knowledge sharing 	Time Management <ul style="list-style-type: none"> Scheduling of task (random task) Lack of staffing Re-assignment Unachieved goals/follow through True meaning of why we are here Planning ahead (lack of)
Community Outreach <ul style="list-style-type: none"> Social media National night out School involvement Smoke alarm canvassing Media promotion of training Leadership Blount involvement Marketing Pub Ed Open house at stations Chamber of Commerce 	Community Interaction <ul style="list-style-type: none"> Marketing using social media/local news sources Citizens fire academy Pub Ed (community outreach) Few visits to schools Lack of staffing Funding Prioritizing time management
Apparatus and Equipment <ul style="list-style-type: none"> Replacement of apparatus (20yr pumpers – 25yr aerials) Look at lease vs. purchase Maintenance Advancements in equipment PPE replacement Rising costs for replacements 	



ALCOA FIRE DEPARTMENT STRATEGIC PLAN 2019-2024



Critical and Service Gap Issues Identified by the Department Stakeholders (continued)

Group 1	Group 2
<p>Succession Planning</p> <ul style="list-style-type: none"> • Formalize mentorship • Career development plan for individual • Aging workforce • Specialized training • Turnover • Growth 	<p>Succession Planning</p> <ul style="list-style-type: none"> • Aging workforce • Training • Turnover • Recruitment and retention / senior members • Health and wellness
<p>Health/Wellness</p> <ul style="list-style-type: none"> • Aging workforce • Policy issues • Diet • Stress • Cancer causing agents • Opioids • Blood borne pathogens 	

