



ALCOA FIRE DEPARTMENT



2025-2030

STRATEGIC PLAN



Facilitated by



The Center for Public Safety Excellence® (CPSE®) acknowledges and thanks the community and Alcoa Fire Department (AFD) stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Roger Robinson and all who participated in their commitment to this process.

This community-driven strategic plan was developed in November 2024, beginning with a meeting facilitated by representatives from the CPSE for community members, as named below. The community stakeholders considered by agency stakeholders in developing this strategic plan can be found in [Appendix A](#).

Community Stakeholders

Bruce Applegate	Jason Darnell	Jeremy Pearson	Steven Talbott
Ray Boswell	Jeff French	Scott Porter	Melissa Thompson
Lilli Brown	Kevin Gourley	Susan Porter	Darrell Tipton
Brad Butler	Jessica Hahn	Jonathan Rodgers	Nick Weaver
David Carswell	Mike Lindsey	Bill Smock	Kathy Wilbanks
Lance Coleman	Josh Mitchell	Shane Snoderly	John Wilbanks
Casey Collins	Bret Nokes	Brittany Spence	

The agency stakeholder work sessions, conducted over three days, involved a group representing a broad cross-section of the AFD, as named below.

Agency Stakeholders

John Alantho	Mike Harrison	Jeremy Martin	Dan Porter
Zachary Cimaglia	Jeremy Hendricks	Staci McCosh	Roger Robinson
Nick Dean	Blaine Howell	Nathan Millsaps	Shane Rogers
Jacob Fitzgerald	Colin Hurst	Tyler Morse	Jake Smithson
Kevin Freeman	Elliot Lowry	Robbie Odom	
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Message from the Fire Chief

City of Alcoa Residents and Visitors,

I am pleased to share with you the 2025-2030 strategic plan for the Alcoa Fire Department, which will guide our efforts over the next five years. This plan reflects our shared commitment to ensuring the safety and wellbeing of our community while fostering an environment of continuous improvement within our department.

This strategic plan is not a static document but a living framework that will evolve as we meet our goals and adapt to the changing needs of our community. We are committed to regular reviews and updates to ensure that we remain on track and responsive.

I want to take this opportunity to thank the internal and external stakeholders for your ongoing dedication to our department, our mission, and in helping to develop our community-driven strategic plan. Together, we can ensure that the Alcoa Fire Department remains a beacon of excellence in fire and emergency services.

Thank you for your unwavering commitment to the mission and values of the Alcoa Fire Department. We must always remember that the most important asset that our department has is our people. With the efforts of our men and women, we will achieve our goals while meeting the needs of our citizens.

Sincerely,

Roger D. Robinson

Roger Robinson
Fire Chief
Alcoa Fire Department

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Introduction

The community serviced by the Alcoa Fire Department (AFD) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, the AFD contracted with the Center for Public Safety Excellence® (CPSE®) to facilitate a community-driven strategic plan. The process utilized by the CPSE aligns with the Commission on Fire Accreditation International® (CFAI®) fire and emergency services accreditation model but also considers all parameters prescribed by the authority having jurisdiction.

The CPSE's approach to community-driven strategic planning gathers feedback and input from community and agency stakeholders while focusing on future change beyond the status quo. Beliefs, concepts, current processes, and values were among the many pieces considered and questioned to bring this planning document to reality. The AFD exhibited a commitment to the implementation and execution of this plan to become more efficient and effective in alignment with its community.

Process

Understanding what the customer desires is vital to the success of any organization. In this case, the customer is the community that the Alcoa Fire Department serves. This applies even if the service organization is a governmental entity. Community-driven strategic planning ensures the community remains a focus of the organization's direction, and community feedback is at the heart of all deliberations and development of this strategic plan.

The process of community-driven strategic planning and the plan itself represents the embrace of transition away from how an organization has always done things, seeking to find efficacies and outcomes based on change. The community-driven strategic plan provides a management roadmap built on a shared vision and structured for measurable results. With the involvement of a diverse group of agency stakeholders, the Alcoa Fire Department's community-driven strategic plan encompasses various experiences, perceptions, and perspectives that can also work to build more internal organizational symbiosis. For the desired, measurable results to be realized, the process and the strategic plan must focus on substance, not form. Only then can the AFD truly benefit from the process and realize its ultimate vision.

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Community Stakeholder Findings

- ✓ Identify, from the community perspective, things the agency should and should not change.
- ✓ Identify the community's expectations, concerns about or for the agency, and aspects the community views as strengths or positives.
- ✓ Define the programs provided to the community.
- ✓ Establish the community's prioritized view of the programs and services provided by the agency.

Agency Stakeholder Work

- ✓ Identify the agency's strengths, opportunities, aspirations, and results.
- ✓ Revisit and develop a new mission statement, carefully considering the services and programs currently provided and which can be provided in the future.
- ✓ Revisit the values of the agency's membership.
- ✓ Revisit the agency's current vision, considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency's challenges, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.

Agency Background

The City of Alcoa began as a company town, closely tied to the Aluminum Company of America (ALCOA), from which it got its name. The Alcoa Fire Department was established in 1942 by ALCOA employees as a volunteer group to serve the growing industrial city. The first fire truck, a 1940 Ford, was stationed in a garage on Hall Road. Over time, the department grew and became vital to the community.

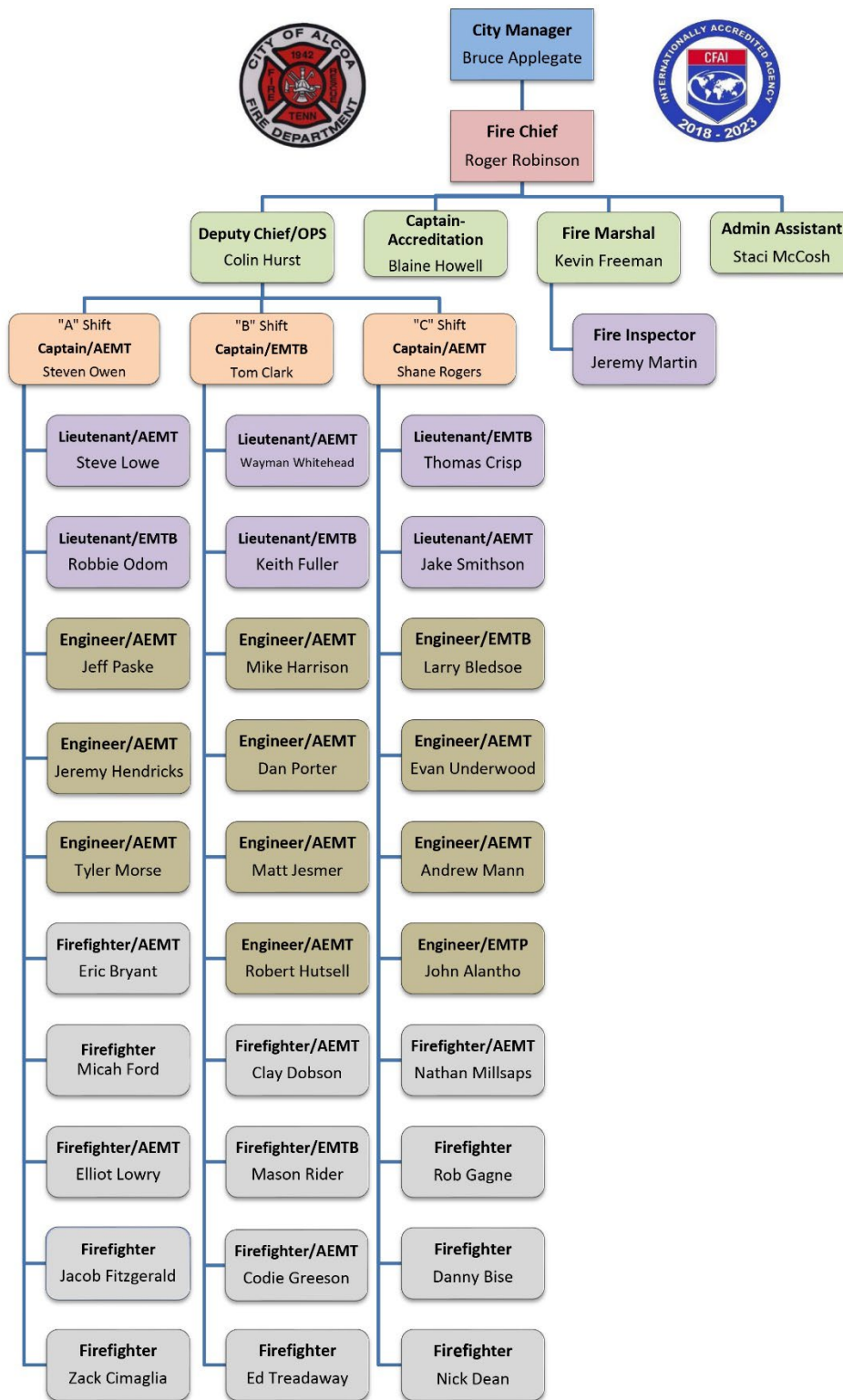


In 1950, Ephraim “Deathrow” Chambers joined as one of the first full-time firefighters. He lived with his family in the fire hall and responded to calls alongside volunteers. By the 1960s, full-time staffing and improved equipment led to increased professionalism. Firefighters received uniforms and nominal wages, with basic gear like a single air pack and black rubber coats. In 1972, a second fire station was built, followed by the addition of new tools, like the jaws of life, in the 1970s. Training and standards improved, and community fire education began. The department continued expanding, with a new fire station opening in 1998 and headquarters relocating to a modern public safety building in 2001.



Further advancements were made in the 2000s, including a fire training facility, achieving accreditation with the Commission on Fire Accreditation International in 2012, and receiving the highest ISO rating of 1. With 32 full-time members today, the Alcoa Fire Department remains committed to serving the community and adapting.

Organizational Chart



Total Strength: 39



Agency Stakeholder Work Session Participants

Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, empowering consideration for all AFD members. 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 working group met to develop a formal mission. After ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

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

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 working group met to revisit the existing values agreed upon by the entire group.

Empathy – have compassion for one another and those we serve.

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

Unity – operational consistency through communication and community involvement.

Integrity – loyally serve our community and each other with honesty and professionalism.

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

The mission and values are the foundation of this agency. Thus, every effort will be made to keep them current and meaningful, guiding the individuals who make up the Alcoa Fire Department to accomplish their goals, objectives, and day-to-day tasks.



Agency Stakeholder Work Session Participants

Vision

An organizational vision exists to keep all agency members focused on the successful future of the Alcoa Fire Department and to guide quality change and improvement in alignment with the community. In support of the future created within the community-driven strategic planning process, CPSE facilitated revisiting and developing the AFD's vision. The agency will support the reality of this vision through successful plan implementation and goal achievement.

To provide innovative services through excellence, preparedness, education, and leadership for the betterment of our community.

Goals

Community feedback and the SOAR process led to the determination of strategic initiatives representing the high-level issues the agency stakeholders developed into goals. The AFD must now make these goals a focus of efforts that will direct the agency to its desired future. Goals with complete objectives, tasks, timelines, and assignments are included in a separate **Management and Implementation Guide**.



Enhance recruitment and retention programs to improve safety, employee wellbeing, and longevity, reduce costs, and ensure a qualified group of recruits.



Enhance and diversify the training program to produce measurable outcomes that meet our department's needs.



Enhance resources and service delivery to meet the city's growth.



Improve external and internal relationships to ensure a more informed community and efficient organization.

Conclusion

Working with community and department members from all levels, this strategic plan was developed...but the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the community's expectations and the Alcoa Fire Department's vision remain congruent. The accompanying **Management and Implementation Guide** will assist the AFD in the implementation mechanics. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.

It must be remembered that during this journey of regeneration through change and improvement, recalculation may need to occur to find the success desired. This strategic plan is a roadmap to help the Alcoa Fire Department navigate that change and future. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes and efficacies will be realized as envisioned.



“...we will chase perfection, and we will chase it relentlessly, knowing all the while we can never attain it. But along the way, we shall catch excellence.”

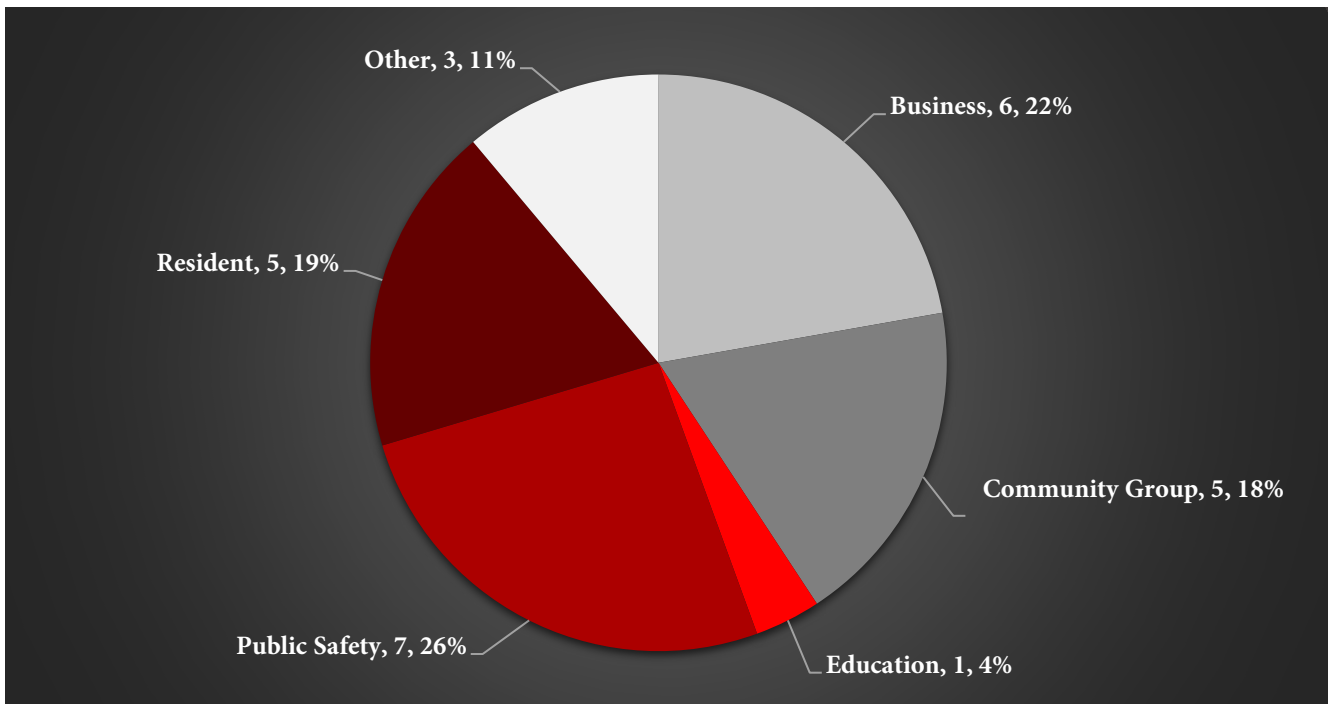
Vince Lombardi

Appendices

A. Community Stakeholder Findings

The Alcoa Fire Department demonstrates a commitment to its community via a focus on community input and satisfaction. A community stakeholder session was held to gather feedback from the respondents on the agency and its various services delivered. The information gathered from the community stakeholder feedback provided understanding to the agency stakeholders of any misalignment with its organizational foundation and performance or values-based expectations or concerns from which new improvement strategies and processes may be created.

Community stakeholders were identified by the agency to ensure broad representation. The breakdown of groups represented is presented here:



Respondents were asked to list, in priority order, up to three subjects relative to expectations, concerns, and strengths or positives for the AFD. Expectations and concerns were then analyzed for themes and weighed. The numbers in the parentheses are the cumulative weighted values that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents.

The specific data and findings from the community stakeholder respondents are provided.

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

1. Quick response times. Response time. Fast response times. Quick response time. Quick response. Quick response times. Timely response, fire and medical. Response time minimal. Timely response. Quick response to calls. Quick response. Arrive on scene as quickly as possible to provide lifesaving assistance. (55)
2. High level of training in all areas. Well-trained personnel. I want them to be up to date on techniques. Training, equipment, funding, practical. Maintaining a well-trained workforce. Providing service with quick response times. Job knowledge. Emergency preparedness. Quality service, trained, informed, and capable personnel and leadership. Technical expertise. Highly trained. Knowledgeable Training is done for various situations. Well-trained staff. Be prepared to respond to any emergency with the best training and equipment possible. (47)
3. That Alcoa Fire continues to foster a culture in which the public safety needs of the citizens of the community, whether they are fire, EMS, or hazardous materials, are met. When in need, they are there. Professionalism. Serve community. Positive attitude toward citizens. Core values (community first). Reliability, Professional expertise. Dedicated to service. Service when in an event of emergency or timely response. Responsive to and involved in the community and the public they serve. Be innovative with staff and culture. Continuing to be positive and upbeat, they have a lot of younger kids looking up to them/make job appealing. (39)
4. Good equipment. Personnel have the equipment to perform their duties. Quality equipment, maintained, and operational. Well equipped. Proper equipment. A proper number of up-to-date, well-maintained trucks and equipment, as well as properly staffed and trained crews. Tools for any job. Equipment/vehicles in working order to respond to calls. (20)
5. Community outreach. Timely provision of professional and quality fire and life safety issues. Community involvement. Active training and cooperation with major stakeholders like Performance Food Group and U.S. Food (large warehouses and anhydrous ammonia). Communication and involvement with businesses with chemical or special situations, site visits, tours, etc., go a long way when there is an emergency. Planning. Relationships with police, city, and county businesses. Community involvement. (18)
6. Educate new businesses and residents on safe management. Continue practical training procedures with local schools. Educate community on fire safety, offer classes on CPR and the Heimlich maneuver. Public fire and safety education. Send out materials on what you should do if there is a chemical spill. Make citizens feel safe. (18)
7. That Alcoa Fire has the tools, personnel, and training to effectively fight fires within its city limits and support Maryville Fire if they have a fire. Continued work with other departments to ensure coordination of service provision and shared equipment and financial resources. Cooperation during major events. Bridge gap between first response and medical transport. (12)
8. Maintain the same quality of service to expanding community. Availability. Grow with a growing population. (9)
9. Take care of their employees. Protect first responders. Safety in training and operations. (7)
10. I would like to see every building and home have a smoke detector in their home of building. Helping the community, smoke detectors, etc. (6)
11. Stay staffed and have a great response to the public. (5)

12. Commitment to the responsible use of taxpayer dollars through management of resources and the use of innovative practices. (3)
13. Provide hazardous materials response. (1)

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

1. Employee retention. Retaining experienced personnel. Employee retention. Retirements, lost knowledge. Retention and recruitment. Loss of tenured employees and hiring of non-skilled fire personnel creates gaps in the trained workforce. Maintaining staffing levels based on the current job market. Turnover/youth/succession plans. Turnover due to pay. Lots of new employees. Turnover of employees. Experience of firehouse as older generations retire. Recruitment of new firefighters/ public servants. Not able to maintain staff. New leadership/new chief has growing pains. Replacing experienced employees due to attrition. (56)
2. That the locations of the existing fire stations do not meet the needs of ISO as they relate to 1.5-, 2.5-, and 5-mile road buffers due to annexation patterns of the city. Response times due to growing traffic issues. Population and department growth and the change of our Alcoa culture. Ability to manage service to the growing community of Alcoa (growing number of residents and structures). Planning for growth, internally based on external growth of city population. Failure to respond timely because of distance to service area. Community growth, call volume, city expansion. The growth of the city may cause an inability to respond quickly and need additional fire stations. Number of personnel/apparatuses for the growing community. Keeping up with the rapid growth of the area, both residential and commercial. Coverage area growth and AFD growth/responsibility. City population outgrowing fire station response and only running on priority 1. (50)
3. Ability to maintain a highly skilled staff due to turnover. Training. HAZMAT training to include specific training for aircraft emergencies. Maintaining standards as experienced firefighters retire and new ones take their place. Training frequently on low-frequency items. To continue to strive for better trained and equipped to serve the growing community. Training. (21)
4. Maintain a strong workforce with a current budget and salary. Recruiting qualified personnel. Ability to maintain adequate staffing levels. Pay scale. Pay, are we paying enough to hold good positions? (15)
5. Budget constraints. Are you funded adequately? Allocations of funds/tax dollars. Lack of funding to continue to provide necessary services to the community (12)
6. Adequate accommodation for employees. Additional station needs? Continue to keep the stations nice and equipped. (9)
7. Do you have state-of-the-art equipment? Maintain state-of-the-art equipment and facilities with current budget. Ensuring employees have everything (PPE, equipment) they need to be safe. (7)
8. Discontinuance of the accreditation process to be more like other less professional fire departments. Maintaining a high ISO rating and retaining accreditation. (6)
9. Do you have needs that elected officials or the community are not meeting? (6)
10. Removal of “jump companies” and reverting to “sending a truck” for all service calls. (1)
11. Failure to keep up to date on fire issues. (1)

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

- Community involvement.
- Inter-departmental cooperation.
- Well-trained and capable.
- Employees view their job as a calling, not just a paycheck.
- They take pride in their department.
- Always looking for ways to improve.
- Leadership.
- Relationships in the community.
- Coordination of resources with other agencies.
- Communication. Annually, U.S. Foods and Alcoa Fire Department have coordinated training and site visits.
- On scene before I can cancel a call.
- Coordination—When we had a real scenario, it ran as if we had practiced. They allowed us to work alongside them as chemical experts.
- Always willing to help and very professional.
- Well-trained first responders.
- Visible to the public.
- Community events.
- Great training facility.
- Nationally recognized.
- Great leadership.
- Relationship with the community.
- Very professional.
- Great equipment to run the job.
- Very quick on scene.
- Great leadership from the top down.
- I think Chief Robinson has done an incredible job leading this department.
- I think Chief Robinson has instilled a sense of responsibility to each person to strive to improve their skills through additional training.
- Good response times.
- Train well for fire training.
- Public relations.
- Response time to emergency calls.

- Community engagement.
- Open communication with local industries.
- Professionals.
- Cooperation and assistance are second to none.
- Always available to train and educate.
- Respond to challenges and calls with a positive disposition regardless of circumstances.
- Staff are polite, professional, and dedicated to public service.
- Maintenance, care, and pride in our equipment and facilities have extended the life of all assets.
- Our men and women remain personable and approachable and have avoided the attitudes inherent in larger departments.
- Well connected with the community.
- Visible and verbal, you are here to help and take your jobs seriously!
- Love your job!
- Good communication with the public.
- Well trained.
- Good leadership.
- The culture of the fire department.
- The cooperation of departments, whether under the umbrella of the City of Alcoa, City of Maryville, or Blount County, to provide the best fire, EMS, and hazmat response possible.
- Family-focused familyhood.
- Work very well with other departments. Mutual response agreements insuring public service.
- Well respected in the community.
- High level of professionalism.
- Accreditation achievements ensure the department is prepared for emergency operations.
- The inspector department had done a wonderful job with public safety, including the smoke detector program.
- Community-driven, deep roots.
- Progressive in change.
- Fire prevention personnel.
- A willingness to participate in community functions.
- Share interest in reaching out to all citizens.
- Staff are well-trained in EMS procedures.
- Always responsive both during and outside of events.
- Strong leadership.
- Cooperation and communication.

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- Quality employees- the folks I interacted with at AFD are fantastic individuals and care about people.
- Community involvement, events, and outreach equate to events for our kids.
- Educate and inform the community.
- Accessible.
- Top-notch equipment.
- Personnel.
- AFD demands excellence from its people.
- The administration is very accessible and responsive.
- The City of Alcoa seems to support the department financially.
- Friendly.
- Positive.
- Respectful/concerning.

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

- I have worked on calls with the Alcoa Fire Department. They always have the necessary equipment and show professionalism each time they are called into service.
- Need to look at better EMS training, possibly ALS.
- Thank you for your service!
- Thank you for what you do for our community.
- I believe our fire chief and his staff have this community at the top of their “care” list.
- Alcoa Fire Department is amazing!
- Provide help for other departments when needed. This is a strong point for the citizens. Alcoa does a great job.
- AFD is a top-notch department. Alcoa is a rapidly growing community, and the workforce at AFD is aging out and retiring. Hopefully, future generations will continue to be excellent.



Community Stakeholders Work Session

Things the Community Feels the Alcoa Fire Department Should Change (verbatim, in priority order)

1. Pay scale.
2. Be able to assist anywhere in Blount County when there's a fire.
3. The AFD should be prepared to build up staff for future growth as the city grows in land mass and population.
4. Leadership.
5. Nothing at present.
6. Identify "free riders" and adjust service levels with payment schemes.
7. Not aware of any.
8. Station 2 upgrade.

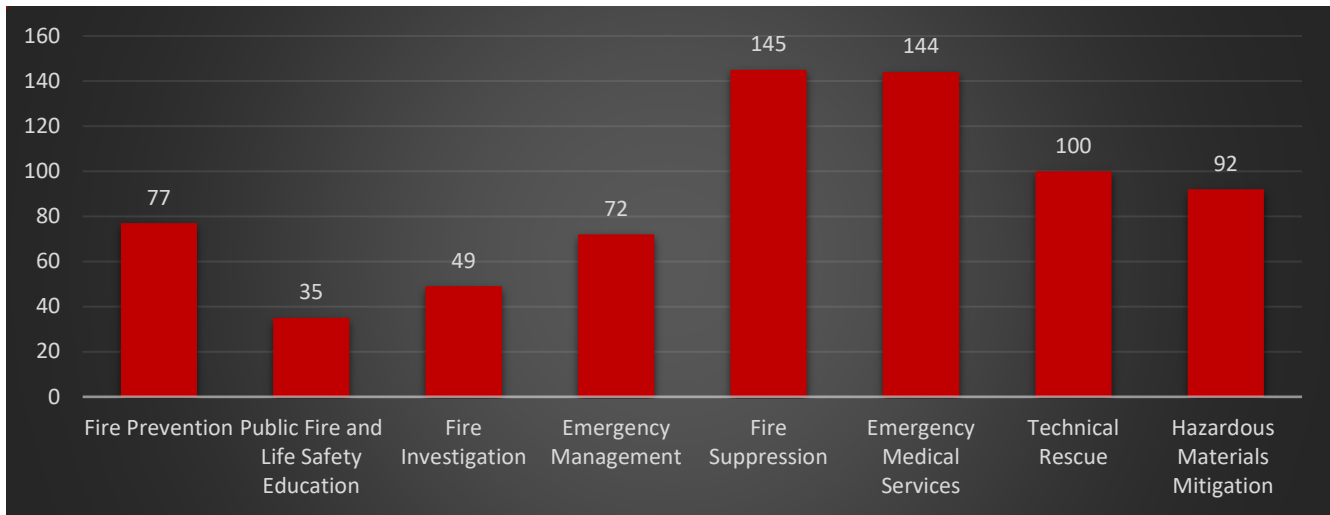
Things the Community Feels the Alcoa Fire Department Should NOT Change (verbatim, in priority order)

1. Commitment to fire safety.
2. Leadership.
3. Quick response time.
4. National accreditation and ranking.
5. Accreditation.
6. I think the willingness to pursue excellence in serving their community should be something the department should continue.
7. The drive to be better.
8. Cross-functional work and response with other departments.
9. Its current delivery of provided services.
10. Commitment to excellence.
11. Commitment to accreditation.
12. Connection with the Alcoa community.
13. Attitude toward the public.
14. Their commitment to the community and people in Alcoa.
15. High-quality service and equipment.
16. Level of service and commitment.
17. Level of professionalism.
18. The attitude of service to the community is very positive.
19. Communication and cooperation with stakeholders.
20. Excellence in service.
21. High standards.
22. Their timely manner.
23. Always quick and positive.

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Community-Prioritized Programs

Understanding how the community prioritizes the agency's programs and services allows the Alcoa Fire Department to ensure its focus on resource allocation aligns. With that, prioritization feedback was garnered with an instrument that compared the prioritization of the programs and services offered by the AFD. The results were as follows:



B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the AFD attended a three-day work session to review the community feedback, develop or revise the agency’s mission and values, and establish a quality focus on the way forward in developing this community-driven strategic plan. Additionally, the process included an environmental scan in the form of strengths, opportunities, aspirations, and results (SOAR) analysis to better understand the current situational aspects impacting the agency.

SOAR

The agency’s internal stakeholders utilized a strategic environmental analytic method known as SOAR, where members consider the organization’s current strengths, opportunities, future aspirations, and strategic results to formulate a path for continuous improvement. The SOAR process was conducted for reflection, focus, and alignment with the organization’s set of values, its vision, and its mission. This appreciative inquiry process provided environmental scanning for strategic direction, associated plans through the application of innovative ideas, and a positive strategic framework that brings clarity to the agency’s vision for leadership in day-to-day functions.

Strengths

Public perception.	Training is always evolving.
Customer service.	Transparency-social media and website.
Emergency response with compassion.	Pride (culture).
Personnel (quality and buy-in from personnel).	Outside agency cooperation.
Involvement in state associations.	Support from the city administration and the commission.
Commitment to excellence and performance (ISO and accreditation).	Compensation and benefits when compared to other agencies.
Equipment.	Response.
Leadership, administration, and human resources.	Support from the state (Get Alarmed Program).
Planning for future and growth.	Community relationships.
Foundation and desire to obtain knowledge.	Opportunities for personal and professional growth.
All hazard department.	Younger department.
Self-reliant.	Intrinsically motivated.
Progressive mindset.	Ability to adapt and overcome with limited personnel.
Community event volunteering.	Family.
Dependability.	Alcoa Fire Department training site.
Support from the community.	Low loss of property and life.

Opportunities

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Maintain staffing (population/growth).	Station locations/station maintenance.
Additional personnel for the fire prevention office for community involvement and fire inspections.	Educate the community on programs (social media, community day at the stations).
Research new, innovative training opportunities and implementation.	Outside agency training (BC, Maryville Fire Department, AMR).
Officer training and future officer training.	Smoke detector education for the community.
More opportunities for growth in domestic preparedness.	Track smoke alarm installations throughout the state.
More coordination with EMA.	Youth mentoring/explorer program for firefighters.
Citizen's Academy.	Employee recognition program.
We best meet the needs of stakeholders by knowing the needs of stakeholders (growing relationships).	Enhance community engagement via social media by increasing our social media activity.
Develop a plan to enhance and formalize existing CPR/AED education programs.	Research the feasibility of additional public education programs for the community.
Establish a formalized documented mentorship/succession process. Shared workload/authority in public education programs (division of labor).	Continue working with the city manager and council about funding needs and provide documentation to support our needs.
Future dedicated training officer.	Recruitment.
Utilizing our training facility.	Improvement with mutual aid-county.
ALS contingency plan.	Natural disaster strike team.
Community education/partnership for our aging population.	

Aspirations

Development of progressive training programs (firefighters through chief).	Relationships- improving internal and external relationships. Put others above ourselves.
Improve employee involvement in agency decision-making /career development.	Professionalism- Continuous improvement, being the best trained and equipped, best compensated via pay and benefits, etc., and maintaining ISO 1 and accreditation.
Improve training allocation communication.	
Continuation of excellent service.	Aspire to be what our citizens expect us to be.
Public fire education.	Maintain a "small" department feel and personable.
Continuance of good communication and interactions with all departments citywide.	Individual personal development plan to include credentialing.
Better mutual aid relationships countywide.	More participation in NFA- TN Weekend.
Integrity-doing the right thing even when no one is looking.	Increase employee wellbeing (physical, mental, emotional).
Pride- mandatory tools and equipment/quarters.	Helping people- serving the community.

Results

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> - Good public perception, transparency, and customer service results increase in the community. - Involvement, participation, potential recruitment, funding. - Citizen surveys. - Evolution of training results in safer, more efficient “best practice” implementation. - Improved benchmark times. - Reduced accident/injury reports. - Reduced fire loss. - Maintaining ISO 1 and accreditation directly results from a commitment to excellence, pride, and compensation/benefits. - Improved morale, retention, and job satisfaction (employee surveys). - Mutual aid considerations (given and received) and joint training. - Planning for future growth will maintain and improve the services provided. - Increase staffing, station locations, number of stations, and overlapping incidents. - Increased training opportunities and reduced loss during incidents. - Increase in followers, likes, shares, etc. - Further development of community trust. - Track how often and how many times we post. - Better trained public. - More participation and track certifications. - More interactions and public education opportunities. - Track interactions by type. - Higher-trained personnel ready for promotion/step-up positions. 	<ul style="list-style-type: none"> - Reaccreditation and ISO. - Increased support from the community. - Customer satisfaction. - Less property loss and death. - Clear-cut and defined expectations for promotion with a defined path to promotion. - Increase in morale and is a road map to your career goals. - Better responses countywide, less fatigue, better service, less property loss, and better public perception. - Like having internal mutual aid and additional resources. - City funding for adequate resources. - Measure results with overlapping calls and 1710. - Decrease in response times and decrease in overall station maintenance. - More responses to calls outside the city, less property damage, less loss of life, and less fatigue on firefighters. - More support and understanding of what we do at AFD. - More community involvement, classes, and high-risk inspections. - Increase in life safety. - More understanding and responsibility with mass notifications, roles, and responsibilities. - Learning newer styles of mentorship and about different personalities. - Proactive future officer training. - Fewer injuries for AFD, fewer repetitive responses, and fewer reoccurring calls. - Increase in potential hiring pool. - Better understanding of what we do. - Increase employee value. - Always improving, never stagnant. 	<ul style="list-style-type: none"> - Prestige. - Improved culture and morale. - Community is better educated on what we do. - Continued community support and trust. - More focused approach and service delivery. - Operational readiness. - Interoperability. - Better mental health and wellbeing. - Well-funded. - Effectively efficient hazard mitigation. - Reduced maintenance cost, - Transparency and trust. - Growth and coachable. - More effective goals. - Reduced burnout. - Standardized training. - Quality candidates. - Better service and financial growth. - Better trained citywide staff. - More beneficial for mutual aid.

ALCOA FIRE DEPARTMENT

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> - Track credentialed employees. - Improved test scores for employee advancement. - More efficient incident operations. - Improved benchmark times. - Decreased injury report. - Self-satisfaction and improved relationships. - Off-duty response increased. - Healthier, happier workforce through decreased mandatory overtime, reduced worker’s compensation, and sick leave. - Better morale, increased participation in promotional processes, and less burnout. - Increased knowledge, skills, abilities, confidence, participation, and buy-in. - Track certifications. - Better morale. 	<ul style="list-style-type: none"> - Complete tasks with minimal issues. - Community presence. - Improved trust within the department. - Minimize forced overtime and off-duty response. - Better training, less travel, less cost. - Less money spent by citizens and less time out of their homes. - We get free smoke alarms for the community. (TEMA-Hazmat). - Relationships with other agencies give AFD a voice when new laws occur. 	

Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by the Alcoa Fire Department and those supporting services that help the agency provide the core programs and services. With this understanding, the agency stakeholders can further define where the issues and gaps exist within the organization and provide more basis for the environmental scan that is conducted. To bring this understanding to fruition, CPSE provided guidance and gained consensus understanding with the entire group so that the difference between the deliverables and the supporting functions were understood.

Challenges and Service Gaps

After sifting through data and feedback provided by the community stakeholders, and the internal environmental scan conducted, the agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within the Alcoa Fire Department. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the agency stakeholders.

Group 1	Group 2	Initiative Link
Retention <ul style="list-style-type: none"> ○ Compensation ○ Retirement ○ Facilities ○ Personnel/workload 	Recruitment and Retention <ul style="list-style-type: none"> ○ Benefits (better for new hires after 2015) ○ Work schedule ○ Pay ○ Facilities ○ Employee wellbeing and morale ○ Mentorship and succession ○ Mandatory hours 	<i>Recruitment and Retention</i>
Training <ul style="list-style-type: none"> ○ Budget allocation ○ Equipment ○ Staffing ○ Professional development plan ○ Participation in National Fire Academy TN weekends ○ Mentorship and officer training 	Training <ul style="list-style-type: none"> ○ Funding ○ Dedicated field training officer ○ Outside agency involvement ○ Time and availability ○ Facility maintenance ○ Quality ○ Needs 	<i>Training</i>
Growth <ul style="list-style-type: none"> ○ Facilities ○ Staffing ○ Funding 	Service Delivery <ul style="list-style-type: none"> ○ Staffing and growth ○ Station location ○ Maintenance ○ Recruitment and retention ○ Mutual aid relationships 	<i>Service Delivery</i>
Relationships <ul style="list-style-type: none"> ○ Citizen open house ○ External stakeholders ○ Aid departments ○ City council/management ○ Employee 	Community Engagement <ul style="list-style-type: none"> ○ Staffing ○ Fire prevention programs ○ CPR program/public education ○ Social media ○ Explorers ○ Training 	<i>Internal and External Relationships</i>

Strategic Initiatives

Based on all previously captured information and determining critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

Recruitment and Retention Training Service Delivery Internal and External Relationships

Final goals with complete objectives, tasks, timelines, and assignments are included in the separate **Management and Implementation Guide**.

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