FORT DETRICK
FIRE & EMERGENCY SERVICES

Strategic Plan
2015-2020
Fort Detrick Fire Department members are known for their ability to band together during difficult times. Since the last Strategic Plan was created and implemented in 2009, we have experienced significant changes. A national recession resulted in cuts to our department. We have been forced to operate with fewer resources while continuing to provide excellent service to our customers. The challenges brought by the recession resulted in our administration and union working together to identify leaner, more creative ways to operate. The 2015 Strategic Plan is the result of these significant discussions, planning, and implementation. This collective planning effort looks toward the future with optimism and hope. Our administration, Fort Detrick IAFF Local 151 and our members are working closely together to ensure that the new goals we have set are accomplished through a unified approach. The goals are an attempt to meet the current and future needs of our internal and external customers. Currently we are facing a number of significant challenges, and we have identified a comprehensive strategy to address our future. The five initiatives/goals developed address critical subjects such as growth, funding, emergency response, customer service, training, and personnel health and safety to name a few. Our members are optimistic about the future of the Department and our capacity to serve the citizens of Fort Detrick and surrounding community... that is evident in the following document.
The purpose of this plan is to clearly define the mission and goals of the Fort Detrick Fire Department while developing a guide for continued excellent service as we prepare for future challenges and opportunities in providing emergency services during the next five years.

This Strategic Plan will serve as a living document and assess our progress, which will be subject to change under evolving circumstances. The process for developing this plan included information derived from our annual self-assessment, an all-encompassing evaluation of our current delivery of emergency services.

Fort Detrick Fire Department has had a proud tradition of providing excellent service to the installation and local community. The growing demand by the Department of Army to eliminate programs and do less with less makes it imperative that an effective plan be put into place that will maintain the high standards expected by the community. This document is a culmination of our team's effort to detail how it will meet the needs of the community, how it will prioritize those needs, and establish timelines to achieve those needs.

Fort Detrick Fire Department is committed to maintaining a highly dedicated and trained work force. We will remain fiscally responsible in our decision-making, treat every customer with the utmost dignity and respect, ensure our equipment is maintained in working order and ready to respond.
I am pleased to present the 2015-2020 Strategic Plan for the Fort Detrick Fire Department. The primary objective is to chart direction for the future while maintaining traditional core values of Honesty, Integrity, Responsibility, Loyalty and Commitment. We have conducted an in-depth analysis within the Department and Installation to determine what the top priorities should be for the next five years. The Department’s vision is one of partnership between department members and Fort Detrick Employees that will build on competencies to respond to fires, emergency medical incidents, hazardous material situations and rescue calls as well as new challenges.

This Strategic Plan clearly defines what we expect to accomplish in the next five years. The goals and strategies detailed here form a foundation upon which to build the future of the department. While some of the strategies are underway, others will begin shortly. A commitment to strategic planning ensures that the Fort Detrick Fire Department will continue to provide the Fort Detrick Community with the highest level of service.

The key to successful implementation of this plan is that everyone is responsible to assist in the 5 strategic initiatives that are outlined. The strength of this department has always been its people and we will use the talents of our staff to develop and implement these goals/strategies, which are crucial to the future of the Fort Detrick Fire Department.

It is a true pleasure to lead an outstanding group of men and women. I am committed to ensuring that we, as a department, are ready for the challenges that lie ahead.
About Us

The Fort Detrick Fire Department is a full time paid professional firefighting organization. We have two stations serving two separate installations. Both stations have mutual aid agreements with their surrounding jurisdictions (Fort Detrick in Frederick County Maryland) and (Forest Glen in Montgomery County Maryland). The department is organized into Operations and Fire Inspection/Prevention Divisions that support the delivery of critical fire suppression services, emergency medical care and fire education. The department’s pre-hospital care relies on a layered response system. Firefighters trained as emergency medical technicians provide basic life support (BLS), advance life support (ALS) is provided from mutual aid response.

The department’s other vital emergency and non-emergency services include:

- Technical Teams: Includes Confined Space Rescue and Hazardous Materials Response
- Fire Prevention, Public Education, Code Enforcement, Engineering and Fire Investigation
- Response to Biological Laboratories, category 3 and 4 incidents (EMS, Fire, Haz-Mat)
- Mutual Aid Response to neighboring jurisdictions
Fort Detrick and Forest Glen are United States Army Installation Management Command installations located in Frederick County and Montgomery County Maryland. Historically, Fort Detrick was the center of the US biological weapons program from 1943 to 1969. Since the discontinuation of that program, it has hosted most elements of the United States biological defense program. Fort Detrick's 1,200-acre campus supports a multi-governmental community that conducts biomedical research and development, medical material management, global medical communications and the study of foreign plant pathogens. It is home to the U.S. Army Medical Research and Materiel Command (USAMRMC), with its bio-defense agency, the U.S. Army Medical Research Institute of Infectious Diseases (USAMRIID). It also hosts the National Cancer Institute-Frederick (NCI-Frederick) and is home to the National Interagency Confederation for Biological Research (NICBR) and National Interagency Biodefense Campus (NIBC). Each branch of the US military is represented among the approximately 10,000 military, federal, and contract employees assigned here. Fort Detrick serves five cabinet-level agencies: Department of Defense (DoD), Department of Homeland Security (DHS), Department of Agriculture, Department of Health and Human Services, and Department of Veterans Affairs. Fort Detrick supports also elements of the US Navy, US Air Force, US Marine Corps, and the Joint Chiefs of Staff. Beyond that, Fort Detrick supports several unified and major Army commands, US Army Forces Command, US Army Space Command, US Army Network Enterprise Technology Command, and US Army Medical Command.

The Forest Glen Annex is a 136-acre U.S. Army installation in the Forest Glen neighborhood of Silver Spring, Maryland, USA. It is situated between Brookville Road and Linden Lane. Since 1999, the Annex has been the site of the Walter Reed Army Institute of Research (WRAIR) and the Naval Medical Research Center (NMRC). In addition to the large research laboratories located in the Annex's "Daniel K. Inouye Building" (Building 503), the post includes a commissary, Post Exchange, arts & crafts center, veterinary treatment facility, outdoor recreation resource center and a Fisher House. There are also football, baseball, and picnicking fields. In 2011, in accordance with the most recent Base Realignment and Closure (BRAC) recommendations, the Forest Glen Annex became home to the National Museum of Health and Medicine (NMHM) as well as a "Joint Center of Excellence in Infectious Disease Research". The Post Exchange has closed and will be the future site of the JPC, or Joint Pathology Center. (A new PX is under construction at the Walter Reed National Military Medical Center (WRNMMC) in nearby Bethesda, scheduled for completion in late 2012.)

The Forest Glen property was acquired by the Army during the World War II era. Formerly known as the "Walter Reed Forest Glen Annex", after many decades under the tenancy of the Walter Reed Army Medical Center (WRAMC) in Washington, DC, authority over the facility was transferred on 1 October 2008 to the Installation Commander, Fort Detrick, Maryland. The Forest Glen Annex campus includes the 27-acre National Park Seminary Historic District which is being redeveloped separately from the military area. The associated Glen Haven housing area in nearby Wheaton, also now owned by Fort Detrick, has 240 quarters for enlisted soldiers and for officers in grades E-1 through E-3.
The following steps were used in the development of the Strategic Plan:

- Identified key internal/external stakeholders that represented diverse interests
- Discussions with key strategic external stakeholders
- Provided a brief informational overview of the fire department and its duties
- Interviews and surveys involving the key strategic internal stakeholders
- Content analysis of internal/external stakeholder comment

This plan is intended to guide the Fort Detrick Fire Department management and fire department operations.

Given the exponential pace of change and an elusive sense of future, all organizations, whether private or public, must develop a clear and succinct plan for tomorrow. We must think deeply and collectively, engaging voices that ask the hard questions with those willing to find the best answer. Our fire department has embarked on such a plan. For the last 6 months, members of the Fort Detrick Fire Department and Fort Detrick Community have been asked to identify our Fire Department’s strengths and weaknesses, and to embrace potential opportunities in spite of any existing barriers. Many critical installation and departmental stakeholders were asked similar questions. All comments were analyzed for themes and trends. Internal and external efforts at outreach focused not only on inclusivity, but on transparency. It was important for all stakeholders to have their voice heard. Changes would not be made without sufficient evidence to support them. Our previous strategic plan was instrumental in navigating us through the recent economic downturn. Now we must focus on where we stand now and how we want to negotiate the coming years. We are proud to present this plan that has spanned 6 months in its making. The Strategic Plan is a living document that will guide the development of the Fort Detrick Fire Department and enhance its relationship with our community.
A **S.W.O.C. analysis** was used in the process to obtain the perspectives of those in the department, and those outside who receive or expect services. A **S.W.O.C. analysis** is a strategic planning method used to evaluate the **Strengths**, **Weaknesses**, **Opportunities**, and **Challenges** involved within/to our department. It involves specifying the objective of the project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

**Strengths**: characteristics of the department that give it an advantage over others in the industry. These are assets that can be capitalized or built upon

- Apparatus and Equipment
- Working Environment
- Employees Knowledge of the Installation and Missions
- Maintenance, Inspection, Programs and Documentation
- Policies, Guidelines, Successful Readiness Inspections and Risk Assessments
- Good core group of firefighters that bring many years of great diverse experience to the table.
- Well funded with latest and greatest equipment and facilities that are well maintained.
- Forward Thinking
- Younger department with not a lot of turnover.
- Customer Service Oriented

**Weaknesses**: are characteristics that place the department at a disadvantage relative to others. These are components that must be re-evaluated for effectiveness, need, and unanticipated consequences.

- The new transition to Common Level of Services.
- Training Program and Training Facility
- Haz-Mat / WMD response experience, training and working relations with Frederick County/ Montgomery County personnel.
- Confined Space response experience, training, and working relations with Frederick County/ Montgomery County personnel.
- Employees staying motivated, taking ownership and pride into their work and the department.
- Employee’s physical conditions and physical fitness participation and program.
- Lack of consistency between captains and chiefs every day is like working for a new department having to figure out how they want to do things daily.
- Poor accountability when it comes to taking responsibility lots blame placed elsewhere.
- Need to improve on continuity between stations
- Down staffing has decreased promotion potential
- We have driver books to get qualified to drive apparatus but don’t have books to learn what other positions need to know i.e. Acting Duty Officer, Acting Captain, Firefighter, and Aide.
Opportunities: *internal & external* chances to increase the capacity of the department. This involves the evaluation of utilizing what currently exists, or what is anticipated to surface that can bring the department closer to accomplishing its strategic challenges.

- Learn how to utilize Common Level of Services to the Department’s advantage.
- Hire a Training Officer and develop a successful training program with detailed lesson plans. More hands on or skills training.
- Change the current atmosphere to where employees want to actively participate in a physical fitness program.
- Internally develop personnel for future loss of experienced personnel.
- Develop good working relationships with surrounding Government bases and facilities and develop a better inter agency response/backfill program.
- Develop a personnel qualification book for each position in the fire department so there is a baseline of training for each position for new employees and personnel that want to move up in the Fire Department.
- Develop a Physical Fitness program that is a REQUIREMENT for physical fitness each day you are on duty for a minimum of One Hour.

Challenges: *internal & external* challenges that form barriers the department seeks to overcome. Threats can be attitudinal, budgetary, environmental, or contextual; they can be perceived or they can be real. Recognizing possible threats, an organization can greatly reduce the potential for loss. Fundamental to the success of any plan is the understanding that threats are not controlled by the organization.

- Losing the team / family working environment.
- Biological Incident in the Bio-Campus.
- Budget cuts and restrictions, possible personnel cuts.
- Loss of experienced and knowledgeable personnel through retirements.
- Severe weather related incident(s) or events.
- Upper management above the fire chief level, budget cuts and down staffing, economy,
The Fort Detrick Fire Department would like to acknowledge External and Internal Stakeholders for their participation and input into the “Community–Driven Strategic Planning Process.” The Department would also like to acknowledge Fire Chief Brian Wheeler for his leadership and commitment to this process. Development of FDFD’s Strategic Plan took place in July 2014 during which time a representative from the Fort Detrick Fire Department reached out to representatives of the installation where valuable commentary and useful concerns were collected. The information collected revolved around customer concerns, expectations and comments about the department. The department would like to express a special thank you to the installation members who contributed to the creation of this strategic plan. The development of this plan was truly a “team effort.” Those who provided information were as follows:

- Chief Brian Wheeler
- Assistant Chief Stewart Smith
- Battalion Chief Chad Umbel
- Firefighter Ian Swisher
- Firefighter Kyle Boedecker
- Firefighter Thomas Mullins
- Firefighter Jon Hollen
- Fire Inspector Melanie Reese
- Lanessa Hill
- Laura Cole
- Richard King
- Laurin Potter
All Fort Detrick Fire Department employees are guided by the mission, vision and values. The mission is the core purpose for why the Fort Detrick Fire Department exists. The vision is the description for where the department strives to be in the future. It should inspire and motivate. Values are the guiding principles for the organization.

**Department Slogan**

*Prevent, Provide, Protect*

**Mission**

*As a team of highly trained and dedicated professionals, it is our mission to provide the highest standard of service to all those who may seek our help. We are a service provider and we stand ready to provide fire suppression, fire prevention and education, rescue services and emergency medical care. We will faithfully provide these vital services, promptly and safely, to any person who resides in, works in, or visits Fort Detrick and surrounding community.*

**Vision**

*Members of the Fort Detrick Fire and Emergency Services, through our commitment to innovation, service, and excellence will always strive to be leaders in fire and life safety services, which continually strives to improve the quality of service delivered to our customers, and ensuring “Everyone Goes Home”*
The Fire and Emergency Services Division supports the garrison values of Honesty, Integrity, Responsibility, Loyalty and Commitment.

**Honesty and Integrity** We value the public’s trust and are committed to honest and ethical behavior. We hold ourselves accountable and have a personal commitment to the organization and community. Self-discipline is the foundation for managing behavior.

**Responsibility**
Defined as the “ability to choose for one’s self between right and wrong.” We all try to make decisions that will not only make us good citizens but make our department stand out in the community where we live and work.

**Loyalty**
“Loyalty cannot be blueprinted. It cannot be produced on an assembly line. In fact, it cannot be manufactured at all, for its origin is in the human heart – the center of self-respect and human dignity.” -- Maurice Franks

**Commitment**
Commitment can be displayed in an individual’s work ethic, how you work to improve your abilities, or what you do for your fellow workers at personal sacrifice. “Individual commitment to a group effort – that is what makes a team work.” -- Vince Lombardi
Strategic Plan Framework

The Fort Detrick Fire Department Strategic Plan revolves around five goal areas. Each goal is supported by and accomplished through a series of high level strategies and more specific action steps. In the context of this strategic plan, goals are defined as visionary statements that guide the future direction of the department. The strategies listed beneath each goal outline a plan of action for achieving the goal. Below each strategy is a set of action steps which are concrete, specific tasks designed to help implement the strategy and ultimately reach the stated goal.

The parameters used by the work group in the development of the goals, strategies and action steps included the requirements that they be:

- **Aligned with the department’s mission, vision and values**—the five stated goals must line up with and move the organization forward in fulfilling its mission, vision and values.
- **Achievable**—current economic realities dictate that the goals be practical and focused so that they can be accomplished within the department’s current budget.
- **Built on consensus**—shared agreement among the department’s key internal and external stakeholders, which includes employees, leadership, and labor, on what is important to the department’s future.
- **Measurable**—each goal area and the accompanying strategies and action steps must be measurable so it is possible to objectively determine whether the goal is being achieved.

Due to the intentionally ambitious nature of the plan, the goals and strategies may need to be accomplished in phases over a period of time. They will be reevaluated at least every two years as part of an overall review of the plan. As the external and internal environment in which we operate changes, the strategic plan should remain a map for the department’s future.

Maintain quality equipment, apparatus, facilities and technology to meet the mission of the department.
## Strategic GOALS
*The following goals, strategies and action steps are equally important and are not listed in order of priority.*

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Leadership</strong></td>
<td>Develop the leadership abilities of Fort Detrick Fire Department employees at all levels.</td>
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<tr>
<td><strong>Employee Development</strong></td>
<td>Create an employee development program to give employees and supervisors tools for improvement.</td>
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<tr>
<td><strong>Health and Safety</strong></td>
<td>Provide for the health and safety of all Fort Detrick Fire Department employees.</td>
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<tr>
<td><strong>Resource Management</strong></td>
<td>Maintain quality equipment, apparatus, facilities and technology to meet the mission of the department.</td>
</tr>
<tr>
<td><strong>Community Outreach and Partnerships</strong></td>
<td>Foster community outreach and agency partnerships to strengthen department services</td>
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Strategic Goal #1: Leadership

*Develop the leadership abilities of Fort Detrick Fire Department employees at all levels.*

**Strategy 1:**
Incorporate leadership training throughout all levels of the organization.

**Timeline:** Ongoing

**Budgetary Impact:** Training Chief will be required to project annual training cost for programs

**Action Steps**
1. Develop and deliver leadership training relevant to chief and company officers with measurable outcomes and defined expectations.
2. Develop leadership training for all department employees with measurable outcomes and defined expectations.
3. Stress the importance of the 16 Life Safety Initiatives thru all facets of the day to day operations.

**Strategy 2:**
Enhance department resources for leadership training and mentoring.

**Timeline:** Ongoing

**Budgetary Impact:** Training Chief will be required to project annual training cost for programs

**Action Steps**
1. Prioritize leadership development opportunities.
2. Partner with professional leadership groups to provide education.
3. Incentivize the development of leadership skills as part of the promotional process.

**Strategy 3:**
Delegate decision making authority at the appropriate level in the organizational structure to empower and include all employees.

**Timeline:** Ongoing

**Budgetary Impact:** None

**Action Steps**
1. Evaluate business processes to identify areas of authority and responsibility that can be delegated and provide a formal report.
2. Review delegated areas of authority for effectiveness and revise policies and procedures as necessary.
3. Seek employee ideas on cost reduction, service improvement, and problem solving.

**Strategy 4:**
Ensure Discipline is applied equally and consistently.

**Timeline:** Ongoing

**Budgetary Impact:** None

**Action Steps**
1. Establish discipline policy and procedures.
2. Provide safe and secure access to employee history and previous decisions to ensure consistent decision making.
3. In partnership with union, review and amend discipline policy.
Create an employee development program to give employees and supervisors tools for improvement.

**STRATEGY 1:**
Develop a comprehensive training model for all department employees.

**Timeline:** Within 12 months of implementation
**Budgetary Impact:** Fulfil vacant Chief of Training position; *position was filled in late fiscal year 2015*

**Action Steps**
1. Establish a standing training advisory committee to produce an annual training plan that meets department needs.
2. Identify and prioritize annual training to meet department identified areas of emphasis.
3. Annually evaluate the effectiveness of the plan and provide a formal report.
4. Analyze current skills sets and identify areas for cross-training and/or advancement training.

**STRATEGY 2:**
Deliver training that is effective, efficient, and accessible.

**Timeline:** Ongoing
**Budgetary Impact:** $5,000 is budgeted annually for training props and material

**Action Steps**
1. Identify complementary or alternative methods for training delivery, evaluate their effectiveness, and provide a formal report.
2. Annually evaluate the effectiveness of training delivery and provide a formal report.

**STRATEGY 3:**
Evaluate and revise department policies, materials, and procedures to promote individual employee development.

**Timeline:** Ongoing
**Budgetary Impact:** None

**Action Steps**
1. Update and consolidate policies, procedures, training, reference materials, and department libraries to reflect current standards and practices.
2. Ensure that departmental policies and practices are clear, consistent, and well communicated.

**STRATEGY 4:**
Promote personal accountability, growth and development, and the meeting of workplace expectations for all employees.

**Timeline:** Ongoing
**Budgetary Impact:** None

**Action Steps**
1. Provide on-going personnel management training for supervisors.
2. Design a voluntary mentorship program.
3. Partner with IAFF Local 151 to create options for performance evaluation of all members.
Strategic Goal #3: Health and Safety

Provide for the health and safety of all Fort Detrick Department employees.

**STRATEGY 1:**
Enhance the health and fitness/ Nutritional Education of all department employees.

**Timeline:** Ongoing

**Budgetary Impact:** $1,000 per individual to become certified IAFF/IAFC peer fitness trainer

**Action Steps**
1. Develop a comprehensive health and fitness program with an emphasis on education.
2. In partnership with IAFF Local 151 establish performance objectives and evaluate the fitness levels of uniform members.
3. Provide fitness incentives for members to maintain and improve fitness.
4. Establish baselines for time loss to determine whether participation in a health and fitness program reduces time loss for illness and injury.
5. Partner with other agencies to promote the health and fitness of department members.

**STRATEGY 2:**
Reinforce health and safety practices to reduce safety related incidents.

**Timeline:** Ongoing

**Budgetary Impact:** None

**Action Steps**
1. Educate firefighters regarding their health and safety responsibilities and emphasize the importance of injury prevention.
2. Develop recommendations to identify, reduce, or eliminate firefighter safety hazards.

**STRATEGY 3:**
Establish and maintain programs that promote and sustain the health and fitness of all Fort Detrick Fire Department members to reduce the likelihood of firefighter injury and death.

**Timeline:** Ongoing

**Budgetary Impact:** $500 per individual to maintain IAFF/IAFC peer fitness trainer certification every two years. Fiscal year 2018, two employees will be going through recertification

**Action Steps**
1. Establish the FDFD Occupational Health and Fitness advisory committee.
2. Task the Health and Fitness committee with creating a health and fitness plan/ Peer Fitness Trainer program.
3. Annually evaluate the effectiveness of the health and fitness plan.
4. Annually evaluate the Peer Fitness Trainer Program.
Maintain quality equipment, apparatus, facilities and technology to meet the mission of the department.

**STRATEGY 1:**
Create a long term technology plan.

**Timeline:** Ongoing
**Budgetary Impact:** None currently but significant purchase in 3-5 years due to radio upgrades

**Action Steps**
1. Form a planning team to define expected outcomes and priority areas.
2. Conduct inventory and needs assessment of technology.
3. Develop a plan that includes a roadmap for optimal technology investments.

**STRATEGY 2:**
Plan for long term sustainability.

**Timeline:** Ongoing
**Budgetary Impact:** Fiscal year 2016 the department purchased one new set of personal protective equipment for each firefighter. Cost to the department is $2,100 per firefighter through contract with The Fire Store.

**Action Steps**
1. Develop a comprehensive life cycle replacement schedule for personal protective and other equipment.
2. Develop a plan to ensure quality apparatus.
3. Develop a quality maintenance plan for facilities.
Strategic Goal #5: Community Outreach and Partnerships

*Foster community outreach and agency partnerships to strengthen department services.*

<table>
<thead>
<tr>
<th>STRATEGY 1</th>
<th>Enhance our current general fire prevention program</th>
</tr>
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<tbody>
<tr>
<td><strong>Timeline:</strong> Ongoing</td>
<td><strong>Budgetary Impact:</strong> Minimum $500 for outreach material each fiscal year</td>
</tr>
</tbody>
</table>
| **Action Steps** | 1. Develop a “People with Disabilities” fire safety program to support our wounded warriors and employees.  
2. Deliver the program and utilize a survey to measure the effectiveness of the program.  
3. Develop a program to reach our single soldiers living in the barracks. |

<table>
<thead>
<tr>
<th>STRATEGY 2</th>
<th>Create a marketing program for the department</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timeline:</strong> Ongoing</td>
<td><strong>Budgetary Impact:</strong> Minimum $500 for outreach material each fiscal year</td>
</tr>
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</table>
| **Action Steps** | 1. Develop a message to be played at the new auditorium when it is used. Similar to a movie theater.  
2. Create a brochure that highlights the services and classes we offer.  
3. Utilize our garrison Public Affairs Office to publish articles in the Standard newspaper and post messages on the garrison social media sites. |

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<thead>
<tr>
<th>STRATEGY 3</th>
<th>Engage the department in community activities</th>
</tr>
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<tbody>
<tr>
<td><strong>Timeline:</strong> Ongoing</td>
<td><strong>Budgetary Impact:</strong> Minimum $500 for outreach material each fiscal year</td>
</tr>
<tr>
<td><strong>Action Steps</strong></td>
<td>1. Become more visible within the community by encouraging the department to participate in post activities to create relationships and build trust within our community.</td>
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<tr>
<th>STRATEGY 4</th>
<th>Reach out to our youth organizations</th>
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<tbody>
<tr>
<td><strong>Timeline:</strong> Ongoing</td>
<td><strong>Budgetary Impact:</strong> None</td>
</tr>
<tr>
<td><strong>Action Steps</strong></td>
<td>1. Develop a program that connects with our youth organizations that encourages youth to get involved with community service and prepares them with life skills</td>
</tr>
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</table>
**Implementation Process**

To hold ourselves accountable to deliver on the Strategic Plan, the Fire Chief will appoint Fort Detrick Fire Department Leadership Team members to oversee its implementation. Key performance measures and timelines will be established to monitor whether strategies and action steps are being accomplished. Employees and other stakeholders will be kept updated on the progress of the plan. In this way, we hope to demonstrate the kind of accountability our partners and the public expect from the Fort Detrick Fire Department.

**NEXT STEPS**

All of our programs require resources, and consideration of the goal areas will need to be incorporated into our budget process as a guide for how limited resources are allocated. With that in mind, the Fort Detrick Fire Department will take the following specific actions to implement this plan:

1. The Fire Chief will assign an overall program manager who has responsibility to ensure accountability in monitoring the plan and the plan’s implementation.
   a) The Fire Chief will assign each of the five goal areas in the plan to a specific Leadership Team member. The Leadership Team member will be responsible for creating a smaller working group. He / She will also serve as a project manager to help coordinate, monitor and move the goal area forward. Each working group will have at least four core group members. The Leadership Team member will regularly report back to the program manager on progress.
   b) Leadership Team meetings will include regular progress reports on the plan. This includes acknowledgement of any problems that may arise and a willingness on the part of leadership to help resolve those problems.

2. Fort Detrick Fire Department leadership will clearly show a commitment to the plan’s implementation.

3. Employees will receive informational updates about the progress of the plan and how it relates to any changes and operational decisions.

4. The strategic plan core working group will meet again in the first quarter of 2016. The purpose of this meeting will be to assess the progress on the implementation phase of the plan.

5. Along with ongoing review, the plan will start to be formally updated in 2019.