



HARTFORD FIRE DEPARTMENT

2018-2023 STRATEGIC PLAN



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Introduction

The Hartford Fire Department (HFD) provides fire suppression, rescue, emergency medical, domestic preparedness, community risk reduction, hazardous materials mitigation, public education, and fire investigation services to the residents, businesses, and visitors of Hartford, Connecticut. HFD 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.

HARTFORD FIRE DEPARTMENT
STRATEGIC PLAN
Table of Contents

Organizational Background.....	1
Organizational Structure.....	2
Community-Driven Strategic Planning.....	2
Process and Acknowledgements	3
Community Group Findings	4
Department Stakeholder Group Findings.....	7
Mission.....	7
Values	8
Programs and Services.....	9
S.W.O.T. Analysis	9
Critical Issues and Service Gaps.....	10
Strategic Initiatives	10
Goals and Objectives.....	11
Vision	24
Performance Measurement.....	25
The Success of the Strategic Plan	26
Glossary of Terms, Acronyms, and Initialisms	27
Works Cited	29
Appendix 1 – Community Findings.....	30
Appendix 2 – Supporting Services	38
Appendix 3 - SWOT.....	39
Appendix 4 – Critical Issues and Service Gaps.....	43

2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT



Organizational Background

The City of Hartford is a thriving city of 18.4 square miles, which is Connecticut's state capital. The area was first settled in 1635 and the city was incorporated in 1784, making the city one of the oldest in the United States. The city is the home to the nation's oldest public art museum and the oldest continuously published newspaper, the Hartford Courant. Hartford has a rich history of culture and industry and played a large role in the development of the United States in their early times.



The city is now known as the "Insurance Capital of the World," since it is the home of many insurance company headquarters. The insurance industry is now the largest industry in the region. Hartford is home to a diverse citizenry, which contributes to the economic stability of the city. The city boasts an approximate population of 124,000. From its early impact on a nation's growth to the thriving city it is now, the City of Hartford has risen as a foundational piece to industry and the region, sustainable for a long time to come.



The Hartford Fire Department was initially founded in 1789 after a celebratory bonfire set fire to the roof of the State House. Based on the department's vast history, one can realize that as the Hartford Fire Department evolved, so was its impact on the history of the fire service overall. The department has grown over time to support and protect the city.

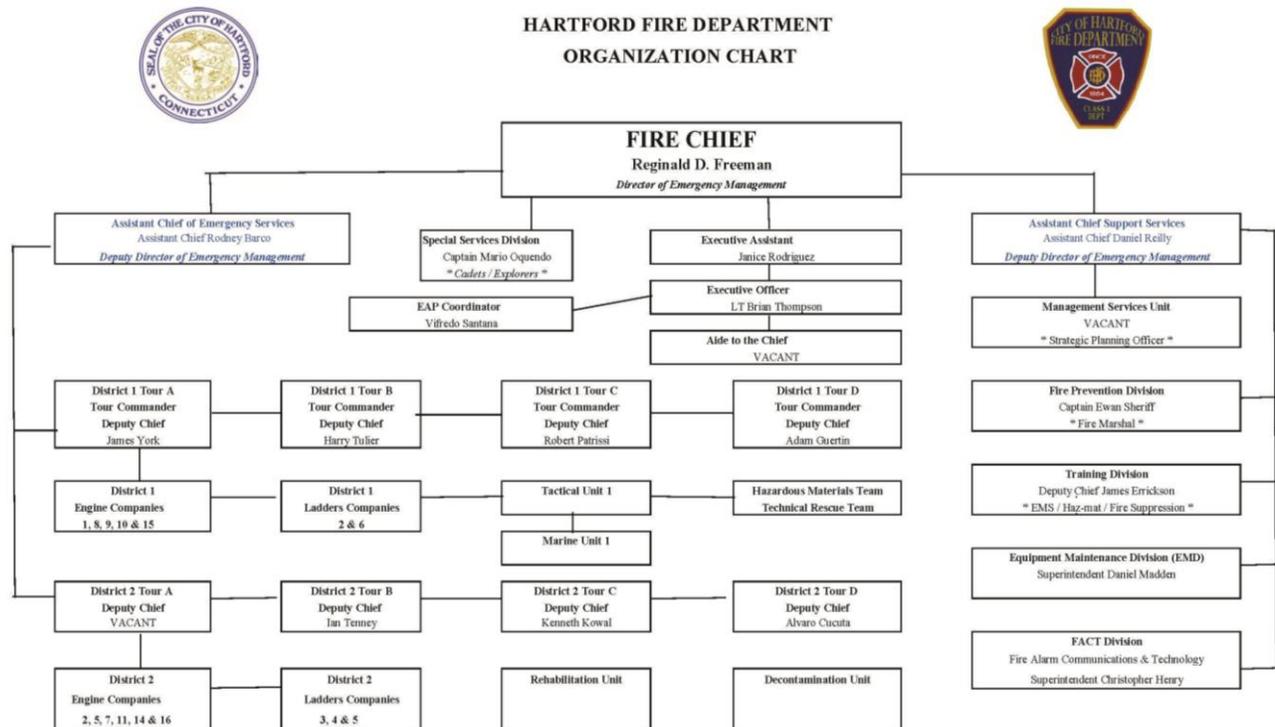
Today, the Hartford Fire Department is committed to enhancing the quality of life in the community while providing an all-hazards mitigation approach to its risks from 12 stations, located strategically throughout city. Staffed with approximately 360 uniformed and civilian professionals, the department provides its various services and programs to support a safe community for the residents, businesses, and visitors to the City of Hartford. Through its strategic considerations employed for a diverse demographic, the department progressively provides its services with a host of well-trained, progressive members that provide excellent service to the community and embracing excellence in all they do.





2018-2023 STRATEGIC PLAN HARTFORD FIRE DEPARTMENT

Organizational Structure



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

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



2018-2023 STRATEGIC PLAN HARTFORD FIRE DEPARTMENT



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

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.

Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and





2018-2023 STRATEGIC PLAN HARTFORD FIRE DEPARTMENT

department stakeholders for their participation and input into this Community–Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Reginald D. Freeman and his team for their leadership and commitment to this process.

Development of this strategic plan took place in May 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 Hartford Fire Department’s coverage area, while some also received services from the HFD. The department identified the stakeholders to ensure a broad representation of the community could provide input.

Hartford Fire Department Community Stakeholders			
Jason Bak Aetna Ambulance	Brandon Bartell AMR	Denise Best NRZ, Upper Albany	Ted Carroll Leadership Greater Hartford
Janice Castle Hartford Director of Communication		Michael Garrahy Hartford Hospital	Gerry Grate Business Owner
Mark Hannegan Aetna Ambulance	Scott Johnson Cigna	Pat Kelly Ebony Horsewomen	Rhonda Leonard M.O.U.T.H Block Watch
Sean Mulready Webster Bank	Hyacinth Yenni NRZ, MARG		



Community Stakeholders Work Session

Community Group Findings

A key element of the Hartford Fire Department’s organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community



2018-2023 STRATEGIC PLAN HARTFORD FIRE DEPARTMENT



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





2018-2023 STRATEGIC PLAN HARTFORD FIRE DEPARTMENT

Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the Hartford 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	64
Rescue – Basic and Technical	2	54
Emergency Medical Services	3	49
Domestic Preparedness Planning and Response	4	42
Community Risk Reduction	5	38
Hazardous Materials Mitigation	5	38
Public Fire and Life safety Education	7	27
Fire Investigation	8	24

See Appendix 1 – Community Findings for a complete list of the community findings including expectations, areas of concern, positive feedback, and other thoughts and comments.



Community Stakeholders Work Session



2018-2023 STRATEGIC PLAN HARTFORD FIRE DEPARTMENT



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.

Hartford Fire Department Stakeholders			
Rodney Barco Assistant Chief	Andrew Beliveau Lieutenant	John Cafazzo Lieutenant	Shelly Carter FMO Lieutenant
Rosemarie Cataldo Pump Operator	Ralph Cosme FMO Lieutenant	Alvaro Cucuta Deputy Chief	Jason Diaz Union President
Michael Eremita Lieutenant	Reginald Freeman Fire Chief	Bryan Little Firefighter	Daniel Madden Superintendent - EMD
Mario Oquendo, Jr. SSU Captain	Daniel Reilly Assistant Chief	Ewan Sheriff FMO Captain	Brian Thompson Executive Officer
Harry Tulier Deputy Chief		Keshunde Wallace Lieutenant	



Department Stakeholders

Mission

The purpose of the mission is to answer the questions:





2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT

- 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 Hartford Fire Department is a highly trained, culturally diverse, ISO Class 1 agency dedicated to preventing and minimizing the loss of life and property, for the protection of the residents, business community, visitors of the City of Hartford, and its regions.

We accomplish this through professional, high-quality, efficient response in the areas of fire, EMS, technical rescue, hazardous materials, fire prevention, and public education.

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 Hartford Fire Department are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

Hartford's Bravest "serve to save" our community through our commitment to duty and the pursuance of excellence, while upholding the highest professional standards.



2018-2023 STRATEGIC PLAN HARTFORD FIRE DEPARTMENT



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 are provided below, while supporting services are provided in Appendix 2 – Supporting Services.

Core Programs of the Hartford Fire Department		
Fire Suppression	Rescue – Basic and Technical	Emergency Medical Services
Domestic Preparedness Planning and Response	Community Risk Reduction	Hazardous Materials Mitigation
Public Fire and Life Safety Education	Fire Investigation	

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 3 - SWOT consists of the SWOT data and analysis collected by the department stakeholders.



Department Stakeholders Work Session





2018-2023 STRATEGIC PLAN HARTFORD FIRE DEPARTMENT

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 4). 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.

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.

Hartford Fire Department Strategic Initiatives		
Health and Wellness	Training	Physical Resources
Communications	Emergency Medical Services	Accreditation



Department Stakeholders Work Session



2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT



Goals and Objectives

To continuously achieve the mission of the Hartford 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 Hartford Fire Department’s leadership.

Goal 1	Develop a health and wellness program to help reduce work-related injuries and illnesses in the department and increase the fitness levels of our personnel.	
Objective 1A	Perform an analysis identifying current internal systems and practices in place, pertaining to health and wellness, injury and illness prevention, and physical fitness.	
Timeframe	1 month	Assigned to: A/C Daniel Reilly
Critical Tasks	<ul style="list-style-type: none"> • Review department directives, SOPs, SOGs, CBA, and city policies pertaining to health and wellness. • Review current healthcare provider policies, requirements, and incentives pertaining to health and wellness. • Review and inventory existing facilities and equipment, along with their condition, as they pertain to health and wellness. • Review current training and EAP in place as they pertain to providing and supporting health and wellness. • Review the HFD ESP specifically in regard to mental health. • Compile a report on data collected and perform an analysis for future use. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: Varies	Consumable Costs: TBD Contract Services Costs: N/A





2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT

Objective 1B	Research current industry comprehensive health and wellness programs and avenues for funding and grants.	
Timeframe	3 months	Assigned to: LT Mike Eremita
Critical Tasks	<ul style="list-style-type: none"> • Identify existing federal, state, and local programs. • Identify existing programs utilized by comparable departments and sources of funding. • Identify existing IAFF and private industry programs. • Collect data on the identified programs and ongoing program effectiveness, maintenance and trends. • Identify any existing federal, state, and local mandates (i.e. OSHA, NFPA). • Identify federal funding opportunities, such as grants – SAFER, AFG. • Identify state funding opportunities. • Identify local funding opportunities, such as through municipal risk management. • Identify private funding opportunities such as grants and donations. • Compile a report of all of the findings for future use. 	
Funding Estimate	Capital Costs: N/A Personnel Costs: Varies	Consumable Costs: TBD Contract Services Costs: N/A
Objective 1C	Perform a comparative analysis based on the data collected and reports generated from Objectives 1A and 1B.	
Timeframe	3 months	Assigned to: LT Mike Eremita
Critical Tasks	<ul style="list-style-type: none"> • Compare the existing programs and systems of the HFD to those identified through research in the areas of: <ul style="list-style-type: none"> ○ Health and wellness; ○ Physical fitness; ○ Injury/illness prevention; ○ Cardiovascular health; ○ Mental health. • Determine the effectiveness, deficiencies, and areas of improvement. • Compare avenues of funding and identify opportunities for HFD funding to include: <ul style="list-style-type: none"> ○ Where ○ How and why ○ Amount 	
Funding Estimate	Capital Costs: TBD Personnel Costs: Varies	Consumable Costs: TBD Contract Services Costs: N/A



2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT



Objective 1D	Create a comprehensive HFD Health and Wellness Program using methods identified through research and analysis.	
Timeframe	6 months	Assigned to: LT Andrew Beliveau
Critical Tasks	<ul style="list-style-type: none"> • Create programs for: <ul style="list-style-type: none"> ○ Physical fitness ○ Mental health ○ Injury/illness prevention ○ Cardiovascular health ○ Overall health and wellness • Gain compliance and collaboration from: <ul style="list-style-type: none"> ○ Administration ○ Municipality ○ Local • Based on research and analysis, determine the best methods for initial and future baselines data tracking, quarterly and annually thereafter. • Determine the best delivery methods to include: <ul style="list-style-type: none"> ○ Time ○ Location ○ Equipment • Determine the level of training to be provided to any/all program trainers and administrators. • Determine any and all program equipment needs. 	
Funding Estimate	Capital Costs: N/A Personnel Costs: Varies	Consumable Costs: TBD Contract Services Costs: TBD
Objective 1E	Provide training to the department to the degree determined by Objective 1D.	
Timeframe	1 year	Assigned to: D/C James Errickson
Critical Tasks	<ul style="list-style-type: none"> • Create the training program to be delivered to the membership in preparation of roll out. • Train the trainers • Determine the cost needs associated with the delivery. • Train the membership to the degree specified. • Update any and all training and all facilities and equipment to the degree determined. • Determine any logical needs and processes. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: Varies	Consumable Costs: TBD Contract Services Costs: TBD





2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT

Objective 1F Implement the Health and Wellness Program.

Timeframe 6 months **Assigned to:** **A/C Daniel Reilly**

- Secure needed funding.
- Contract with vendors.
- Purchase any and all equipment necessary for all programs.
- Purchase the data tracking software.
- Critical Tasks**
 - Install the equipment.
 - Update department SOPs, SOGs, and department directives.
 - Implement the physical fitness program.
 - Implement the method for data collection and feedback.
 - Collect the baseline data.

Funding Estimate Capital Costs: TBD Consumable Costs: TBD
 Personnel Costs: TBD Contract Services Costs: TBD

Objective 1G Manage, evaluate, revise, maintain, and sustain the program.

Timeframe 3 months/annually/ongoing **Assigned to:** **D/C Alvaro Cucuta**

- Institute a program management team under the Office of the Executive Officer.
- Service and inspect the equipment quarterly and per the manufacturers' specifications.
- Critical Tasks**
 - Evaluate written feedback quarterly and annually thereafter.
 - Evaluate all collected data and compare to expected outcomes, based on research.
 - Evaluate effectiveness of the programs and revise as needed and or annually.
 - Secure continued funding as necessary.
 - Ensure method of issue/program report and mediation.

Funding Estimate Capital Costs: TBD Consumable Costs: TBD
 Personnel Costs: TBD Contract Services Costs: TBD



2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT



Goal 2	Enhance the training program to meet the needs of the department.	
Objective 2A	Audit the current training program to determine departmental needs.	
Timeframe	2 months	Assigned to: D/C James Errickson
Critical Tasks	<ul style="list-style-type: none"> • Select an audit team under a labor/management agreement. • Identify all mandatory training requirements. • Identify all personnel certifications. • Audit the current equipment/resources/facility. • Determine any staffing needs. • Create a report of findings and submit it to labor/management for future action. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: Varies	Consumable Costs: TBD Contract Services Costs: N/A
Objective 2B	Determine the goals of a new training plan.	
Timeframe	2 months	Assigned to: Chief R. Freeman
Critical Tasks	<ul style="list-style-type: none"> • Select committee members to establish a training plan that exceeds minimum standards. • Create a catalog of training opportunities identified by specific disciplines, i.e. administration, EMS, suppression, technical rescue, HazMat, recruit training program, etc. • Analyze and select the most appropriate training programs for recommendation, to include a complete cost analysis. • Create a report of findings and recommendations and submit it to labor/management for future action. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: TBD	Consumable Costs: TBD Contract Services Costs: TBD
Objective 2C	Identify any training gaps between current delivery and the set goals.	
Timeframe	3 months	Assigned to: Chief R. Freeman
Critical Tasks	<ul style="list-style-type: none"> • Utilize the established training committee to determine training gaps. • Compare and contrast the findings of objectives 2A and 2B and identify/recommend a list of areas for improvement. • Prioritize the findings and submit to labor/management for review and consideration. • Final determination will be completed by the Chief of Department. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: TBD	Consumable Costs: TBD Contract Services Costs: TBD





2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT

Objective 2D	Create a comprehensive training plan to accomplish the stated goals.	
Timeframe	6 months	Assigned to: D/C James Errickson
Critical Tasks	<ul style="list-style-type: none"> • Establish a committee that includes representation from each division as pertaining to tasks. • Acquire appropriate equipment and/or facilities to meet the needs. • Provide an internal training component for the staff that will deliver program initiatives. • Create all curriculum. • Determine a revised annual training plan and schedule, which will include quarterly and monthly information. • Prioritize the findings and submit to labor/management for review and consideration. • Final determination will be completed by the Chief of Department. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: Varies	Consumable Costs: Varies Contract Services Costs: N/A
Objective 2E	Implement the training plan to accomplish the stated goals.	
Timeframe	2 years	Assigned to: D/C James Errickson
Critical Tasks	<ul style="list-style-type: none"> • Assemble all materials and props. • Implement the schedule and begin training. • Monitor and solicit feedback. • Adjust the plan based on the feedback to ensure effectiveness. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: TBD	Consumable Costs: TBD Contract Services Costs: TBD
Objective 2F	Create a system for assessment and evaluation of the implemented training plan.	
Timeframe	4 – 6 months	Assigned to: A/C Daniel Reilly
Critical Tasks	<ul style="list-style-type: none"> • Selects an evaluation team. • Review the training goal and determine if the needs have been met. • Conduct a department survey and analyze the data. • Adjust the program as needed. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: TBD	Consumable Costs: TBD Contract Services Costs: TBD



2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT



Goal 3	Develop a comprehensive process to identify necessary resources and implement procurement, inspection, maintenance, and replacement programs in order to provide the highest levels of service by the HFD to the City of Hartford.	
Objective 3A	Identify all department physical resources.	
Timeframe	1 month	Assigned to: D/C Alvaro Cucuta
Critical Tasks	<ul style="list-style-type: none"> • Create a list of all accurate inventories, by division, of current physical resources. • Categorize the inventories by fixed, mobile, or equipment resources. • Review the inventories by category and identify the accuracy of the list. • Create a report of findings and provide it to labor/management for future action. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: Varies	Consumable Costs: Varies Contract Services Costs: TBD
Objective 3B	Prioritize the inventories based on mandates, needs, and wants.	
Timeframe	3 months	Assigned to: D/C Alvaro Cucuta
Critical Tasks	<ul style="list-style-type: none"> • Review the current industry standards and mandates. • Identify resources that are specific to local needs and target hazards. • Identify resources for future department endeavors. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: Varies	Consumable Costs: Varies Contract Services Costs: TBD
Objective 3C	Conduct a cost analysis.	
Timeframe	3 months	Assigned to: A/C Rodney Barco
Critical Tasks	<ul style="list-style-type: none"> • Review the current fiscal allocation and determine sustainability. • Identify gaps in the current fiscal allocation to maintain current resources. • Identify any future needs for any need in the fire demand zones. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: TBD	Consumable Costs: TBD Contract Services Costs: TBD
Objective 3D	Review the capital improvement plan (CIP).	
Timeframe	6 months	Assigned to: A/C Rodney Barco
Critical Tasks	<ul style="list-style-type: none"> • Formulate a committee of stakeholders. • Committee to prioritize all CIP needs. • Seek all funding avenues (CIP, block grant, SAFER or AFG grant). • Reassess available funding and realign priorities. • Implement the CIP. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: TBD	Consumable Costs: TBD Contract Services Costs: TBD





2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT

Objective 3E	Create a physical resources maintenance program.	
Timeframe	3 months	Assigned to: Supt. Daniel Madden
Critical Tasks	<ul style="list-style-type: none"> Identify daily, weekly, monthly, quarterly, and annual maintenance requirements. Create a comprehensive maintenance plan. Create a comprehensive replacement plan. Implement the plans and assign stakeholders. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: TBD	Consumable Costs: TBD Contract Services Costs: TBD
Objective 3F	Assess and analyze the maintenance and replacement programs.	
Timeframe	Annually, ongoing	Assigned to: D/C Alvaro Cucuta
Critical Tasks	<ul style="list-style-type: none"> Annually review the CIP in consideration of the effectiveness of the maintenance and replacement programs. Reassess any priorities of needs and funding. Take corrective action as directed. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: Varies	Consumable Costs: Varies Contract Services Costs: N/A
Goal 4	Create and maintain clear and consistent avenues of communication within the HFD, as well as its external stakeholders to understand roles, responsibilities, and expectations.	
Objective 4A	Identify systems and processes currently being used for the various communications dimensions.	
Timeframe	3 months	Assigned to: LT Brian Thompson
Critical Tasks	<ul style="list-style-type: none"> Identify internal versus external avenues for all communications and information dissemination. Identify any redundancy within the systems and processes. Identify which systems and processes are most effective. Identify which systems and processes can be eliminated and prioritize the remaining. Report the findings to labor/management for future action. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: Varies	Consumable Costs: Varies Contract Services Costs: N/A
Objective 4B	Identify what information is to be shared both internally and externally.	
Timeframe	3 months	Assigned to: LT Brian Thompson
Critical Tasks	<ul style="list-style-type: none"> Identify external requested information using surveys and polls. Identify internal needed information using surveys and polls. Meet with the division leadership to establish information availability. Collate the information from the surveys and polls to be used later. Report the findings to labor/management for future action. 	
Funding Estimate	Capital Costs: N/A Personnel Costs: Varies	Consumable Costs: Varies Contract Services Costs: N/A
Objective 4C	Establish the accuracy of the information to be shared.	
Timeframe	3 months	Assigned to: LT Brian Thompson
Critical Tasks	<ul style="list-style-type: none"> Review any existing information with labor and the city. Update the information as needed and directed. Prioritize the information by general or emergency. 	



2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT



	<ul style="list-style-type: none"> • Report the findings to labor/management for future action. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: Varies	Consumable Costs: Varies Contract Services Costs: TBD
Objective 4D	Disseminate the identified information internally.	
Timeframe	3 months	Assigned to: LT Brian Thompson
Critical Tasks	<ul style="list-style-type: none"> • Review the information to be disseminated with labor to ensure not conflicts. • Train any predetermined personnel on the most effective systems and processes. • Disseminate the information on a consistent basis and schedule. • Evaluate monthly to ensure information is reaching all intended members through surveys and polls. • Create and implement a system for revision for those systems for information delivery that are deemed insufficient. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: Varies	Consumable Costs: Varies Contract Services Costs: N/A
Objective 4E	Disseminate the identified information externally.	
Timeframe	3 months	Assigned to: D/C Alvaro Cucuta
Critical Tasks	<ul style="list-style-type: none"> • Review the information to be disseminated with labor and the city's communications department to ensure not conflicts. • Train any predetermined personnel and make external training available on the most effective systems and processes. • Disseminate the information on a consistent, accurate basis. • Evaluate immediately and then adopt a monthly evaluation schedule using surveys and polls. • Create and implement a system for revision for those systems for information delivery that are deemed insufficient. 	
Funding Estimate	Capital Costs: N/A Personnel Costs: Varies	Consumable Costs: Varies Contract Services Costs: N/A





2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT

Goal 5	Advance the current level of EMS care to meet our mission.	
Objective 5A	Assess the current level of EMS service.	
Timeframe	2 months	Assigned to: LT Valentin Rodriguez
Critical Tasks	<ul style="list-style-type: none"> • Select a data team. • Identity research criteria. • Conduct data collection from internal and external sources. • Review the data for relevance and accuracy. • Evaluate and analyze for outcomes. • Complete a risk benefit analysis based on outcomes. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: TBD	Consumable Costs: TBD Contract Services Costs: TBD
Objective 5B	Compile data from Objective 5A and determine how it fits into alternative levels of care.	
Timeframe	2 months	Assigned to: LT Valentin Rodriguez
Critical Tasks	<ul style="list-style-type: none"> • Utilize the same team for data compilation. • Research requirements for each level of care. • Identify resources for each level of care.] • Conduct a cost analysis. • Determine any required records management system. • Report any findings to labor/management for future actions. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: TBD	Consumable Costs: Varies Contract Services Costs: TBD
Objective 5C	Develop an effective transition plan.	
Timeframe	6 months	Assigned to: LT Valentin Rodriguez
Critical Tasks	<ul style="list-style-type: none"> • Select a transition team with a subject matter expert. • Develop an EMS management model. • Ensure legal compliance. • Ensure an adequate revenue process for collection. • Create a procurement plan for resources. • Conduct a final cost analysis. • Submit to labor/management for future actions. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: TBD	Consumable Costs: TBD Contract Services Costs: TBD



2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT



Objective 5D	Implement the transition to the level of service determined.	
Timeframe	2 years	Assigned to: Chief R. Freeman
Critical Tasks	<ul style="list-style-type: none"> • Acquire and procure all resources required. • Develop an internal training component for all trainers • Implement a training plan from Objective C. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: TBD	Consumable Costs: TBD Contract Services Costs: TBD
Objective 5E	Conduct ongoing evaluation for efficiency, effectiveness, and sustainability.	
Timeframe	Annually, ongoing	Assigned to: Chief R. Freeman
Critical Tasks	<ul style="list-style-type: none"> • Select a team. • Obtain evaluation criteria. • Institute quality assurance and quality improvement. • Review all records management system data for necessary changes. • Monitor for external EMS changes. • Submit to the Chief of Department for review. • Implement any revisions determined and authorized. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: TBD	Consumable Costs: TBD Contract Services Costs: TBD
Goal 6	Prepare for, pursue, achieve and maintain international accreditation to better serve our community and to embrace excellence.	
Objective 6A	Form team or committee structures with management components as needed to pursue and maintain accreditation.	
Timeframe	30 days	Assigned to: D/C Harry Tulier
Critical Tasks	<ul style="list-style-type: none"> • Identify the needed team or committee structure(s) for the various components of the accreditation process. • Create the management oversight positions to lead the teams or committees, as well as the process overall. • Establish team or committee member criteria. • Determine the composition of the teams or committees. • Solicit participation to meet the composition of the teams or committees. • Develop and complete the selection process. • Provide for the needed educational components provided through the Commission on Fire Accreditation International to ensure the relevant members have the needed training. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: TBD	Consumable Costs: TBD Contract Services Costs: TBD





2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT

Objective 6B Prepare a community-driven strategic plan.	
Timeframe	3 months and on-going Assigned to: Chief R. Freeman
Critical Tasks	<ul style="list-style-type: none"> • Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns and strengths perceived about HFD. • Provide internal stakeholder work sessions to evaluate (and update if necessary) the mission, vision and values; determine internal strengths and weaknesses, external opportunities and threats; establish critical issues and service gaps, determine goals and objectives to achieve over five years. • Determine a work plan for the accomplishment of each goal and implement the plan. • Annually evaluate objectives accomplished with the plan. • Report annual plan progress to internal and external stakeholders.
Funding Estimate	Capital Costs: COMPLETED Consumable Costs: COMPLETED Personnel Costs: COMPLETED Contract Services Costs: COMPLETED
Objective 6C Conduct a community hazards and risk assessment and publish a Community Risk Assessment - Standards of Cover document.	
Timeframe	6 – 12 months Assigned to: D/C Harry Tulier
Critical Tasks	<ul style="list-style-type: none"> • Obtain instruction on hazard and risk assessment, and standards of cover preparation. • Perform community hazards and risk assessment. • Evaluate historical community emergency response performance and coverage. • Establish benchmark and baseline emergency response performance objectives. • Establish and publish the Community Risk Assessment - Standards of Cover. • Maintain, and annually update the Standards of Cover document.
Funding Estimate	Capital Costs: TBD Consumable Costs: TBD Personnel Costs: TBD Contract Services Costs: TBD
Objective 6D Conduct and document a self-assessment of the department utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual criteria.	
Timeframe	6 months Assigned to: D/C Harry Tulier
Critical Tasks	<ul style="list-style-type: none"> • Obtain instruction on writing a CFAI self-assessment manual. • Assign self-assessment manual category and criterion writing to the department accreditation committee/team members as appropriate. • Review self-assessment and ensure all reference items are in order.
Funding Estimate	Capital Costs: TBD Consumable Costs: TBD Personnel Costs: TBD Contract Services Costs: TBD



2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT



Objective 6E Achieve agency accreditation by the CFAI.		
Timeframe	4 months	Assigned to: Chief R. Freeman
Critical Tasks	<ul style="list-style-type: none"> • Apply for “Candidate Agency” status with the CFAI. • Prepare for CFAI Peer Assessor Team visit. • Upload Strategic Plan, Standards of Cover, and Self-Assessment Categories and Criterion for review and comment by CFAI Peer Team. • Host CFAI Peer Team site visit for accreditation review. • Receive CFAI Peer Team recommendation to CFAI for Accredited status. • Receive vote during the CFAI hearings in favor of Accredited status. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: TBD	Consumable Costs: TBD Contract Services Costs: TBD
Objective 6F Maintain accreditation with the CFAI.		
Timeframe	Ongoing	Assigned to: Chief R. Freeman
Critical Tasks	<ul style="list-style-type: none"> • Submit required Annual Compliance Reports. • Attend CFAI “Dayroom Discussion” web-meetings for continued education. • Participate in the accreditation process by providing “peer assessors” for external department review and identification of possible best practices. • Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies. • Submit Annual Compliance Reports as required by CFAI policies. • Establish succession development of internal accreditation team in preparation for next accreditation cycle. 	
Funding Estimate	Capital Costs: TBD Personnel Costs: TBD	Consumable Costs: TBD Contract Services Costs: TBD





2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT

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

Hartford Fire Department's 2023 Vision

is to be widely known as an internationally accredited fire service agency that 'serves to save,' while meeting our mission for our community.

Having realized the highest professional standards we value, we will further meet our mission through enhanced training programs that will increase our readiness now and in the future. We will also bolster our investment in our greatest asset, our members, focusing on their health and wellness that will produce a long-term return for the people of Hartford.

For us to live our commitment to duty, we will show we are good stewards of what is entrusted to us with greater physical resource management. Along with a more defined and improved EMS program, improved ways to communicate between ourselves and our public, we will ensure we are always prepared to serve the people who live, work, and play in our "Capital City."

Dedicated to the pursuance of excellence in all that we do, we will always personify our traditions and our futurity by holding each other accountable for fulfilling our mission, living our values, accomplishing our goals, and making this vision a reality.



2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT



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





2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT

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

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



2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT



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 of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
AFG	Assistance to Firefighters Grant
ALS	Advanced Life Support
BLS	Basic Life Support
CBA	Collective Bargaining Agreement
CFAI	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.
DOT	Department of Transportation
DPW	Department of Public Works
EAP	Employee Assistance Program
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMD	Equipment Maintenance Division
EMR	Emergency Medical Responder
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
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.
FACT	Fire Alarm Communications Technology
FEMA	Federal Emergency Management Agency
HFD	Hartford Fire Department
IAFF	International Association of Fire Fighters
Input	A performance indication where the value of resources is used to produce an output.
KSA	Knowledge, Skills, and Abilities
MARB	Municipal Accountability Review Board
MDC	Metropolitan District Hartford, Connecticut
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.
MVA	Motor Vehicle Accident





2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT

NFPA	National Fire Protection Association
NRZ	Neighborhood Response Zone
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 & Emergency Response (Grants)
SOG	Standard Operating Guideline
SOP	Standard Operating Procedure
SSU	Special Services Unit
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 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.
SUV	Sport Utility Vehicle
SWOT	Strengths, Weaknesses, Opportunities and Threats.
USAR	Urban Search and Rescue
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.



2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT



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2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT

Appendix 1 – Community Findings

Community Expectations

Understanding what the Hartford community expects of its fire emergency services 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 career field future direction they have for the Hartford 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 career field future direction responses of the key stakeholders:

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

1. Rapid response to emergencies. Rapid response to 911 calls as related to fires and dangerous materials. Rapid comprehensive response to EMS calls. Prompt response to any emergency condition requiring fire department services, i.e. fire, MVA with extrication, HazMat, medical emergency throughout the city. Timely and successful response in suppressing a fire. Timely and successful response to other emergency situations where life and welfare are at risk. Prompt services to the community. Improving response times to calls. Timely response. Response times to calls. (51)
2. Community engagement; education in the schools and at community events, and for our seniors, access to smoke and carbon monoxide detectors, employment opportunities. Community engagement. Community outreach. Fire safety training and education for residents. Community engagement. Community education. Community involvement. Provide safety information to the public. (29)
3. Trained and experienced with all types of technical rescue. Training/education/qualifications of staff. Personnel that are well-trained, reflective of the Hartford community and deeply committed to the HFD mission. Continuous improvement - training and drills within professional development. Professionally trained staff and customer friendly. Staffing our fire department with well-trained people. Effective training/ability. (19)
4. Fire code enforcement regarding building inspections. Work to prevent fire risk in the community. Fire prevention. (10)



2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT



5. Customer priority. Customer service at calls. (8)
6. Firefighter safety on the job. Make sure our staff have the safe environment to work around. Make sure our firefighters have help and support around (mental health). (8)
7. Necessary equipment. Necessary equipment to do the job. Keeping up with advancements in equipment and techniques, procedures. (7)
8. The ability for multiple responses at the same time. The ability to respond to multiple events, multiple alarms at the same time. (6)
9. The ability to work with fire/EMS in relation to the ALS plan. Provide emergency medical care in collaboration with other agencies to provide better patient outcomes for those who are in need of medical treatment within the community. (5)
10. Would hope that the HFD direct North End homeowners to services, grants, and other resources to help bring homes up to code. (5)
11. Recruit strongly for cadets to the department from area high schools early; providing in-school classes. (4)
12. Show community cohesiveness. (4)
13. Professional - treat others with respect. (4)
14. Resource management. (3)
15. Staying apprised of conditions in the community that require proactive responses. (3)
16. Partnerships with local community area employers and other towns to ensure swift, effective, and successful services. Foster stronger community partnerships. (3)
17. Show productiveness of personnel. (3)
18. Information dissemination, as far as having the ability to answer questions at fire of general information. (3)
19. Show how we the community can be of help. (2)
20. Performance - some of the firefighters don't look like they can perform rescue. (2)
21. A culturally diverse workforce. (1)
22. Respond to and mitigate HazMat incidents. (1)
23. Emergency preparedness. (1)
24. Collectively provide an overall assurance of public safety. (1)
25. Manage taxpayers' costs most effectively. (1)
26. Pipeline of potential staff to ensure retirements don't leave the department shorthanded. (1)





2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT

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 key stakeholders prioritized and weighted accordingly:

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

1. How do you ensure you are providing the highest level of service in all areas of emergency services to our citizens? Multi-specialty training each type of service provided requires extensive training. Education and quality review. How will you, through attrition, keep your ranks qualified? Mental health training - ability to support mentally disabled. (22)
2. Primary concern is the plan to have paramedic providers in the fire department. This will reduce or eliminate the need for private paramedics and will damage the private companies. Effect on private agencies who staff for and maintain EMTs and paramedics with regional-type response requirements. Relationship with private ambulance services. (13)
3. Ability to perform advanced life support. Moving to ALS/transport with regard to EMS. (10)
4. Faulty equipment. Aging apparatus. Equipment - the cops have some of everything, are the firefighters getting everything they need? (10)
5. Health and wellness of the firefighters. Staff burnout (stress). (10)
6. Aged workforce. Average years of service of firefighters. (9)
7. Cost to the taxpayer - ability to provide all services effectively with low cost to the taxpayer. (5)
8. Keney Park - North End sector - needs water supply within the park to address fires. (5)
9. That time not always well spent - would more training, outreach, and other helpful activities be done while "waiting for the next call?" (5)
10. Continued training and financial support for new recruits. (5)



2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT



11. Pay - they do very dangerous work and want to make sure they are compensated for such. (5)
12. Budget cuts affecting the ability to do the job properly. (5)
13. The fire department does not regularly meet with its partners for coordinated response/training for large events. (4)
14. Services to senior single-family homeowners to address the high call volume for EMS. (4)
15. Fire department should be able to work with DPW during winter plow season; particularly in the north end to plow streets for access to homes, which would need EMS or fire details. (4)
16. Not sure the force reflects the community it serves. (4)
17. Hiring process - too long between classes. (4)
18. How do you provide safety information for businesses? (4)
19. Lack of potential candidates in the city. (4)
20. The rollover response for low priority calls - the department could consider the use of a SUV on cold response to save manpower. (3)
21. Perhaps their time is better utilized by leaving emergency services to ambulance companies. (3)
22. Current call volume and how it affects the firefighters' response. (3)
23. Not sure that enough is being done to acquaint staff with the community its members are sworn to protect. (3)
24. The rapid loss of experienced personnel - changing command structure/officers. (2)
25. Fire department's ability to respond to and manage an active assailant-type of event. As well as intra-agency coordination. (2)
26. Is enough being done to develop the leadership of the future? (2)
27. Responding to aging housing stock. (2)
28. Why not train citizens to participate in safety drills in their community? (2)
29. Logistics of getting through the city to respond to calls. (2)
30. The ability to operate within a budget after grant money is spent. (1)
31. How will you manage the everchanging world of the city - call volume, services, etc.? (1)
32. Are Hartford and its surrounding towns pursuing all areas of collaboration? (1)
33. High demand due to opioid crisis. (1)
34. How can I as a business owner be of assistance even though I have no training in saving lives or property - other than being a watchful eye? (1)
35. Aging infrastructure in the city. (1)





2018-2023 STRATEGIC PLAN HARTFORD FIRE DEPARTMENT



Community Stakeholders Work Session



2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT



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.

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

- Excellent community relations.
- The work the men and women of the Hartford Fire Department provides to the citizens of Hartford is amazing, keep up the good work.
- Rapid response to fires and emergency medical services.
- The community/lay organization that works with HFD (I can't remember the name).
- Positive community image.
- Strong leadership.
- Outstanding response times.
- Responsive officers.
- Great reputation for excellence.
- Large # of applicants for available spots.
- Chief Freeman is a distinguished leader.
- Respectful.
- The HFD has an excellent representation in the north end community.
- HFD is dependable & timely with excellent trained personnel who are culturally competent.
- Relationships with other agencies.
- Achieving and maintaining Class 1 status.
- Fire department leadership.
- Accessibility of staff at all times.
- Community outreach.
- Strong leadership.
- Dedicated workforce = currently.
- City support – funding.
- Community presence in schools.
- Mutual aid with other towns.





2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT

- The fire department are very good about getting their staff to go out in the neighborhood to volunteer with the NRZ meetings, clean up, and other events.
- They are very friendly.
- They are the first responders.
- They love the community.
- Professional and courteous staff.
- Strong leadership in place.
- Culture of service.
- Efforts to increase student education in all schools.
- Wonderful diversity within the department – representative of the community.
- Clear, strong desire to partner with the community.
- Very diverse group of people.
- Polite for the most part.
- As of late they look professional, all dresses the same.
- High quality leadership.
- Dedicated personnel.
- Supportive mayor and community.
- Progressive forward thinking leadership.
- Sufficient funding to provide the resources to be a world class department.
- In terms of emergency response...all too often fire departments can develop an “you are bothering us” attitude to facilities with an above average false alarm rate. This is opposite with HFD, the crews that we work with at H.H/106 are always “top notch.”



2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT



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 Hartford Fire Department (verbatim, in no particular order)

- After reviewing the nature of each service, as important t as EMS is, I feel other serves may need to take priority.
- Although not a common practice, at my 5 and 7-year-old grandchildren's plea, a ladder truck rescued their cat from a tree.
- The plan to add this may have unintended consequences. The lack of community mutual aid and the possible elimination of AMR or Aetna will leave the department alone. 30% of all EMS calls are cancelled prior to arrival or on arrival, 60% are Medicaid, 40% are Medicare (\$317.00 ALS, \$267.00 BLS) this leaves no room for a bundle billing agreement. AMR/Aetna will no longer staff paramedics if they are not necessary and may reduce staffing or in the case of AMR, may pull out completely. The fire department should work with their current transport providers to fix any deficiencies. The mentioned 30,000 calls annually are now done by private ambulance service at no cost to the city.
- Great place to work.





2018-2023 STRATEGIC PLAN HARTFORD FIRE DEPARTMENT

Appendix 2 – Supporting Services

Supporting Services of the Hartford Fire Department		
Training	Equipment Maintenance Division	Human Resources
Local 760, IAFF	Department Environment and Energy Protection	License and Inspections
Railroads	State Fire Marshal's Office	Connecticut Natural Gas
Chief's Office	City/Regional School Districts	Law Enforcement
Dispatch	Department of Public Works	Metropolitan District
Eversource	American Red Cross	Health and Human Services
CPSE	Housing Authority	State Fire Academy
Finance	AMR/Aetna – ambulance	Fire Investigation Explosive Unit
FACT Division	Connecticut USAR	Capital Region HazMat Team
FEMA	Connecticut Transit	Special Services Unit
Vendors	Connecticut DOT	Parks and Recreation



Department Stakeholders Work Session



2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT



Appendix 3 - SWOT

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 Hartford Fire Department	
Union – CBA	Personnel – diversity, KSAs
Small metro department – know everyone, community involvement, immediate response	Aggressive suppression division – life safety, property conservation
City support – increased budget	Water supply – MDC, hydrant on every corner
Networking – working with other departments, citywide resources	Youth of the department – willingness to change, learn, evolve
Staffing levels – able to handle multiple issues	ISO Class 1 department
Response time – ISO	EMD/FACT – keep equipment and apparatus working
Data collection – FireStat, budget, resources	Support divisions – staffing, community connection
Refusal to accept previous “status quo”	New dedication to professional development
Renewed sense of discipline	Collaborative effort between management and labor
Pride and ownership of membership	Focus on the future
Our own training division	Working knowledge of equipment
Schedule “recovery time”	Exposure to experiences
Currently receiving additional training	Our public education programs
Fire Explorer/Cadet programs	Professional development plan
Strong recruitment/retention programs	Great leadership – Chief Freeman
Collaborative effort to increase member health and safety (systemic)	





2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT

Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not 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 Hartford Fire Department	
Inexperience – new officers and personnel	Absorption of new material/education
Finance – lack of funding for new initiatives and equipment	Past practices – decision making/adapting to new changes
EMR – at the lowest level of EMS care	Age of equipment/apparatus/firehouses
Contract (morale) – lesser pay for more work	Support Services – low staffing
Consistency – across firehouses/lack of adaptation, certifications, and training levels	Current focus – a lot of new opportunities/losing focus on basics
Lack of experienced personnel	Outside perceptions due to lack of information
Fitness	Overtime – fatigue leading to injuries
Lack of work ethic – mechanical ability “soft”	Lack of accountability – equipment/actions
Lack of camaraderie – shift change	Lack of experience at all levels and all divisions
The 24-hour schedule (death of the profession and birth of the part-time)	Internal stakeholder involvement in internal policy development
Technology – hard to keep up with, dependence	Resistance to change
Overall behavioral and mental wellness – lack of formal program	Number of firehouses – not enough firehouse to cover certain areas of the city



2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT



Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses 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 Hartford Fire Department	
Assume some services delivery currently provided by outside agencies	Increase outside instructor opportunities for HFD members
Formulating stronger partnerships with EMS providers	Pursue certification and accreditation opportunities where applicable
Grants	Enhanced public relations
Comprehensive wellness program	Fire service legal issue training for all officers
Improve the use of latest technology	Embrace diversity and inclusion opportunities
Researching regulation opportunities to leverage training and equipment requests	Legislative changes that impact the department positively
Use community groups to improve customer service through feedback	New equipment (computer simulations, tools, apparatus)
Increase staffing for support services (to enhance public relations)	Increase opportunities for specialized training for everyone, i.e. elevator rescues, powerlines
Opportunities to sit on all fire-related committees	Opportunity to receive bonus for education
Community education on all services provided	Allowing public access through social media
Advancement opportunities beyond Hartford	Building relationships with other departments
To increase training with outside sources	Pursue corporate partnerships





2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT

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 Hartford Fire Department	
Funding	Political pressure
Changes in service demand (suppression and support)	Lack of comparative contemporary services – keeping up with other departments
Disaster preparedness based on national trends	Legal mandates
Personal accountability while off duty – threatens our image	Dependence on external agencies to complete the mission
Dispatch center (no control over them)	External involvement in decision making bodies
Media	Outside organizations trying to do our work
Weather	Unrealistic expectations
Building degradation	Public perception
Job impact on family/personal life	Terrorism
Future contract negotiations	Bankruptcy
Oversight committee- MARB	Changes in building construction
Surrounding volunteer departments (always volunteer fire department, never police department)	Social media – things taken out of context, negative perceptions
Cancer risks from newer materials	Reduction of companies and/or personnel
City government cutting fire department services to balance the budget rather than creating revenue	



2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT



Appendix 4 – Critical Issues and Service Gaps

Critical and Service Gap Issues Identified by the Department Stakeholders	
Group 1	Group 2
Health and Wellness <ul style="list-style-type: none"> Recruit CPAT Lack of education Facilities and equipment Contract No formal (ongoing) program Work environment (carcinogens) Buy-in/SOP/SOG/DD 	Health and Wellness <ul style="list-style-type: none"> Plymovent systems Extractors Fitness program Pest control Fatigue Annual NFPA 1582 exams Cancer screening In-house dispatch alerting system Behavioral health program – food, incentives, rates, BMI Staffing
Training <ul style="list-style-type: none"> Recruit training Continuing education Efficiency of delivery Staffing of the division Facility/equipment Mandatory requirements PD of trainers (suppression and support) 	Training <ul style="list-style-type: none"> Understaffed Schedule Absorbing new material Facility Consistency Certification Resources/material/equipment Dispatchers – joint training
Apparatus and Equipment <ul style="list-style-type: none"> Age of the fleet (poor replacement history) Budget/finance Response requirements Training – for efficient use; causing wear and tear Road conditions Out-of-date parts EMD staffing 	Aged Equipment and Firehouses <ul style="list-style-type: none"> Securing of funding for the CIP Grants Plan for replacing equipment/firehouses Life cycles of buildings, equipment, and technology Contractor repairs – consistency, reliability, warranties
Public Perception <ul style="list-style-type: none"> Code of Conduct education and adherence Internal education Public education/outreach Social media Disgruntled members/retirees 	Communication <ul style="list-style-type: none"> Surveys and polls Message accuracy Community engagement





2018-2023 STRATEGIC PLAN

HARTFORD FIRE DEPARTMENT

<p>Job Stability</p> <ul style="list-style-type: none">• Inexperience• Succession planning• Training• Professional Development Plan• Staffing (suppression/support)• Contact• Finance• Hiring practices	<p>EMS</p> <ul style="list-style-type: none">• Increase level of care – EMT, paramedic, equipment, training• Public expectations• Certification• More staffing for transport• More training hours
<p>Unrealistic Expectations</p> <ul style="list-style-type: none">• Fire Marshal's Office<ul style="list-style-type: none">- Mandates- Authority- Staffing/scheduling- Lack of community education- Continuity- Accountability- Political pressure- Internal education• Support Services Unit<ul style="list-style-type: none">- Staffing- Resources- Lack of community education- Internal education	



Department Stakeholders Work Session

