



# Littleton Fire Department

## Strategic Plan- 2016







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## Overview

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The Fire Department serves Littleton, Massachusetts, and a suburban community of approximately 9000 residents located 25 miles west of Boston, along Interstate 495. The town has been known as a longstanding agricultural community; however, recent expansion has included significant commercial, business, and residential housing. Communities adjacent to the west are more rural, while those to the east and north are considered suburban.

A full-time Chief, Deputy Chief, and 10 Firefighter/EMTs staff the Littleton Fire Department. The department also includes a part-time administrative assistant, 5 on-call officers, and 23 on-call Firefighters and/or EMTs. In 2015, the Littleton Fire Department responded to 1723 emergency service calls. The department currently operates three engine/rescue companies, a 110' ladder company, a rescue company, a mini attack/interface engine company, hazardous materials spill containment trailer, and various other support vehicles. Additional capabilities include two Basic Life Support (BLS) level ambulances while supplemental Advanced Life Support (ALS)-level medical care is provided by Emerson Hospital paramedics Pro-EMS, Westford Fire, or Ayer fire Department. Lastly, the department also offers marine and cold water/ice rescue capabilities.



# Fire Department Roster<sup>1</sup>

## Chief

Scott Wodzinski

Deputy Chief

Tom Clancy

Administrative Assistant

Kim Fleck

Deputy Chief

James Ray

## Full-Time Staff

**F66** Keith Dunn

**F159** Tyson David

**F153** Sean Coffey

**F157** Brian St. Gelias

**F182** Tim Powers

**F129** Scott Holt

**F142** Terence Gardner

**F141** Michael DeBlasio

**F178** Steven Wright

**F180** Matt Maciel

## On-Call Staff

**F4** Capt. James Cahill

**F7** Lt. Michael Denehy

**F45** Teresa Rock - *F/E*

**F111** Suzanne Klein - *E*

**F150** Brenda Alcott - *E*

**F164** Steven Mulone - *F*

**F185** Brian Chabot - *F*

**F173** Justin Aubert - *FP*

**F179** Nicole Patterson - *E*

**F9** Lt. Thomas Kneeland

**F186** Derek Dirubbo - *F*

**F117** Michael Gassiraro - *F/E*

**F184** Dan Kane - *F/E*

**F165** Lindsay Byrne - *F/E*

**F171** Sean Parlon - *F*

**F175** Ryan Valcourt - *FP*

**F5** Capt Joseph Rock

**F10** Lt. David McGloughlin

**F82** Denise Moniz - *E*

**F132** Don Beltrami - *F/E*

**F187** Jake Carboneau - *EP*

**F47** Tony Polk - *E*

**F172** Ryan Johanson - *EP*

**F177** Dan Perry - *F*

**F183** Richard Duong - *F/E*

## Per Diem

**F131** Eric Byam - *F/E*

**F101** Dave Lefebvre - *F/E*

**F181** Mike Doherty - *F/E*

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<sup>1</sup> [www.littletonma.org](http://www.littletonma.org)

## Strategic Planning Background and Process

In February of 2016 the Littleton Fire Department (LFD) contracted with Team Training Associates (TTA) to assist with their strategic planning efforts. On 2/16/16, TTA met with leaders from the LPD to align on the process, identify key stakeholders, and discuss any relevant strategic issues or documents that would inform the process. Fire Chief Scott Wodzinski, explained he wanted to create a strategic plan in order to leverage opportunities for partnership and growth within existing town resources, while being responsive to increased fire service demands.

The 2016 strategic planning process included a comprehensive, multi-dimensional analysis of Littleton Fire Department (LFD) including; internal and external stakeholder survey, organizational values prioritization, and alignment meetings. An internal and external survey was deployed by TTA to determine key strategic issues from a wide array of perspectives. The surveys included questions about LFD's perceived value in the community, prioritization for future opportunities, marketing, qualitative comments, and recommendations for improvement initiatives. Efforts yielded responses from 37 survey respondents and produced relevant and useful data from many of LFD's key stakeholders. The consultants reviewed all the survey data and submitted comments and completed a pre-off-site phone consultation with the Fire Chief. The results of this survey are contained in separate documents. Finally an all day strategic planning offsite was held on August 5, 2016, in Littleton, MA.

The Off-site included the Strategic Planning Team comprised of the fire department executive team, a cohort of LFD members, and the TTA facilitators. After critically reviewing all of the detailed survey feedback, and actively participating in a systematic planning process, which included individual reflection and group breakout sessions, the Strategic Planning Team was able to successfully integrate all of the compiled information into an actionable plan. The report from these efforts was drafted in October 2016 and was approved by the Fire Chief on December 15, 2016



## **Strategic Planning Committee**

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The Strategic Plan and subsequent goals that came out of the off-site depended upon the tireless efforts of the following dedicated individuals who worked collaboratively to help ensure the best way forward for the organization. Their contribution and continued dedication to the Littleton Fire Department is greatly appreciated.

### **Littleton Fire Department**

Scott Wodzinski	Chief
Tom Clancy	Deputy Chief
Jim Ray	Deputy Chief
Joe Rock	Captain
Sean Parlon	Fire Fighter
Dan Perry	FF/EMT
Tyson David	FF/EMT
Terrence Gardner	FF/EMT
Sean Coffey	FF/EMT
Mike Deblasio	FF/EMT
Brian St. Gelais	FF/EMT
Steve Wright	FF/EMT

### **Team Training Associates**

Mr. Eric Murray	Principal-Founder
Charlie Coiro	Senior Associate
Deputy Chief William Perez	Associate



## Mission Statement

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During the Off-site meeting, the Mission Statement for the Littleton Fire Department was reviewed through the collective efforts of the Strategic Planning Team. The decision to validate the mission statement focused on making it relevant and more inspirational with the goal of being memorable for agency and community members.

*“We will provide the highest quality professional fire and EMS services in order to protect life and property in our community.”*



## Organizational Values

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The following values are designed to help shape the culture and conduct of the people in the organization. The core values of LFD best exemplify the way we work with our community partners.

Our Mission is **CLEAR**

**Commitment:** We are dedicated to serving our citizens in order to make our community a safe place to live and work.

**Leadership:** We are role models within our community and are the example of what emergency service personnel should be.

**Excellence:** We strive for excellence in all we do through constant improvement process and employee development opportunities.

**Action Oriented:** We will not rest on our laurels, but will strive for constant self-improvement.

**Ready:** We are always prepared to meet any challenge.

## **SWOT Analysis (Strength- Weaknesses- Opportunities- Threats)**

**SWOT Analysis** is an acronym for *strengths, weaknesses, opportunities, and threats* and is a structured planning method that evaluates those four elements of a project or business venture. A SWOT analysis can be carried out for a company, product, place, industry, or person. It involves specifying the objective of the organization or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

- Strengths: characteristics of the organization that give it an advantage over others
- Weaknesses: characteristics of the organization that place it at a disadvantage relative to others
- Opportunities: elements in the environment that the business or project could exploit to its advantage
- Threats: elements in the environment that could cause trouble for the organization

Identification of SWOTs is important because they can inform later steps in planning to achieve organizational objective. First, decision-makers should consider whether the objective is attainable, given the SWOTs.

A collaborative Strengths/ Weaknesses/ Opportunities/ Threats (SWOT) analysis was conducted to bring together the groups perspectives on key internal and external factors that affect the LFD presently and in the future. When considering future Opportunities and Threats, the group also considered the political, economic, socio-cultural, and technological factors that will have an impact on the LFD.

### ***Strength Themes:***

- Personnel

- Planning
- Operations
- Public/ Community

***Weakness Themes:***

- Staff Development
- Communication
- Morale
- Career/ Professional Development

***Opportunities Themes:***

- Education
- Community Outreach
- Community Involvement
- Staffing

***Threat Themes:***

- Politics and Relations
- Healthcare/ Economy
- Change management
- Public Support
- Financial



## **Strategic Goals**

### **Key Strategic Goals:**

As a result of the stakeholder analysis and discussions at the offsite meeting, key themes emerged. These themes focused the effort of the internal LFD Strategic Planning Team and led to strategic planning goals, objectives, and action plans. The key strategic themes were classified into 5 distinct categories as follows:

1. Staffing
2. Professional Development
3. Expanding
4. Marketing/ Recruitment
5. Organizational Development

### **Staffing**

The Littleton Fire Department exists within a broader envelope of partners and stakeholder organizations. We must continue to develop networks, build alliances, and engage in cross-functional activities where it makes sense. The LFD will continue to collaborate across boundaries and find common ground with a widening range of stakeholders at the local, state, and national level. We will leverage our partnerships to provide consistent and quality services to the community, and plan accordingly for the continued expansion of the town.

## **Professional Development**

We are committed to maintaining operational efficiency and employ best practices to ensure we hire, train, and retain the best personnel to do the job. We want our members to experience personal and professional growth throughout their career and feel fulfilled by contributing to the safety of our community.



## **Expanding**

The Fire Department is committed to improve the quality of life for the citizens of the community. The fire department must allocate resources annually to advance technology and fire service capabilities. Continued organizational improvement initiatives and financial resources should be explored. Staffing levels should be reviewed in order to maintain operational efficiency for providing continued quality emergency and fire services to the town.

## **Marketing and Recruitment**

The department will strive to allocate specific resources to improve existing and new proactive community outreach initiatives. The LFD will continually engage in community relations and recruitment initiatives. Every member of our agency is an active recruiter seeking to add value to our department.

## **Organizational Development**

We will strive to achieve our goals by creating a system to ensure our success through succession planning for future agency leaders. We will create an internal metric to assess our organizational climate for the purposes of overall improvement. By developing a comprehensive and practical strategic plan, we will work diligently to achieve our goals as a team.

## **3-5 Year Goals and Objectives**

The following goals are focused around the key strategic themes of the LFD. There were many improvement goals identified during the strategic offsite which were subsequently

rank ordered and prioritized during group breakout sessions. While efforts were already in progress related to some of these goals, this will serve as a reprioritization for the next 3-5 years.

### **Staffing**

Develop networks, build alliances, and engage in cross-functional activities where it makes sense. The LFD will continue to collaborate across boundaries and find common ground with a widening range of stakeholders at the local, state, and national level. We will leverage our partnerships to provide consistent and quality services to the community, and plan accordingly for the continued expansion of the town.

#### *Potential Goals:*

- S1- Increase staffing levels
- S2- Equip Advanced Life Support capabilities
- S3- Identify grant funding to increase staffing and equipment resources

### **Professional Development**

We are committed to maintaining operational efficiency and employ best practices to ensure we hire, train, and retain the best personnel to do the job. We want our members to experience personal and professional growth throughout their career and feel fulfilled by contributing to the safety of our community.

#### *Potential Goals:*

- P1- Create committee for wellness, recognition/awards, and training
- P2- Create a deliberate development program
- P3- Initiate command / supervisory recognition initiative
- P4- Host leadership development training
- P5- Improve agency pride

### **Expanding**

Allocate resources annually to advance technology and fire service capabilities. Continued organizational improvement initiatives and financial resources should be explored. Staffing levels should be reviewed in order to maintain operational efficiency for providing continued quality emergency and fire services to the town.

#### *Potential Goals:*

- E1- Analyze risk and cost feasibility of current Advanced Life Support program
- E2- Educate the community with data metrics to obtain support
- E3- Facility expansion/ improvement initiatives (ongoing)

### **Marketing and Recruitment**

Allocate specific resources to improve existing and new pro-active community outreach initiatives. The LFD will continually engage in community relations and recruitment initiatives. Every member of our agency is an active recruiter seeking to add value to our department.

*Potential Goals:*

- M1- Increase brand recognition and appreciation
- M2- Increase community awareness and education
- M3- Improve employee morale through best hiring and retention practices.

**Organizational Development**

We will strive to achieve our goals by creating a system to ensure our success through succession planning for future agency leaders. We will create an internal metric to assess our organizational climate for the purposes of overall improvement. By developing a comprehensive and practical strategic plan, we will work diligently to achieve our goals as a team.

*Potential Goals:*

- O1- Form a leadership steering committee.
- O2- Conduct an internal command climate assessment
- O3- Bridge the gap in experience levels
- O4- Conduct a feasibility study for restructuring the organization/ communication
- O5- Deploy the strategic plan

**Action Plan**

**Note:** The following format is used to further delineate goals, objectives, and key actions as well as assign responsibilities for coordination and communication of progress. The document is designed to be iterative.

<b>What: Staffing Goals</b>		<b>Champion:</b>	
<b>How</b>	<b>Who</b>	<b>When</b>	
S1 – Increase staffing levels a. Conduct a staffing study b. Provide additional employee incentives c. Increase staffing levels for full time and “call”	Chief Deputy Chief	Ongoing	
S2- Equip advanced life support capabilities	Department If approved	2017-2018	
S3. Identify grant funding to increase staffing and equipment resources	Chief Deputy Chief	January 2017	
<b>What: Professional Development Goals</b>		<b>Champion:</b>	

<b>How</b>	<b>Who</b>	<b>When</b>
P1- Create committee for wellness, recognition/awards, and training a. Committees provide reasonable and achievable recommendations to the Chief	Staff	2017
P2- Create a deliberate development program a. Create binder and handouts with Standard Operating Guidelines (SOG) with the following categories: driving, EMT, promotion, maps, pumps b. Create a Career Development Planner	Chief Deputy Chief	In process
P3- Command / supervisory recognition initiative a. Identify criteria for awards and recognition b. Host a department awards/ recognition ceremony	Command Staff	
P4- Implement leadership development training a. Collaborate with area police and fire departments to host leadership development training (e.g. Interpersonal Communications, Leadership and Teambuilding, DiSC Training Workshop) b. Identify local and national training venues to send personnel for career development c. Conduct internal training initiatives to increase capabilities	Chief Deputy Chief	
T5- Improve agency pride a. Create a leadership steering committee to identify ways to improve morale. Solicit interest from officers of all ranks b. Formalize the LSC through the Chief and Deputy Chief c. Start initiative to have individual and department wide photo's	Command Staff	

<b>What: Expanding Goals</b>	<b>Champion:</b>	
<b>How</b>	<b>Who</b>	<b>When</b>
E1- Analyze risk and cost feasibility of current Advanced Life Support program	Chief	In process
E2- Educate the community with data metrics to obtain public support	Chief	In process
E3- Facility expansion/ improvement initiatives (ongoing)	Chief Deputy Chief	In process


<b>What: Marketing and Recruitment Goals</b>		<b>Champions:</b>
<b>How</b>	<b>Who</b>	<b>When</b>
M1- Increase brand recognition and employee appreciation		
M2- Increase community awareness and education a. Host civilian/ junior fire academy b. Review and expand social media outreach c. Social media marketing d. Website	Career Staff	On going
M3- Improve employee morale through best hiring and retention practices. a. Stay competitive with other towns pay and benefits b. Increase staffing levels through internal referral and recruitment	Chief/Town	On going

<b>What: Organizational Development Goals</b>		<b>Champions:</b>
<b>How</b>	<b>Who</b>	<b>When</b>
O1- Form a leadership steering committee a. Solicit members from all department ranks	Officers	2017
O2- Conduct an internal command climate assessment a. Coordinate with TTA for proposal and performance outcomes	Chief	
O3- Bridge the gap in experience levels	Chief Deputy Chief	2017-2018
O4- Conduct a feasibility study for restructuring the organization/ communication	Chief Deputy Chief	2017-2018
O5- Deploy the strategic plan		





## Key Steps

<b>What: Deployment and Communications for the LFD Strategic Plan</b>		
<b>Champion: Chief</b>		
<b>How</b>	<b>Who</b>	<b>When (Deadline)</b>
Debrief plan	TTA	
Working Group will meet again		Spring 2017
Check in with Champions for each goal area to further coordinate the action plans.		
Distinguish the annual and six-month goals	Chief/ Deputy Chief	
Send communications to survey respondents thanking them for contributing	Chief	
Complete written strategic plan document	TTA	December 2016
.Post Strategic Plan		
Semi-Annual Check-in with Team Training Associates	TTA	April 2017
Staffing Committee Meeting		Spring 2017

Professional Development Committee Meeting		Spring 2017
Expanding Committee Meeting		Spring 2017
Marketing and Recruitment Committee Meeting		Spring 2017
Organizational Development Committee Meeting		Spring 2017

**The Role of Champions:** *Refinement and Deployment of the LFD Strategic Plan:*

Champions are the coordinators and shepherds of the strategic plan. They breathe life into the plan by bringing others into the journey towards an improved future for Littleton Police Department. Specifically they:

- Propose edits to the wording for their assigned areas to best represent realistic and aspirational goals and plans that are understandable to both an internal and external audience (“What” in the Action Plan).
- Further define specific actions needed to accomplish the goals within their assigned area (“How” in the Action Plan).
- Logically sequence the action items and propose moderately aggressive due dates in the action plan for each action item (“When” in the Action Plan)
- Work to recruit and assign the right volunteer(s) and staff to assist in key actions within the action plan (“Who” in the Action Plan).
- Once the plan has been finalized they update the Board on the progress of their action plans as well as any modifications that were made to better implement the plan. It is important to note that while the overall goals within the plan shouldn’t change, the action plans will naturally evolve to capitalize on changes in the environment. Champions ensure that while the action plans evolve, the overall intent of the strategic plan is not lost.
- Champions provide accountability to the plan and while they’re not necessarily the “Doer” for specific action items, they make sure the “Doing gets Done.” Through

frequent communications, they make sure that gaps in the plan and missed deadlines are accounted.

- Since this is a long-term plan, the Champions understand that there may be a future need to “hand-off” their responsibility to a new Champion. For that reason they keep detailed notes and account for a smooth succession plan.