HARTFORD FIRE DEPARTMENT

2024 - 2029 STRATEGIC PLAN

This page intentionally left blank.

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 maintain the highest level of professionalism and efficiency on behalf of those it serves. As a result, HFD developed a community and employee-driven Strategic Plan. The following strategic plan was written and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

Strategic planning involves building systems and processes that pursue outcomes. It focuses on short-term (i.e., three- to five-year in duration) challenges and gaps that impede service. This information is supplemented by input from internal and external stakeholders, who provide valuable insight to the agency. As performance gaps are identified, the organization works to determine the desired outcomes, supporting objectives, and critical tasks necessary to close or eliminate the gaps. The strategic plan then provides a comprehensive, living, and active management tool that helps focus organizational resources on achieving those short-term, measurable outcomes. This process serves to maximize departmental efficiency and effectiveness through the development of a shared vision and clearly identified goals.

The HFD 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 the organization's long-term direction and focus. Members of the community and department stakeholders demonstrated commitment to this important project and remain committed to the document's completion.

A contributing factor to the success of the community-driven strategic plan is its institutionalization across all levels of the organization. Without it, the plan will remain siloed, and implementation may be hindered. Institutionalization provides an excellent opportunity to communicate to all stakeholders about the intended changes, applicable outcomes, and the direction the department is heading.

HARTFORD FIRE DEPARTMENT
STRATEGIC PLAN
Table of Contents

Organizational Background 1
Organizational Structure 2
Community-Driven Strategic Planning 2
Process and Acknowledgements 4
Community Group Findings 4
Department Stakeholder Group Findings 6
Mission 7
Values 7
Programs and Services 8
S.W.O.T. Analysis 8
Critical Issues and Service Gaps 9
Strategic Initiatives 9
Goals and Objectives 10
Vision 20
Performance Measurement 21
The Success of the Strategic Plan 22
Glossary of Terms, Acronyms, and Initialisms 23
Works Cited 25
Appendix 1 – Community Findings 26
Appendix 2 – Supporting Services 33
Appendix 3 - SWOT 34
Appendix 4 – Critical Issues and Service Gaps 38

2024 - 2029 STRATEGIC PLAN
HARTFORD FIRE DEPARTMENT

Organizational Background

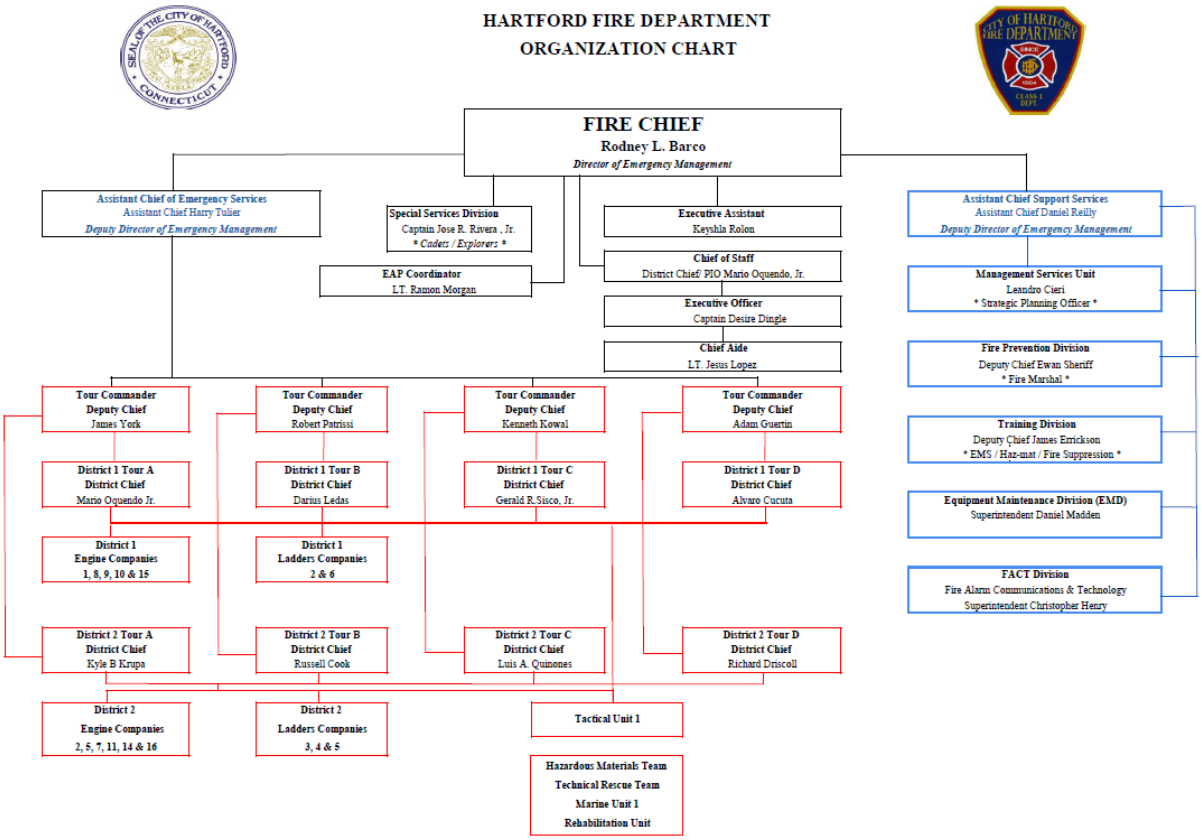
The City of Hartford is a thriving city of 18.4 square miles, which is Connecticut's state capital. The area was first settled in 1635 and the city was incorporated in 1784, making the city one of the oldest in the United States. The city is the home to the nation's oldest public art museum and the oldest 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 a population of over 121,000. 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 11 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.

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]

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

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.

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 HFD acknowledges and thanks the community and department stakeholders for their participation and input into this Community–Driven Strategic Planning Process. The HFD also recognizes the HFD family for their leadership and commitment to this process.

Development of this strategic plan took place in 2024, beginning with a survey sent to members of the community and posted online for wider engagement. The represented community stakeholders comprised of most that are residents within the Hartford Fire Department's coverage area, while some also received services from the HFD. The department sought to ensure a broad representation of the community could provide input.

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 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 process that revolved around community expectations and concerns, as well as positive and other comments about the organization, provided in the Appendix 1 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 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	6.83
Community Risk Reduction	2	5.02
Emergency Medical Services	3	4.98
Rescue – Basic and Technical	4	4.89
Fire Investigation	5	4.28
Public Fire and Life safety Education	6	3.51
Domestic Preparedness Planning and Response	7	3.38
Hazardous Materials Mitigation	8	3.11

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.*

Department Stakeholder Group Findings

The department stakeholder surveys were sent to all members . These surveys served to discuss the organization's approach to community-driven strategic planning, with focus on the organization's perceived Strengths, Weaknesses, Opportunities, and Threats. The process involved anonymous voluntary participation by broad organization representation.

Hartford Fire Department Stakeholders		
Administration	Emergency Management	Emergency Services
Fire Prevention	Training	Equipment Maintenance
Special Services Unit	Strategic Planning	Fire Alarm Communications Technology

Hartford Fire Department Stakeholders

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 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.

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

Critical Issues and Service Gaps

Following the identification and review of the department's SWOT, department stakeholders identified 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 ultimately 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		
Workforce Development - Standardization of Operations		Communications
Health and Wellness	Training	Physical Resources

Department Stakeholders

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 any changes will be shared with transparency to the department, city leadership and community.

Whereas employees are valued and considered the department's most important resource, two major goals identified are to **enhance workforce development** and **improve firefighter health and wellness**. The department will strive to develop the uniform knowledge, skills, and abilities of all employees as well as ensure their well-being.

Providing adequate emergency services protection requires an investment in capital resources such as stations, training facilities, apparatus, and equipment. These resources are traditionally the largest investment of taxpayer's money. Therefore, a major goal of the organization is to **develop a comprehensive plan for all physical resources** of the department.

- **Goal 1: Workforce Development - Standardization of Operations**
  Enhance the uniformity of all Emergency Services Operations.
- **Goal 2: Communications**
  Maintain clear and consistent communication within the HFD and external stakeholders to promote awareness, responsibilities and expectations.
- **Goal 3: Health and Wellness**
  Develop a health and wellness program to increase the quality of life of our personnel and improve operational efficiency and effectiveness.
- **Goal 4: Training**
  Enhance the training program to meet the needs of the department.
- **Goal 5: Physical Resources**
  Develop a comprehensive plan for all physical resources in the identification, procurement, inspection, maintenance, and replacement to provide the highest levels of service to the City of Hartford.

Goal 1	**Enhance the uniformity of all Emergency Services Operations.**		
Objective 1A	**Perform a needs assessment of current industry best practices, strategies, and tactics for all Emergency Services Operations.**		
Timeframe	4 months	**Assigned to:**	
Critical Tasks	• Convene internal group to determine relevancy of current practices. • Review department directives, SOPs, SOGs, CBA, and city policies pertaining to fire suppression activities. • Review and inventory existing fleet and equipment, along with their condition to ascertain likeness, ease of use, & deployment. • Review industry best practices for hose deployment, fire suppression, EMS, haz-mat, technical rescue, initial resource response, and manpower/staffing. • Compile a report on data collected.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:
Objective 1B	**Identify and evaluate areas of opportunity for improvement in Emergency Service Operations.**		
Timeframe	4 months	**Assigned to:**	
Critical Tasks	• Evaluate and identify areas of improvement for fire suppression. (hose deployment, ladder placement, transitional attack, etc) • Evaluate and identify areas of improvement for resource response. • Evaluate and identify areas of improvement for technical rescue. • Evaluate and identify areas of improvement for hazmat response. • Evaluate and identify areas of improvement for EMS. • Evaluate practices to improve department's response to system overload. • Submit a report of findings to the office of the Chief.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:
Objective 1C	**Perform a comparative analysis based on the data collected and reports generated from Objectives 1A and 1B.**		
Timeframe	4 months	**Assigned to:**	
Critical Tasks	• Compare the existing programs and systems of the HFD to those identified through research in the areas of: o Fire Suppression; o Resource Response; o Technical Rescue; o Haz-mat Response; o System Overload; o Emergency Medical Response; • Determine the effectiveness, deficiencies, and areas of improvement. • Compare avenues of funding and identify opportunities for HFD funding to include: o Where, How and Why, and Amount • Submit a report of findings to the office of the Chief.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

Objective 1D	**Revise and refine Operations-Level Policies and Training**	
Timeframe	6 months **Assigned to:**	

Critical Tasks	• Revise programs for:
	  ○ Fire Suppression;
	  ○ Resource Response;
	  ○ Technical Rescue;
	  ○ Hazmat Response;
	  ○ System Overload;
	  ○ Emergency Medical Response;
	• Gain compliance and collaboration from:
	  ○ Administration
	  ○ Municipality
	  ○ Local
	• Determine the best delivery methods to include:
	  ○ Time
	  ○ Location
	  ○ Equipment
	• Determine the level of training to be provided to any/all program trainers and administrators.
	• Determine program equipment needs.	

Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1E	**Provide training and implementation to the department to the degree determined by Objective 1D.**	
Timeframe	1 year **Assigned to:**	
Critical Tasks	• Update any training, facilities and equipment to the degree determined. • Create the training program to be delivered to the membership. • Determine the cost needs associated with the delivery. • Train the membership to the degree specified. • Update department SOPs, SOGs, and department directives. • Implement programs.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1G	**Manage, evaluate, revise, maintain, and sustain the program.**	
Timeframe	Quarterly and annually **Assigned to:**	
Critical Tasks	• Implement the method for feedback. • Monitor feedback from Company Officers and Field Chiefs quarterly. • Evaluate effectiveness of the programs and revise as needed. • Secure continued funding as necessary.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 2	**Maintain clear and consistent communication within the HFD and external stakeholders to promote awareness, responsibilities and expectations.**		
Objective 2A	**Identify communications systems and processes currently being used.**		
Timeframe	2 month	**Assigned to:**	
Critical Tasks	• Identify current avenues for all communications and information dissemination. • Identify redundancy within the systems and processes and which are most effective. • Identify which systems and processes can be eliminated and prioritize the remaining. • Report the findings to management.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:
Objective 2B	**Identify what information is to be shared both internally and externally.**		
Timeframe	2 months	**Assigned to:**	
Critical Tasks	• Identify internal and external requested information using surveys and polls. • Collate the information from the surveys and polls to be used later. • Report the findings to management.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:
Objective 2C	**Establish the accuracy of the information to be shared.**		
Timeframe	2 months	**Assigned to:**	
Critical Tasks	• Update the information as needed and directed. • Prioritize the information by general or emergency. • Report the findings to management.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:
Objective 2D	**Disseminate the appropriate information internally and externally.**		
Timeframe	3 months	**Assigned to:**	
Critical Tasks	• Review the information to be disseminated with labor to ensure no conflicts. • Train any predetermined personnel on the most effective systems and processes. • Disseminate the information on a consistent basis and schedule. • Annually review strategic progress and update stakeholders via the Department's Annual Report. • Increase individual ownership in morale and organizational development. • Evaluate quarterly 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: Personnel Costs:		Consumable Costs: Contract Services Costs:

Goal 3	**Develop a health and wellness program to increase the quality of life of our personnel and improve operational efficiency and effectiveness.**	
Objective 3A	**Perform an analysis identifying current internal systems and practices in place, pertaining to health and wellness, injury and illness prevention, and physical fitness.**	
Timeframe	2 months	**Assigned to:**
Critical Tasks	• 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 partner in place as they pertain to providing and supporting health and wellness. • Review the HFD ESP specifically regarding mental health. • Compile a report on the data collected.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3B	**Research current industry comprehensive health and wellness programs and avenues for funding and grants.**	
Timeframe	2 months	**Assigned to:**
Critical Tasks	• 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 the findings.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3C	**Perform a comparative analysis based on the data collected and reports generated from Objectives 1A and 1B.**	
Timeframe	2 months	**Assigned to:**

Critical Tasks	• Compare the existing programs and systems of the HFD to those identified though research in the areas of:
	  ○ 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:
	  ○ Where
	  ○ How and why
	  ○ Amount
	• Compile a report of all the findings and submit it to the office of the Chief.	

Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3D	**Create a comprehensive HFD Health and Wellness Program using methods identified through research and analysis.**	
Timeframe	6 months	**Assigned to:**

Critical Tasks	• Create programs for:
	  ○ Physical fitness
	  ○ Mental health
	  ○ Injury/illness prevention
	  ○ Cardiovascular health
	  ○ Overall health and wellness
	• Gain compliance and collaboration from:
	  ○ 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:
	  ○ 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: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3E	**Provide any training to the department to the degree determined by Objective 1D.**	
Timeframe	1 year	**Assigned to:**
Critical Tasks	• 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 facilities and equipment to the degree determined. • Determine any logistical needs and processes.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 3F	**Implement the Health and Wellness Program.**	
Timeframe	1 Year **Assigned to:**	
Critical Tasks	• Secure needed funding. • Contract with vendors. • Purchase any equipment necessary for all programs. • Install the equipment. • Purchase the data tracking software. • Update department SOPs, SOGs, and department directives. • Implement the program. • Implement the method for data collection and feedback. • Collect the baseline data.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3G	**Manage, assess, revise, maintain, and sustain the program.**	
Timeframe	Quarterly and annually **Assigned to:**	
Critical Tasks	• Conduct an annual appraisal of the program. • Institute a program management team under the Office of the Executive Officer. • Service and inspect the equipment quarterly and per the manufacturers' specifications. • Evaluate written feedback quarterly. • Evaluate all collected data and compare to expected outcomes, based on research. • Evaluate effectiveness of the programs and revise as needed. • Secure continued funding as necessary. • Ensure method of report of issues/program feedback and mediation.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 4	**Enhance the training program to meet the needs of the department.**	
Objective 4A	**Audit the current training program to determine departmental needs.**	
Timeframe	2 months	**Assigned to:**
Critical Tasks	• Identify all mandatory training requirements. • Identify all personnel certifications. • Audit the current equipment/resources/facility. • Determine any staffing needs. • Submit a report of findings to the office of the Chief.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4B	**Determine the goals of a new training plan.**	
Timeframe	2 months	**Assigned to:**
Critical Tasks	• Establish a training plan that exceeds minimum standards. • Create a catalog of training opportunities identified by specific disciplines, i.e. Administration, Officer Development, Fire Suppression, EMS, Technical Rescue, HazMat, Engine/Ladder/Aide Driver program, Recruit Training program. • Analyze and select the most appropriate training programs for recommendation, to include a complete cost analysis. • Submit a report of findings and recommendations to the office of the Chief.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4C	**Identify any training gaps between current delivery and the set goals.**	
Timeframe	2 months	**Assigned to:**
Critical Tasks	• Compare and contrast the findings of objectives 2A and 2B to determine training gaps and identify/recommend a list of areas for improvement. • Prioritize the findings and submit to management for review and consideration. • Final determination will be completed by the Chief of Department.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4D	**Create a comprehensive training plan to accomplish the stated goals.**	
Timeframe	6 months	**Assigned to:**
Critical Tasks	• Acquire appropriate equipment and/or facilities to meet the determined needs. • Provide an internal training component for the staff that will deliver program initiatives. • Create or acquire all curriculum. • Determine a revised annual training plan and schedule, which will include quarterly and monthly information. • Prioritize the findings and submit to management for review and consideration. • Final determination will be completed by the Chief of Department.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 4E	**Implement the training plan to accomplish the stated goals.**	
Timeframe	2 years **Assigned to:**	
Critical Tasks	• Assemble all materials and props. • Implement the schedule and begin training. • Monitor and solicit feedback through topic evaluation forms. • Adjust the plan based on the feedback to ensure effectiveness.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4F	**Create a system for assessment of the implemented training plan.**	
Timeframe	Monthly/Quarterly/Annually **Assigned to:**	
Critical Tasks	• Conduct monthly and quarterly assessment using dept accountability report. • Conduct an annual appraisal of the program. • Review the training goals 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: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 5	**Develop a comprehensive plan for all physical resources in the identification, procurement, inspection, maintenance, and replacement to provide the highest levels of service to the City of Hartford.**		
Objective 5A	**Identify all department physical resources. Prioritize the inventories based on mandates, needs, and wants, and conduct a cost analysis.**		
Timeframe	1 month	**Assigned to:**	
Critical Tasks	• 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. • Review the current industry standards and mandates. • Identify resources that are specific to local needs and target hazards. • Identify resources for future department endeavors. • Review the current fiscal allocation and determine sustainability. • Identify gaps in the current fiscal allocation to maintain current resources. • Identify any future needs in the fire demand zones. • Submit a report of all findings to the office of the Chief.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:
Objective 5B	**Review the capital improvement plan (CIP).**		
Timeframe	6 months	**Assigned to:**	
Critical Tasks	• 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: Personnel Costs:		Consumable Costs: Contract Services Costs:
Objective 5C	**Create a physical resources maintenance program.**		
Timeframe	3 months	**Assigned to:**	
Critical Tasks	• Identify daily, weekly, monthly, quarterly, and annual maintenance requirements. • Create a comprehensive maintenance plan. • Create a comprehensive replacement plan. • Implement the plans and assign accountability to appropriate positions.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:
Objective 5E	**Assess and analyze the maintenance and replacement programs.**		
Timeframe	Quarterly and Annually	**Assigned to:**	
Critical Tasks	• 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: Personnel Costs:		Consumable Costs: Contract Services Costs:

Vision

The HFD presents this strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. It is the department's vision to be recognized as a professional, competent and service-minded organization that promotes and embodies exceptional public safety and community risk reduction services in striving towards its goals and objectives.

Hartford Fire Department's 2029 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 standardization of operations, 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."

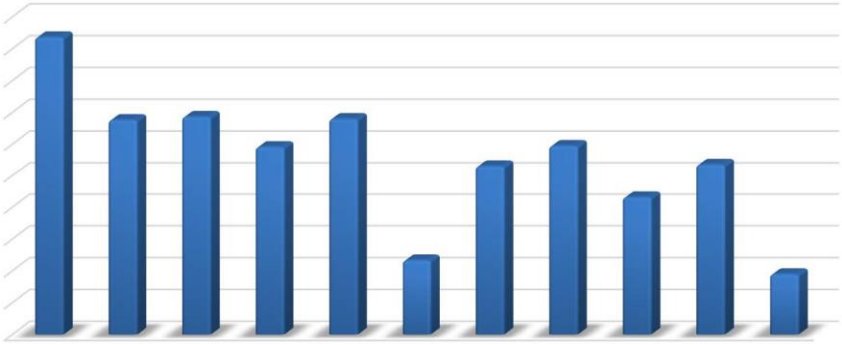
Dedicated to the pursuance of excellence in all that we do, we will always personify our traditions and our futurity by holding each other accountable for fulfilling our mission, living our values, accomplishing our goals, and making this vision a reality.

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

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 HFD 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. 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. Without a true focus on implementing and institutionalizing this plan, the HFD may fall short of the change it desires.

Whether or not they participated in the development of the community-driven strategic plan, all agency stakeholders must recognize that this plan is for the entire agency and is not just representative of the HFD's leadership. Perceived and actual ownership across the department increases the probability of success and the realization of the desired outcomes.

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]

> **"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

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

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

NFPA	National Fire Protection Association
NRZ	Neighborhood Revitalization 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.

Works Cited

Bryson, John M. *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*. Hoboken, New Jersey: John Wiley & Sons, Inc, 2018.

Collins, J. (2009). *Good to Great and the Social Sectors.* Boulder: Jim Collins.

Commission on Fire Accreditation International. (2020). *Fire & Emergency Service Self-Assessment Manual.* (10th Ed.)

Matthews, Joseph (2005). *Strategic Planning and Management for Library Managers.* Libraries Unlimited.

Department stakeholders

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 up to five subjects relative to the expectations they have for the Hartford Fire Department. Responses were then analyzed for themes. While the themes are listed in random order, all responses were important in the planning process. Duplicate and similar entries were omitted. The following are the community expectations of the key stakeholders:

Community Expectations of the Hartford Fire Department (verbatim, in no particular order)

1. Fast rapid response time.
2. Community Risk Reduction.
3. Come fast. Put out fires or respond to health and safety needs well and efficiently.
4. Save people's lives.
5. To be always up to date with the latest fire fight information and equipment.
6. Response time and ability/ training/ equipment to respond effectively .
7. To respond to fires and other material emergencies.
8. Responsiveness.
9. Be prepared for any emergency including domestic terrorism.
10. Fully staffed.
11. Be effective.
12. Put out fires.
13. Community Risk.
14. Physical Presence in the Community; anchors the neighborhood.
15. Well Trained.
16. Timely.
17. Serve everyone in the city without preference or prejudice.
18. Safety of the fire fighters and making sure they have the necessary equipment.
19. Be more knowledgeable than the general public about establishing priorities.
20. Close enough in distance to respond to fires quickly.
21. Rescue.
22. Largest call volume for Department.

23. Equity of service: both in professional services to the community and in hiring, promotion, etc. of staff.
24. Community engagement.
25. Prompt , professional and culturally sensitive service.
26. Confirming spaces being rented are kept to code and safe for those living there.
27. Provide life saving measures to anyone in danger.
28. Up to date certifications.
29. Enforcement of fire codes in residential and commercial buildings.
30. Well trained.
31. Be safe.
32. Well equipped.
33. That they assist with 911 emergency calls (medical, car accident, etc).
34. Thorough.
35. Enough personnel to perform the necessary tasks.
36. Checking fire hydrants for issues.
37. Prepared.
38. ensure as many buildings as possible have up to date smoke alarms and sprinklers.
39. Fire Education to Public.
40. Welcoming to the community.
41. Ability to secure hazardous materials.
42. That they get the credit they deserve as first responders who save lives.
43. In a city with so many old buildings, be a strategic partner in developing and implementing strategies to mitigate risk of fires.
44. To be ready and available when called.
45. Domestic preparedness and education.
46. Hartford Resident are at least 40% of the staff both rank and file and leadership.
47. Safe driving.
48. EMT service.
49. Proactive
50. Empathetic.

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 up to five concerns they have about or for the department. Responses were then analyzed for themes. While the themes are listed in random order, all responses were important in the planning process. Duplicate and similar entries were omitted. The following are the concerns of the key stakeholders:

Areas of Community Concern about the Hartford Fire Department (verbatim, in no particular order)

1. I am concerned in these tight budgetary times that there might not be enough funding for the department to function to its maximum. I urge city leaders to fully fund this vital function.
2. Love the fire department, please don't diminish it.
3. Ensure equipment and facilities are top notch. That the equipment and resources are always up to date. Vital equipment. Working equipment.
4. Public Perception positive and negative.
5. Adequate training programs. Ensure top tier training is provided.
6. EMT/Paramedics.
7. I hope that Hartford residents are seen as assets and encouraged and supported in joining the department as a good career pathway.
8. Huge trucks are not necessary for regular transportation (i.e., to get lunch at Stop & Shop).
9. Fire code enforcement.
10. Focus on the mental health of fire fighters & first responders. They must see very horrible things. Grief Counseling. Burnout/Overworked/PTSD.
11. Don’t see them often doing community outreach. Not very visible.
12. Whether they know their communities well.
13. That they get the resources they need to say healthy, rested, and able to save structures and lives. Safety of the fire fighters.
14. Hazardous material.
15. ALL THE SIRENS. This is a quality of life issue, too. The fire truck, the ambulance, the police car. I've seen trucks pull out of the fire house with the siren going, then turn it off as they drive down the road. Is EVERY siren an emergency? Overuse of loud sirens at night.
16. Stations are antiquated, quality of life, gender privacy
17. Pay and benefits not on par with similar size jurisdictions.

18. Slow response times which i think is internally with 911.
19. Equipment up to code.
20. Fire station staff engaging in good neighbor activities in identifying quality of life issues; for example, reporting issues at abandon buildings to appropriate City agencies.
21. Hartford resident recruitment. Recruitment and retention.
22. That staffing is at appropriate levels.
23. Sending multiple trucks for small issue.
24. The Department should reflect the community.
25. Invite neighbors into fire houses so we can learn more about what the work is like & express our appreciation.
26. Don't see any representation at community events.
27. Whether they can balance their own brotherhood alongside the needs of the community.
28. Minimal response for trapped animals like other towns respond.
29. I hope that women, LGBTQ+ people, and Black and Brown people are treated with respect and equitably within the department.
30. Quick response can be a matter or life and death, so appreciate the quick responses...at the same time, see below.
31. Hartford youth engagement. Don't see any recruitment.
32. Work with city on traffic calming instead of obstructing to keep high speed "emergency" routes. Seriously though, it would be nice to narrow some of these streets to make them safer for kids and pedestrians, but the city keeps telling us that HFD is the main reason preventing that.
33. Don't know who is the leadership.
34. Whether they have enough people who know the job well and can perform it effectively.
35. Diverse staff.
36. Better Fire Ground accountably and Identifying Offices position in the ICS structures. Placement of Apparatus on fire grounds. Delegation of assignment from IC or Operations to Companies on task to be completed.
37. Incident Command on firegrounds and using tools provided.
38. Following NFPA and OSHA requirements.
39. Rescue.
40. Better traffic control during an emergency, I know this is more of a police issue.
41. Discipline and respect for Officers and each other.
42. It seems that the fire dept showing up when there is a call for an ambulance is a duplication of services and somewhat unnecessary unless the ambulance is very late to arrive.

Positive Community Feedback

The HFD 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)

- Responds quickly with professionalism.
- Very responsive.
- Our fire department is great.
- Attendance at monthly NRZ meetings Distribution of smoke alarms.
- They seem to be very responsive as first responders.
- I've never had an experience with my fire department directly.
- They respond very quickly, compared to other service departments. Always the first on the scene.
- I watched the fire dept putting out a bad house fire & realized that there is a science to putting out a fire. I was amazed at the knowledge & bravery of those I could see inside the burning house.
- The Fire Department has a remarkable reputation for responsiveness. All services and programming provided by the Fire Department are effective and efficient.
- Don't have any exposure to the organization.
- In my limited experience, they have been prompt and also patient.
- HFD is terrific - keep up the good work.
- Quick response times to every situation, firefighters that are supportive of the community in tough circumstances, and excellence in training to keep up their knowledge, skills and abilities.
- They are so helpful and kind! I appreciate them always waving at my kids and being gracious when we had a false alarm.
- Rescue.
- Responsive.
- HFD is quick to respond and generally awesome at their jobs, keep up the amazing work.
- Visibility.
- In all my dealings with the Hartford Fire Department I have found them to be professional and caring. Keep up the great work. The public appreciates your commitment to its citizens.

- Well equipped , apparatus are in good shape.
- I think our local department does a great job.
- On the occasion that I have had to call/require services it has been mostly positive and a great help. We have an excellent fire dept.
- HFD is best in class. Have not had any issues with the degree of service in the area.
- They are doing an excellent job.
- They are knowledgeable about their jobs, always respond.
- Fire Department staff are extremely professional and helpful in performing their duties.
- My few interactions with the department have been excellent! I appreciate their responsiveness and skill.
- The Hartford Fire Dept. (multiple firehouses) are so careful on the roads even when rushing to assist residents of the city. We appreciate the risk each firefighter takes to rescue us.
- Respond times are good. Numbers of personnel that respond is important.
- Shows up and reports to the monthly AHNA neighborhood meeting.
- Thank you all for what you do. Thank you for training new fire fighters. Be safe, take care.
- Prompt, courteous public servants.
- I have very little contact, but any that I have had has been positive.
- I have not had any interaction with the fire dept. so I cannot comment.

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)

- We are lucky to have a terrific fire department with good people. Their non activities are really appreciated.
- I see HPD advertising for new recruits, but don't often see HFD.
- In my opinion, the HFD does an excellent job!
- I have never had to use the services.
- Thank you for your service to our community.
- Would love to see a Touch a Truck event for the neighborhood kids and families to meet their local fire fighters.
- We know it's a very, very difficult job and we appreciate your presence and your effort.
- Thank you for all you do!
- We support the fire service in this house. #1 community champs.
- I appreciate the work you do.
- We are lucky to have a fire department that is so well prepared. Keep up the great work and continue to strive for excellence.
- I don't understand why the fire department has to accompany any ambulance calls, but I'm sure it's for the best.
- I do think we have one of the best fire departments around!
- Please ensure safety training for your fire fighters includes having up to date equipment and gear to protect our FF.
- We have to make sure that they have all of the support and services/equipment they need in order to do their job successfully and safely.
- Thank you!
- Thanks for being there for us.
- Semiannual training on Radio and equipment usages with written test and hands on training.
- Thank you. I appreciate you.
- Thank you all for what you do. Thank you for training new recruits. My best regards to you all. Be safe, take care.

Appendix 2 – Supporting Services

Supporting Services of the Hartford Fire Department		
Training	Equipment Maintenance Division	Human Resources
Local 760, IAFF	Department of 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
ES&T	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
CTIC	Salvation Army	The Hartford Insurance Company
CRCOG / CREPC	Hospitals – Hartford, St Francis	Brainard Airport

Department Apparatus

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
Our people	Water supply – MDC, hydrant on every corner
Partnerships – working with other agencies, departments, citywide resources	Youth of the department – willingness to change, learn, evolve
Staffing levels – able to handle multiple issues	ISO Class 1 department
Established working roles among houses, districts, and apparatus.	EMD/FACT – keep equipment and apparatus working
Data collection	Great Support divisions
Refusal to accept previous "status quo"	History / Reputation / Tradition
Collaborative effort to increase member health and safety (systemic)	Collaborative effort between management and labor
Pride and ownership of membership	Focus on the future
Our own training division	Working knowledge of equipment
Recent EAP / Peer Support Initiatives	Exposure to experiences
Training opportunities	Our public education programs
Fire Explorer/ Cadet programs	Professional development plan
Strong recruitment/retention programs	Community support / relationships
Opportunity for growth / advancement	Dedicated members
EMS provider	Strong camaraderie amongst peers
Equipment	Fair division of labor
Number of resources (stations and units)	Response time – ISO

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	
Inexperienced in many ranks	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 tours, 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 – No formal program	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
Every tour does things differently and it's never a set standard on things	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
Facilities in disrepair	Internal communications
Hiring practices	Chain of command
Radio/CAD/AVL issues	Training in general
Lack of personnel input for major changes	Low wages
Ego	Motivation
Health care plan	Reactionary instead of being proactive
Feels like its personnel vs 3rd floor/city. Doesn't feel as if administration is looking out for us.	Inability to Change and Improve How We Serve the Public
Lack of funding	Follow through
Lack of discipline – Restore the values of integrity, honor and duty. Change has to come from field Chiefs. Lack of holding Officers & Acting Officers responsible for not doing their job correctly, whether for incident response or daily routine office work.	

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	
Better hiring practices – current residency only limiting to low amount of quality candidates	Increase outside instructor opportunities for HFD members
Following rules and regulations. Members being held accountable for poor work performance. Full accountability at all levels.	Shift management Programs to allow members to input overtime availability as well as personal leave requests ahead of time
Grants / Corporate sponsorships	Enhanced public relations
Comprehensive health and wellness program	Fire service legal issue training for all officers
Increased Leverage of Technology	Embrace diversity and inclusion opportunities
Emergency Medical Service Response and Level of Training	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
More enforcement from DC's and Officers on uniforms and appearance.	Decrease years of service (hazardous duty) to 25 and out. 35 yrs is too long in this field.
Community education on all services provided	Allowing public access through social media
Advancement opportunities beyond Hartford	Building relationships with other departments
Cross Training with Regional Partners	Enforcement of policy and procedures
Increased Training Prior to Promoted Ranks	Soliciting all ranks for input for dept issues
Willingness to listen	Follow through
More communications from top down	More transparency
Leadership	Better maternity policy
Fitness standards for members	Accept constructive criticism
Performance Evaluations for ALL members	Restore educational pay bonus
Better health insurance	More interactive communication from top Chiefs
Utilize internal, local, and regional resources to upgrade EMS standard of care from EMR to EMT	Better pay and benefits to improve recruitment and retention. Not competitive anymore.
Training Division to reach out to other departments to determine industry best practices and deliver much needed NEW and modern training internally.	

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 constraints	Political - External Pressure
Changes in service demand (suppression and support)	Lack of comparative department service levels – 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	Lack of competitive pay and benefits
Workforce competency	Facility and station housing conditions
Fatigue and burnout affecting quality of life	Retiring with no healthcare
No vision / Poor morale	Lack of appreciation / feeling under valued
Accountability of individuals	Mental health and cancer concerns
Firehouses not being up to standard code, deteriorating living conditions	Social media – things taken out of context, negative perceptions
People who don't care about the job, wrong people in the wrong positions or jobs. They make our department look bad	Negative long term health outlook - high likelihood of chronic illness while working and in retirement due to job related causes
Disorganization	Changes in building construction
Residency requirements for applying. Open the application process and give residents points on the exam for being a resident. Need to open the pool of better qualified applicants.	Call volume - high overall call volume is having a negative impact on both physical and human resources of the department.
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	

Appendix 4 – Critical Issues and Service Gaps

Critical and Service Gap Issues Identified by the Department Stakeholders	
Health and Wellness • Facilities and equipment • Contract • No formal wellness program • Cancer screening • Physical fitness program • Annual NFPA 1582 exams • Work environment (carcinogens in PPE) • Buy-in/SOP/SOG/DD • Injury prevention and investigation	• Cybersecurity • Staffing • Exhaust systems • Extractors • Pest control • Fatigue • In-house dispatch alerting system • Behavioral health program – food, incentives, rates, BMI
Training • Minimum standards vs Optimal performance • Annual performance evaluations • Chief / Officer Development • Recruit training • Continuing education • Efficiency of delivery • Staffing of the division • Facility/equipment • Rules and regulations	• Discipline consequences • Modern topics, skills, techniques • Mandatory requirements • Schedule • Absorbing new material • Consistency • Certification • Resources/material/equipment • Professional Development of trainers (suppression and support)
Stations, Apparatus and Equipment • Age of the fleet • Living conditions in stations • Budget/finance • Excessive ERF response requirements • Lack of adequate storage space • Road conditions – Traffic calming issues • EMD staffing	• Securing of funding for the CIP • Grants / Sponsorships • Plan for replacing equipment/firehouses • Life cycles of buildings, equipment, and technology • Contractor repairs – consistency, reliability, warranties
Public Perception • Code of Conduct education and adherence • Internal education • Public education/outreach • Social media	**Communication** • Surveys and polls • Consistent department updates • Message accuracy • Community engagement

Job Stability • Inexperience • Succession planning • Training • Professional Development Plan • Proper Staffing (suppression/support) • Budgets • Hiring practices	**EMS** • Increase level of care – EMT, paramedic, equipment, training • Public expectations • Certification • More staffing for transport • More training hours
Unrealistic Expectations • Fire Marshal's Office - Mandates - Authority - Staffing/scheduling - Lack of community education - Continuity - Accountability - Political pressure - Internal education	• Support Services Unit - Staffing - Resources - Community education - Internal education