

# 2018-2023 STRATEGIC PLAN



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## Introduction

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The Tinker Air Force Base Fire & Emergency Services (TFES) provides fire, rescue, hazardous materials, emergency medical, emergency preparedness, community risk reduction, public education, fire investigation and aviation rescue and firefighting services to the residents, businesses, and visitors of the base. TFES is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual* 9<sup>th</sup> Ed. and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the department's members to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further provided the department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and department stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion.

# **TINKER AIR FORCE BASE FIRE & EMERGENCY SERVICES**

## **STRATEGIC PLAN**

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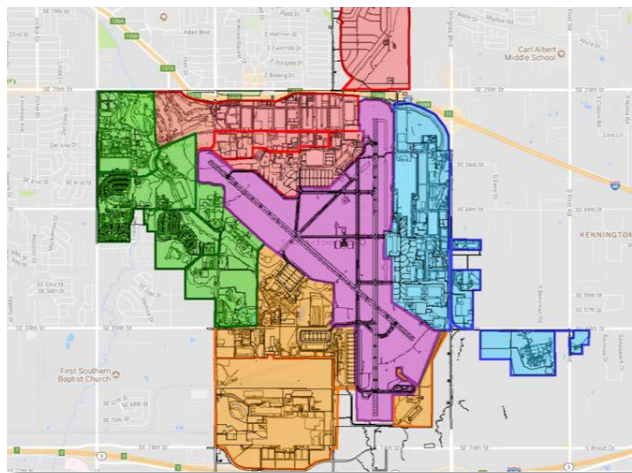




# TINKER AFB FIRE & EMERGENCY SERVICES 2018-2023 STRATEGIC PLAN

## Organizational Background

Tinker Air Force Base's history began in 1940 when a group of Oklahoma City civic leaders and businessmen learned that the War Department was considering the central United States as a location option for a maintenance and supply depot. On April 8, 1941, the order was officially signed, awarding the depot to Oklahoma City. The base was named in honor of Major General Clarence L. Tinker of Pawhuska, Oklahoma who lost his life while leading a flight of LB-30 "Liberators" on a long-range strike against Japanese forces on Wake Island during the early months of World War II. Tinker Air Force Base is centrally located in Oklahoma County in the State of Oklahoma and encompasses 5,423.35 acres. The installation is bordered on the north by Midwest City, on the East by Del City, and on the south and east by Oklahoma City.



Tinker Air Force Base is the largest single-site employer in Oklahoma. During the normal work day, nearly 27,000 military and civilian personnel work on the installation, with the greatest concentration working in industrial facilities. The installation has an annual statewide economic impact of \$3.51 billion, creating an estimated 33,000 secondary jobs.



Tinker Air Force Base Fire & Emergency Services is an ISO Class 2 department responsible for providing emergency response and community risk and education programs. A force of 85 total members serve the base from four station locations with four engine companies, a ladder company, three ARFF apparatus, and a rapid intervention vehicle. The department responds to approximately 1,200 annual calls for service on the base and in surrounding communities.

TFES is committed to enhancing the quality of life on the base and in the community while providing an all-hazards mitigation approach to its risks. Through its strategic considerations employed for a changing demographic, the department progressively provides its services with well-trained, progressive members who provide excellent service to the community while embracing excellence in all they do.

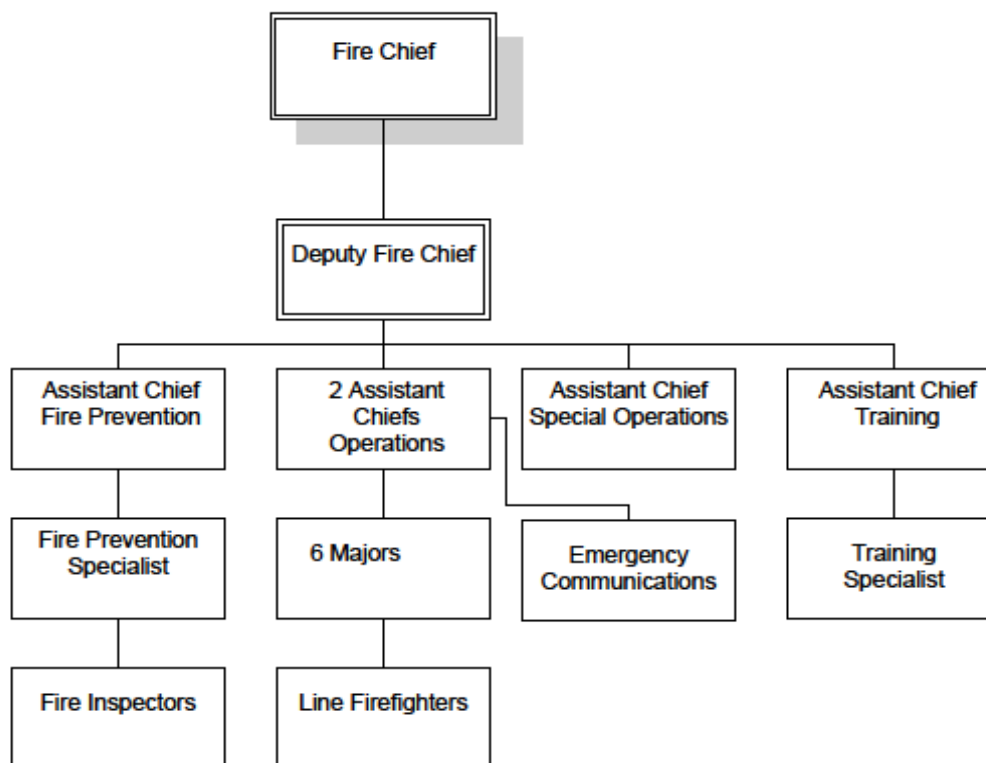




# TINKER AFB FIRE & EMERGENCY SERVICES 2018-2023 STRATEGIC PLAN

## Organizational Structure

### Tinker FES Organizational Chart







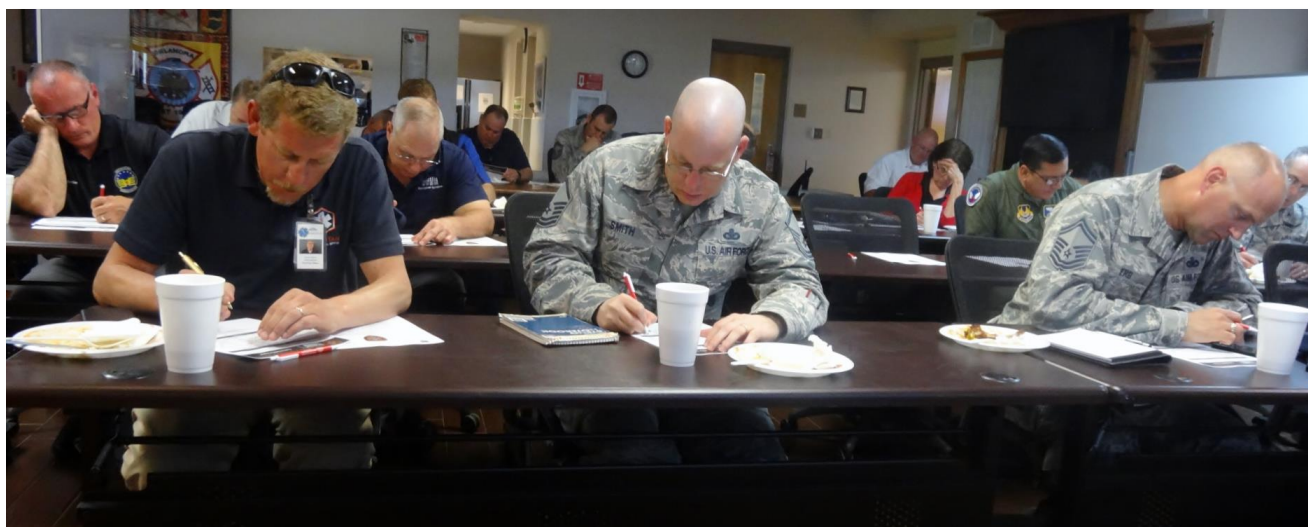
# TINKER AFB FIRE & EMERGENCY SERVICES 2018-2023 STRATEGIC PLAN

## Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A community-driven emergency service organization is one that seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources. The process of strategic planning can be defined as “a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.”<sup>1</sup>

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.



**Community Stakeholders Work Session**

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<sup>1</sup> See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)





# TINKER AFB FIRE & EMERGENCY SERVICES 2018-2023 STRATEGIC PLAN

## The Community-Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the Values of the organization's membership.
6. Identify the internal Strengths and Weaknesses of the organization.
7. Identify areas of Opportunity or potential Threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the Vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.



Community Stakeholders Work Session







# TINKER AFB FIRE & EMERGENCY SERVICES 2018-2023 STRATEGIC PLAN

## Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and department stakeholders for their participation and input into this Community-Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Terry Ford and his team for their leadership and commitment to this process.

Development of this strategic plan took place in May 2018, beginning with a meeting hosted by a representative from the CPSE for members of the community (as named in the following table). The represented community stakeholders comprised of some residents within the TFES coverage area and some recipients of service. The department identified the stakeholders to ensure a broad representation of the community could provide input.

| Tinker Air Force Base Fire & Emergency Services Department Community Stakeholders |                       |                  |                   |
|---|-----------------------|------------------|-------------------|
| Will Anderson   | Stacy Ballew          | Brad Beam        | SMSgt Kyle Erb    |
| Cathy Clark-Fleck   | Col Chris Grussendorf | Mike Hass        | Megan Koenig      |
| Lucas Koenig  | Jason Likens          | Col Joseph Lopez | Steve Max         |
| Jeff Miller   | Curtis Murchinson     | James Neece      | Chief Bert Norton |
| SMSgt James Randol  | Cathy Scheirman       | MSgt Gary Smith  | Jim Spalding      |
| Kimberly Thornburg  | Joe Wade              |                  |                   |



Community Stakeholders Work Session





# TINKER AFB FIRE & EMERGENCY SERVICES 2018-2023 STRATEGIC PLAN

## Community Group Findings

A key element of the TFES organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized), as well as positive and other comments about TFES, provided in the appendix of this document. The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization, as well as to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.

## Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the department needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

| Programs                                    | Ranking | Score |
|---|---------|-------|
| Aviation Rescue and Firefighting Services   | 1       | 141   |
| Fire Suppression                            | 2       | 137   |
| Rescue – Basic and Technical                | 3       | 130   |
| Emergency Medical Services                  | 4       | 116   |
| Hazardous Materials Mitigation              | 4       | 102   |
| Domestic Preparedness Planning and Response | 6       | 69    |
| Community Risk Reduction                    | 7       | 57    |
| Public Fire and Life Safety Education       | 8       | 27    |
| Fire Investigation                          | 9       | 13    |

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







# TINKER AFB FIRE & EMERGENCY SERVICES 2018-2023 STRATEGIC PLAN

## Department Stakeholder Group Findings

The department stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the department's approach to community-driven strategic planning, with focus on the TFES's mission, values, core programs and support services, as well as the department's perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by the broad TFES representation in attendance, as named and pictured below.

| Tinker Air Force Base Fire & Emergency Services Department Stakeholders |                                       |                                  |                                    |                                 |
|---|---------------------------------------|----------------------------------|------------------------------------|---------------------------------|
| Kyle Abernathy<br>Lieutenant  | Sean Barnette<br>Lieutenant           | Scott Bloxham<br>Assistant Chief | James Bradley<br>Deputy Fire Chief | Dan Chabiel<br>Lieutenant       |
| Jody Chase<br>Captain   | Dustin Densler<br>Lieutenant          | Justin Dulworth<br>Major         | Alex East<br>Lieutenant            | Brian Farris<br>Assistant Chief |
| Terry Ford<br>Fire Chief  | Justin Fordyce<br>Lieutenant          | Jim Hester<br>Major              | David Jones<br>Captain             | Scott Lair<br>Captain           |
| David Langford<br>Major   | Robin Lewallen<br>Lieutenant          | Brian Maple<br>Captain           | Orville Myers<br>Firefighter       | Clifton Nance<br>Major          |
| Keith Powell<br>Inspector   | Nathan Schooling<br>Deputy Fire Chief | Lori Shannon<br>Major            | Kevin Smith<br>Major               | Larry Tepen<br>Major            |
| Thomas Trello<br>Assistant Chief  | Mike Tuley<br>Assistant Chief         | Eric Vanderburg<br>Lieutenant    | Jeremy Wood<br>Lieutenant          |                                 |



Department Stakeholders





# TINKER AFB FIRE & EMERGENCY SERVICES 2018-2023 STRATEGIC PLAN

## Mission

The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

**Safeguard lives and property in service to our community with well prepared, trustworthy, dedicated professionals.**



Department Stakeholders Work Session

## Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

**Professionalism that honors tradition, embraces progress  
and embodies excellence through team work, accountability  
and selfless service to the community and each other.**

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up TFES are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.







# TINKER AFB FIRE & EMERGENCY SERVICES 2018-2023 STRATEGIC PLAN

## Programs and Services

The department stakeholders identified the core programs provided to the community, as well as many of the services that enable the organization to deliver those programs. The department's core programs are provided below, while supporting services are provided in [Appendix 2 – Supporting Services](#).

Core Programs of Tinker Air Force Base Fire & Emergency Services

|   |                                       |   |
|---|---------------------------------------|---|
| Aviation Rescue and Firefighting Services | Fire Suppression                      | Rescue – Basic and Technical                |
|   | Emergency Medical Services            | Hazardous Materials Mitigation              |
| Community Risk Reduction                  | Public Fire and Life Safety Education | Domestic Preparedness Planning and Response |
| Fire Investigation                        |                                       |   |

## S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an organization candidly identify its positive and less-than-desirable attributes. Department stakeholders participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats. Information gathered through this analysis provides guidance toward the larger issues and gaps that exist within the department. The information gleaned will assist the department in finding its broader critical issues and service gaps.

[Appendix 3 - SWOT](#) consists of the SWOT data and analysis collected by the department stakeholders.



Department Stakeholders Work Session





# TINKER AFB FIRE & EMERGENCY SERVICES 2018-2023 STRATEGIC PLAN

## Critical Issues and Service Gaps

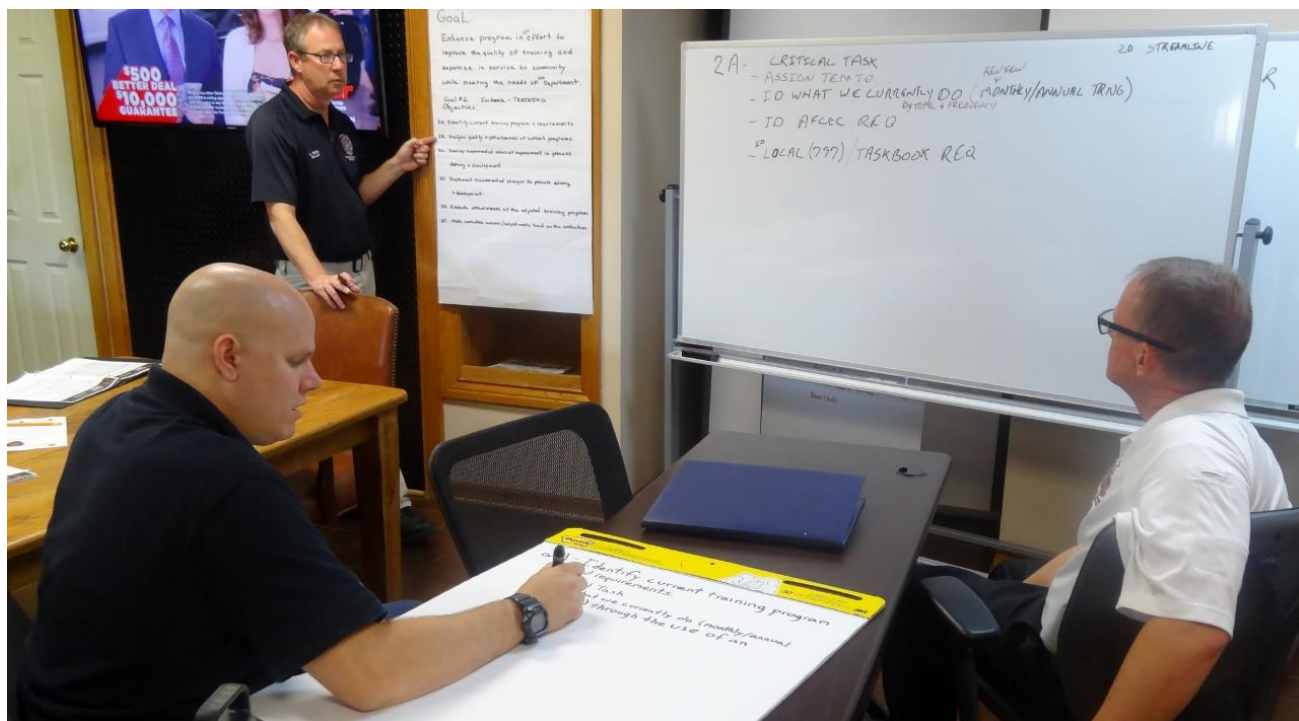
Following the identification and review of the department's SWOT, two separate groups of department stakeholders met to identify themes as primary critical issues and service gaps (found in [Appendix 4 – Critical and Service Gap Issues](#)). The critical issues and services gaps identified by the stakeholders provides further guidance toward identification of the strategic initiatives, which will ultimate lend direction for the development of goals, objectives, critical tasks, and timelines.

## Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

### Tinker Air Force Base Fire & Emergency Services Strategic Initiatives

| Internal Communications | Training | Organizational Administration |
|-------------------------|----------|-------------------------------|
| Workforce Development   |          | External relationships        |



Department Stakeholders Work Session





# TINKER AFB FIRE & EMERGENCY SERVICES 2018-2023 STRATEGIC PLAN

## Goals and Objectives

To continuously achieve the mission of Tinker Air Force Base Fire and Emergency Services, realistic goals and objectives with timelines for completion must be established to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the department's efforts, as they will direct the organization to its desired future while having reduced the obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with TFES leadership.

|                         |   |   |
|-------------------------|---|---|
| <b>Goal 1</b>           | <b>Strengthen the department internal communications to improve overall efficiency and consistency.</b>   |   |
| <b>Objective 1A</b>     | <b>Asses the current internal communications processes.</b>   |   |
| <b>Timeframe</b>        | 2 months  | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <ul style="list-style-type: none"> <li>• Build a work group team comprised of representatives from all ranks and department sections.</li> <li>• Identify current internal communication process.</li> <li>• Develop a survey tool to measure current internal team satisfaction.</li> <li>• Analyze what is working and what is not.</li> <li>• Create a report of findings and recommendations.</li> <li>• Disseminate the report to the appropriate areas of the department.</li> </ul>  |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:  | Consumable Costs:<br>Contract Services Costs: |
| <b>Objective 1B</b>     | <b>Perform a gap analysis to identify best practices and alternative communications methods.</b>  |   |
| <b>Timeframe</b>        | 6 months  | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <ul style="list-style-type: none"> <li>• Obtain and refer to the report of finding from 1A.</li> <li>• Research other communications processes within and outside the industry.</li> <li>• Identify best practices based on research.</li> <li>• Identify performance gaps between current processes and best practices.</li> <li>• Create a gap analysis report to include:               <ol style="list-style-type: none"> <li>1. Current practices that are effective.</li> <li>2. Current practices that are ineffective.</li> <li>3. Recommended best practices.</li> </ol> </li> </ul> |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:  | Consumable Costs:<br>Contract Services Costs: |







# TINKER AFB FIRE & EMERGENCY SERVICES 2018-2023 STRATEGIC PLAN

## Objective 1C Develop internal communications plan based on gap analysis.

**Timeframe** 6 months

**Assigned to:**

### Critical Tasks

- Build a work group team comprised representatives from all sections.
- Obtain and review gap analysis report from 1B.
- Determine best practices to implement based on current needs.
- Identify any needed tools, software and equipment needs.
- Identify any need training for new tools, software and equipment.
- Deliver and evaluate the effectiveness of the training.
- Develop internal communication processes to be used, including any modifications of existing processes.
- Draft internal communication department management plan to include survey results developed in 1A, based on gap analysis following current department management plan format.

**Funding** Capital Costs:

Consumable Costs:

**Estimate** Personnel Costs:

Contract Services Costs:

## Objective 1D Implement and evaluate internal communications plan.

**Timeframe** 1 year

**Assigned to:**

### Critical Tasks

- Present draft department management plan developed in 1C to leadership team for approval.
- Train personnel on approved processes.
- Implement approved department management for 6-month trial period.
- Evaluate effectiveness by survey after 6-month trial period.
- Review department management plan for modifications based on survey results.

**Funding** Capital Costs:

Consumable Costs:

**Estimate** Personnel Costs:

Contract Services Costs:







# TINKER AFB FIRE & EMERGENCY SERVICES 2018-2023 STRATEGIC PLAN

|                       |   |                          |
|-----------------------|---|--------------------------|
| <b>Goal 2</b>         | <b>Enhance training program in an effort to improve the quality of training and expertise in service to community while meeting the needs of the department.</b>  |                          |
| <b>Objective 2A</b>   | <b>Identify current training program and requirements.</b>  |                          |
| <b>Timeframe</b>      | 3 months  | <b>Assigned to:</b>      |
| <b>Critical Tasks</b> | <ul style="list-style-type: none"> <li>• Create a process improvement team that includes members from sections.</li> <li>• Identify the training we currently do monthly and annually through the use of the implemented process improvement team.</li> <li>• The identification of programs and requirements should include but not limited to the following areas;               <ol style="list-style-type: none"> <li>1. Air Force Civil Engineers Center</li> <li>2. Any local requirements</li> <li>3. EMS requirements</li> <li>4. Individual requirements</li> <li>5. Research and identify new requirements</li> </ol> </li> </ul> |                          |
| <b>Funding</b>        | Capital Costs:  | Consumable Costs:        |
| <b>Estimate</b>       | Personnel Costs:  | Contract Services Costs: |
| <b>Objective 2B</b>   | <b>Analyze quality and effectiveness of current programs.</b>   |                          |
| <b>Timeframe</b>      | 2 months  | <b>Assigned to:</b>      |
| <b>Critical Tasks</b> | <ul style="list-style-type: none"> <li>• Create a survey including the establishment of parameters, determination of timelines.</li> <li>• Identify stakeholders that will receive the survey.</li> <li>• Deliver the survey within established timelines.</li> <li>• Compile the survey data in order to;               <ol style="list-style-type: none"> <li>1. Evaluate required vs requested training.</li> <li>2. Consider justification of requested training.</li> <li>3. Re-evaluate non-required training.</li> </ol> </li> <li>• Evaluate and remove un needed training subjects and classes.</li> </ul>                         |                          |
| <b>Funding</b>        | Capital Costs:  | Consumable Costs:        |
| <b>Estimate</b>       | Personnel Costs:  | Contract Services Costs: |
| <b>Objective 2C</b>   | <b>Develop recommended areas of improvement in process delivery and development.</b>  |                          |
| <b>Timeframe</b>      | 6 months  | <b>Assigned to:</b>      |
| <b>Critical Tasks</b> | <ul style="list-style-type: none"> <li>• Add new requirements to current training plan.</li> <li>• Remove un-needed, non-required training from current training plan.</li> <li>• Add approved training suggestions obtained from the survey data.</li> <li>• Update training plan to reflect changes.</li> </ul>   |                          |
| <b>Funding</b>        | Capital Costs:  | Consumable Costs:        |
| <b>Estimate</b>       | Personnel Costs:  | Contract Services Costs: |





# TINKER AFB FIRE & EMERGENCY SERVICES 2018-2023 STRATEGIC PLAN

|  |  |
|--|--|
| <b>Objective 2D Implement recommended changes to process delivery and development.</b> |  |
| <b>Timeframe</b>   | 9 months <b>Assigned to:</b>   |
| <b>Critical Tasks</b>  | <ul style="list-style-type: none"> <li>• Obtain approval for leadership.</li> <li>• Update division management plans to reflect and codify changes in training program.</li> <li>• Publish yearly training plan.</li> <li>• Brief and complete orientation on any changes to personnel.</li> </ul>   |
| <b>Funding</b>   | Capital Costs: Consumable Costs:   |
| <b>Estimate</b>  | Personnel Costs: Contract Services Costs:  |
| <b>Objective 2E Evaluate effectiveness of the adjusted training program.</b>           |  |
| <b>Timeframe</b>   | 3 months / on-going <b>Assigned to:</b>  |
| <b>Critical Tasks</b>  | <ul style="list-style-type: none"> <li>• Create a follow up survey including the establishment of parameters, determination of timelines.</li> <li>• Identify stakeholders that will receive the survey.</li> <li>• Deliver the survey within established timelines.</li> <li>• Compile, analyze and evaluate survey data as compared to previous survey data.</li> <li>• Measure effectiveness of changes within the training and the training program as a whole.</li> <li>• Implement evaluations and testing (e.g., skill sheets, performance evaluations and written tests).</li> <li>• Measure critical and non-critical monthly completion rates.</li> <li>• Make corrective actions and adjustments based on evaluation.</li> <li>• Continue process improvement cycle.</li> </ul> |
| <b>Funding</b>   | Capital Costs: Consumable Costs:   |
| <b>Estimate</b>  | Personnel Costs: Contract Services Costs:  |





# TINKER AFB FIRE & EMERGENCY SERVICES 2018-2023 STRATEGIC PLAN

|                         |  |   |
|-------------------------|--|---|
| <b>Goal 3</b>           | <b>Balance organizational requirements into a more efficient and manageable system.</b>  |   |
| <b>Objective 3A</b>     | <b>Review mandated programs for necessity to resolve scheduling inconsistencies, while remaining compliant with standards and regulations.</b>   |   |
| <b>Timeframe</b>        | 6 months   | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <ul style="list-style-type: none"> <li>• Review Division Management Plan 32-00 to validate internal programs and to ensure relevancy.</li> <li>• Review validated programs to determine potential scheduling conflicts.</li> <li>• Resolve any identified compliance issues.</li> <li>• Implement validated program into new schedule that works well with all other programs.</li> </ul>  |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:   | Consumable Costs:<br>Contract Services Costs: |
| <b>Objective 3B</b>     | <b>Review programs not addressed in Division Management Plan 32-200 that may impede scheduling of mandated programs.</b>   |   |
| <b>Timeframe</b>        | 3 months   | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <ul style="list-style-type: none"> <li>• Establish a working group including all ranks within the department</li> <li>• Identify all other required program or tasks not addressed in Division Management Plan 32-20.</li> <li>• Ensure validity or necessity of other required programs.</li> <li>• Resolve any compliance issues.</li> <li>• Implement validated programs not currently addressed in Division Management Plan 32-20 into the annual plan.</li> </ul> |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:   | Consumable Costs:<br>Contract Services Costs: |
| <b>Objective 3C</b>     | <b>Cross-reference Division Management Plan 32-20 program schedule with additional/outside program schedule and deconflict them.</b>   |   |
| <b>Timeframe</b>        | 12 months  | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <ul style="list-style-type: none"> <li>• Research potential scheduling platforms.</li> <li>• Identify new scheduling platform.</li> <li>• Input all programs into new platform.</li> <li>• Evaluate data to ensure accuracy</li> <li>• Deconflict data as needed.</li> </ul>   |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:   | Consumable Costs:<br>Contract Services Costs: |
| <b>Objective 3D</b>     | <b>Train personnel and implement new program schedule.</b>   |   |
| <b>Timeframe</b>        | 6 months   | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <ul style="list-style-type: none"> <li>• Determine best methodology for training personnel.</li> <li>• Train 100 percent of the department in the new program schedule.</li> <li>• Implement new program schedule.</li> <li>• Evaluate new program schedule for effectiveness and continuous improvement.</li> <li>• Adjust new schedule based on feedback from the department.</li> </ul>   |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:   | Consumable Costs:<br>Contract Services Costs: |





# TINKER AFB FIRE & EMERGENCY SERVICES 2018-2023 STRATEGIC PLAN

|                         |  |   |
|-------------------------|--|---|
| <b>Goal 4</b>           | <b>Develop a comprehensive workforce development plan to stimulate employee growth.</b>  |   |
| <b>Objective 4A</b>     | <b>Evaluate and enhance the new employee orientation program to ensure effectiveness.</b>  |   |
| <b>Timeframe</b>        | 30 days  | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <ul style="list-style-type: none"> <li>• Establish a working group with a defined member criterion for this objective component of the workforce enhancement plan.</li> <li>• Perform internal and external stakeholder analysis utilizing the strengths, weaknesses, opportunities and threats methodology.</li> <li>• Research internal programs and resources, external best practices, alternative options and inside and outside resources.</li> <li>• Evaluate working group results from program analysis and research to identify program needs.</li> <li>• Draft comprehensive program guidelines that encompasses internal and external curriculum funding, resources, etc.</li> <li>• Implement the enhancement program recommendations.</li> <li>• Assess workforce enhancement program utilizing identified family of measures that include inputs, outputs, efficiency, service quality and outcomes.</li> </ul> |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:   | Consumable Costs:<br>Contract Services Costs: |
| <b>Objective 4B</b>     | <b>Develop driver operator enhancement program to bridge knowledge gaps and strengthen skill sets.</b>   |   |
| <b>Timeframe</b>        | 6 months to a year   | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <ul style="list-style-type: none"> <li>• Establish a working group with a defined member criterion for this objective component of the workforce enhancement plan.</li> <li>• Perform internal and external stakeholder analysis utilizing the strengths, weaknesses, opportunities and threats methodology.</li> <li>• Research internal programs and resources, external best practices, alternative options and inside and outside resources.</li> <li>• Evaluate working group results from program analysis and research to identify program needs.</li> <li>• Draft comprehensive program guidelines that encompasses internal and external curriculum funding, resources, etc.</li> <li>• Implement the enhancement program recommendations.</li> <li>• Assess workforce enhancement program utilizing identified family of measures that include inputs, outputs, efficiency, service quality and outcomes.</li> </ul> |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:   | Consumable Costs:<br>Contract Services Costs: |







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|                       |  |                          |
|-----------------------|--|--------------------------|
| <b>Objective 4C</b>   | <b>Develop company officer enhancement program to broaden knowledge base and strength skillsets.</b>   |                          |
| <b>Timeframe</b>      | 6 months to a year   | <b>Assigned to:</b>      |
| <b>Critical Tasks</b> | <ul style="list-style-type: none"> <li>• Establish a working group with a defined member criterion for this objective component of the workforce enhancement plan.</li> <li>• Perform internal and external stakeholder analysis utilizing the strengths, weaknesses, opportunities and threats methodology.</li> <li>• Research internal programs and resources, external best practices, alternative options and inside and outside resources.</li> <li>• Evaluate working group results from program analysis and research to identify program needs.</li> <li>• Draft comprehensive program guidelines that encompasses internal and external curriculum funding, resources, etc.</li> <li>• Implement the enhancement program recommendations.</li> <li>• Assess workforce enhancement program utilizing identified family of measures that include inputs, outputs, efficiency, service quality and outcomes.</li> </ul> |                          |
| <b>Funding</b>        | Capital Costs:   | Consumable Costs:        |
| <b>Estimate</b>       | Personnel Costs:   | Contract Services Costs: |
| <b>Objective 4D</b>   | <b>Develop leadership level enhancement program to hone knowledge foundation and build and strengthen effective leader core values.</b>  |                          |
| <b>Timeframe</b>      | 6 months to a year   | <b>Assigned to:</b>      |
| <b>Critical Tasks</b> | <ul style="list-style-type: none"> <li>• Establish a working group with a defined member criterion for this objective component of the workforce enhancement plan.</li> <li>• Perform internal and external stakeholder analysis utilizing the strengths, weaknesses, opportunities and threats methodology.</li> <li>• Research internal programs and resources, external best practices, alternative options and inside and outside resources.</li> <li>• Evaluate working group results from program analysis and research to identify program needs.</li> <li>• Draft comprehensive program guidelines that encompasses internal and external curriculum funding, resources, etc.</li> <li>• Implement the enhancement program recommendations.</li> <li>• Assess workforce enhancement program utilizing identified family of measures that include inputs, outputs, efficiency, service quality and outcomes.</li> </ul> |                          |
| <b>Funding</b>        | Capital Costs:   | Consumable Costs:        |
| <b>Estimate</b>       | Personnel Costs:   | Contract Services Costs: |





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|                       |   |  |  |
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| <b>Objective 4E</b>   |   | <b>Develop fire prevention enhancement program to bridge knowledge gaps and strengthen skillsets.</b>                    |  |
| <b>Timeframe</b>      | 6 months to a year  | <b>Assigned to:</b>  |  |
| <b>Critical Tasks</b> | <ul style="list-style-type: none"> <li>• Establish a working group with a defined member criterion for this objective component of the workforce enhancement plan.</li> <li>• Perform internal and external stakeholder analysis utilizing the strengths, weaknesses, opportunities and threats methodology.</li> <li>• Research internal programs and resources, external best practices, alternative options and inside and outside resources.</li> <li>• Evaluate working group results from program analysis and research to identify program needs.</li> <li>• Draft comprehensive program guidelines that encompasses internal and external curriculum funding, resources, etc.</li> <li>• Implement the enhancement program recommendations.</li> <li>• Assess workforce enhancement program utilizing identified family of measures that include inputs, outputs, efficiency, service quality and outcomes.</li> </ul>  |  |  |
| <b>Funding</b>        | Capital Costs:  | Consumable Costs:  |  |
| <b>Estimate</b>       | Personnel Costs:  | Contract Services Costs:   |  |
| <b>Objective 4F</b>   |   | <b>Evaluate and enhance emergency communications operator program to bridge knowledge gaps and strengthen skillsets.</b> |  |
| <b>Timeframe</b>      | 30 days   | <b>Assigned to:</b>  |  |
| <b>Critical Tasks</b> | <ul style="list-style-type: none"> <li>• Establish a working group with a defined member criterion for this objective component of the workforce enhancement plan.</li> <li>• Perform internal and external stakeholder analysis utilizing the strengths, weaknesses, opportunities and threats methodology.</li> <li>• Research internal programs and resources, external best practices, alternative options and inside and outside resources.</li> <li>• Evaluate working group results from program analysis and research to identify program needs.</li> <li>• Draft comprehensive program guidelines that encompasses internal and external curriculum, funding, resources, etc.</li> <li>• Implement the enhancement program recommendations.</li> <li>• Assess workforce enhancement program utilizing identified family of measures that include inputs, outputs, efficiency, service quality and outcomes.</li> </ul> |  |  |
| <b>Funding</b>        | Capital Costs:  | Consumable Costs:  |  |
| <b>Estimate</b>       | Personnel Costs:  | Contract Services Costs:   |  |





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|                         |   |   |
|-------------------------|---|---|
| <b>Objective 4G</b>     | <b>Create and deliver specific training curriculums in support of each objective program.</b>   |   |
| <b>Timeframe</b>        | 6 to 9 months   | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <ul style="list-style-type: none"> <li>• Collated all curriculum needs identified in the program objective areas.</li> <li>• Develop program objective training needs to support department goal.</li> <li>• Identify and acquire any necessary trainers, props, hardware, books and accessories to support training delivery.</li> <li>• Deliver the training to appropriate members and record topics and hours involved.</li> <li>• Evaluate the delivery, resulting hours, and topics to ensure they contemporary and comprehensive to the needs of the department.</li> <li>• Make necessary adjustments to the curriculum and /or trainers, props, books and accessories to close any identified.</li> <li>• Deliver any additional training to address identified shortfalls.</li> </ul> |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:  | Consumable Costs:<br>Contract Services Costs: |
| <b>Objective 4H</b>     | <b>Evaluate comprehensive organizational development plan to ensure validity and sustainability.</b>  |   |
| <b>Timeframe</b>        | 30 days   | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <ul style="list-style-type: none"> <li>• Asses workforce enhancement program utilizing identified family of measures that includes inputs, outputs, efficiency, service quality and outcomes.</li> <li>• Make and necessary changes and adjustments to close identified gaps.</li> <li>• Draft division management plan encompassing validated process to ensure sustainability.</li> </ul>   |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:  | Consumable Costs:<br>Contract Services Costs: |







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|                         |  |   |
|-------------------------|--|---|
| <b>Goal 5</b>           | <b>Foster and strengthen external relationships and processes to better facilitate mission success.</b>  |   |
| <b>Objective 5A</b>     | <b>Identify and prioritize relationship and process between stakeholders and TFES.</b>   |   |
| <b>Timeframe</b>        | 180 days   | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <ul style="list-style-type: none"> <li>• Develop an internal working group.</li> <li>• Build analysis tool to determine current state of the identified relationships.</li> <li>• Utilize the analysis tool to determine current state of external relationships.</li> </ul>                 |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:   | Consumable Costs:<br>Contract Services Costs: |
| <b>Objective 5B</b>     | <b>Conduct gap analysis to determine shortfalls in existing relationships.</b>   |   |
| <b>Timeframe</b>        | 90 days after 5A   | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <ul style="list-style-type: none"> <li>• Compile data from analysis tool.</li> <li>• Analyze data collected for the analysis tool.</li> <li>• Identify gaps from data collected.</li> </ul>  |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:   | Consumable Costs:<br>Contract Services Costs: |
| <b>Objective 5C</b>     | <b>Bridge identified gaps using a variety of process improvement tools.</b>  |   |
| <b>Timeframe</b>        | 180 days after 5B  | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <ul style="list-style-type: none"> <li>• Determine process improvement tool.</li> <li>• Conduct process improvement tool.</li> <li>• Analyze supporting services for potential external relationships.</li> <li>• Deploy remedy to bridge gaps identified in process improvement.</li> </ul> |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:   | Consumable Costs:<br>Contract Services Costs: |
| <b>Objective 5D</b>     | <b>Perform periodic review and analyze results to enable continued success.</b>  |   |
| <b>Timeframe</b>        | 120 days after 5C  | <b>Assigned to:</b>                           |
| <b>Critical Tasks</b>   | <ul style="list-style-type: none"> <li>• Utilize survey tool to reassess relationships.</li> <li>• Compare and contrast data from both surveys.</li> <li>• Determine what adjustments are needed.</li> <li>• Implement adjustment as needed.</li> </ul>                                      |   |
| <b>Funding Estimate</b> | Capital Costs:<br>Personnel Costs:   | Consumable Costs:<br>Contract Services Costs: |





# TINKER AFB FIRE & EMERGENCY SERVICES 2018-2023 STRATEGIC PLAN

## Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department's global vision but rather, to confirm the futurity of the work that was designed by the department stakeholders. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

### **Tinker Air Force Base Fire & Emergency Services 2023 Vision**

is to continue to be an internationally accredited fire service agency widely known for embracing progress by always meeting our mission through the commitment to our values.

Trusting in our ability to exceed our stakeholders' expectations, we will emphasize more comprehensive training opportunities and initiatives so that we will be prepared to answer any call when it comes. We will prove our dedication to progress by continuing to learn new things while focusing on strengthening our internal communication systems that keep us all safe and informed.

Always honoring our greatest assets, our members, we will implement initiatives that will enhance service delivery and professional preparation. Through workforce development initiatives, we will ensure a well-balanced membership that reflects those who live and work on the base, while also concentrating on retention and their future development.

Fiscal responsibility will remain at the forefront of all we do and be demonstrated by our integrity. Through progressive organizational administration processes, we will ensure operational readiness that is efficient and effective. This will support our role as stewards of the financial resources entrusted to us.

Believing in our core values, we will strive to further connect with our community through improved external system relationships. We will remain dedicated to the pursuit of excellence in all that we do. We will always personify our traditions and our futurity by holding each other accountable for fulfilling our mission, living our values, accomplishing our goals, and making this vision a reality.





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## Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking

your trajectory with rigor."<sup>2</sup> Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

To establish that the department's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

- If you don't measure the results of your plan, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

Reinventing Government

David Osborn and Ted Gaebler

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<sup>2</sup> Collins Good to Great and the Social Sectors. Boulder, 2009







# TINKER AFB FIRE & EMERGENCY SERVICES 2018-2023 STRATEGIC PLAN

A “family of measures” typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** – Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the “why” of providing a service.

## The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

**“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”**

Good to Great and the Social Sectors  
Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify department and community stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.<sup>3</sup>

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<sup>3</sup> Matthews (2005). *Strategic Planning and Management for Library Managers*





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## Glossary of Terms, Acronyms, and Initialisms

|                      |   |
|----------------------|---|
| <b>ALS</b>           | Advanced Life Support   |
| <b>ARFF</b>          | Aircraft Rescue and Firefighting  |
| <b>Accreditation</b> | A process by which an association or department evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from a department. |
| <b>CAD</b>           | Computer Aided Dispatch   |
| <b>CFAI</b>          | Commission on Fire Accreditation International  |
| <b>CISM</b>          | Critical Incident Stress Management   |
| <b>CPSE</b>          | Center for Public Safety Excellence   |
| <b>Customer(s)</b>   | The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or department.   |
| <b>DoD</b>           | Department of Defense   |
| <b>EAP</b>           | Employee Assistance Program   |
| <b>Efficiency</b>    | A performance indication where inputs are measured per unit of output (or vice versa).  |
| <b>EMS</b>           | Emergency Medical Services  |
| <b>EOC</b>           | Emergency Operations Center   |
| <b>Environment</b>   | Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.  |
| <b>IAFF</b>          | International Association of Fire Fighters  |
| <b>IMT</b>           | Incident Management Team  |
| <b>Input</b>         | A performance indication where the value of resources is used to produce an output.   |
| <b>MDT</b>           | Mobile Data Terminal  |
| <b>Mission</b>       | An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.   |
| <b>NFPA</b>          | National Fire Protection Association  |
| <b>OHSA</b>          | Occupational Safety and Health Act  |





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|                            |  |                |
|----------------------------|--|----------------|
| <b>Outcome</b>             | A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.   |                |
| <b>Output</b>              | A performance indication where a quality or number of units produced is identified.  |                |
| <b>PPE</b>                 | Personal Protective Equipment  |                |
| <b>Performance</b>         | A specific measurable result for each goal and/or program that indicates achievement.  | <b>Measure</b> |
| <b>RMS</b>                 | Records Management System  |                |
| <b>SCBA</b>                | Self-Contained Breathing Apparatus   |                |
| <b>SOP</b>                 | Standard Operating Procedure   |                |
| <b>Stakeholder</b>         | Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.              |                |
| <b>Strategic Goal</b>      | A broad target that defines how the department will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the department to move forward.    |                |
| <b>Strategic Objective</b> | A specific, measurable accomplishment required to realize the successful completion of a strategic goal.   |                |
| <b>Strategic Plan</b>      | A long-range planning document that defines the mission of the department and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.            |                |
| <b>Strategic Planning</b>  | The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured. |                |
| <b>Strategy</b>            | A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.  |                |
| <b>SWOT</b>                | Strengths, Weaknesses, Opportunities and Threats.  |                |
| <b>USAR</b>                | Urban Search and Rescue  |                |
| <b>Vision</b>              | An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.   |                |







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## Appendix 1 – Community Findings

### Community Expectations

Understanding what the Tinker Air Force Base, Oklahoma community expects of its fire emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs.

Respondents were asked to list, in priority order, up to five subjects relative to the career field future direction they have for the Tinker Air Force Base Fire and Emergency Services. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the career field future direction responses of the key stakeholders:

#### Community Expectations of Tinker Air Force Base Fire & Emergency Services (in priority order)

1. Provide expedient response to emergency support requirements; respond to emergencies in a timely manner; arrive on scene timely; quick response to fire and other emergencies; maintain adequate staffing and equipment to allow acceptable response times; respond within response times; continually strive to maintain/ reduce response times; emergency response; quick response times; to provide a timely response to any and all calls for help in a safe manner; timely response; prompt fire and emergency response to emergency situations; timely response (medical, fire, accident, etc.); continue fire and EMS response in a timely manner; response time within standard; respond to fire and other base emergencies in a timely manner. (77)
2. Keep your people trained; training; certified quality training; to have the tools and training to do their job well; proper training; support any training courses in order to better prepare incident management teams; well trained; ready to respond to all hazard events; well trained; first responders are adequately trained/ proficient in their necessary skills; have the desire and ability to continuously improve their certifications, equipment and technology to measure and improve outcomes; facilitate effective training for contingency events (CBRNE, aircraft mishap, mass casualty, etc.) - that includes maximum stakeholders. (39)





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3. Inspect facilities to ensure fire safety issues are addressed to prevent fire and review actions/ designs to ensure fire safety codes are met; keep our workspaces safe; fire prevention; inspections; hazard abatement; keeping facilities safe through inspection processes, etc.; proactive fire prevention; staff knows and enforces code. (22)
4. Keep your equipment modernized; properly equip the staff; having the proper equipment to fight any fire type related to Tinker AFB; have functional equipment; have reliable equipment; first responders are adequately equipped to respond, including PPE; equipment - they are always looking for ways to improve. (18)
5. Actively seek partnerships with user organizations to achieve common objectives of life safety; actively seek partnerships with contracting organizations to achieve common objectives and consistent requirements; review and critique and implement changes as required for first response coordinating with all parties; maintain relationships with support units (SFS, Med); community support/ services - interaction with community/ base programs; able to communicate with other agencies; community involvement; community outreach and support of surrounding communities. (14)
6. Rescue/ Fire Protection; fire protection - I feel they do a great job in responding; effective response fire/ emergency events on base. (14)
7. Maintain a properly staffed, trained department to respond to any emergency that may occur on Tinker AFB; maintain qualified/trained staffing for peripheral items such as inspections and user training; have the capability from the standpoint of staffing and training to effectively manage the fire and other emergencies. (13)
8. Educate the base on fire safety and prevention; fire safety training; provide training, inspections, assistance in all facilities; educating; prevention of fire events that include training for all TAFB personnel (on and off base residents) = awareness + training. (12)
9. Open, quick communication regarding changes to requirements; open communications when dealing with vehicle related issues, funnel concerns and information to FMA so all parties on same page; communication with fire dispatch and base defense operation control center. (11)
10. Safety of life, facilities, assets; safety - ensure we are safe - I feel safe working here. (10)
11. Provide incident command and control; direct command and control during ICS responses. (7)
12. Provide mutual aid to local communities when requested; collaboration down to the lowest level when responding to an incident involving first responder agencies; our fire department is well integrated with off base counterparts/ communities and exercised. (7)







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13. Work with CE Operations to identify concerns with support for alarms/sprinkler systems maintenance, repair and operation. (5)
14. Put the fire out. (5)
15. To be available 24/7/365 to provide fire, rescue services for flight line then to base wide. (5)
16. Accurate, timely submission of requirements to CE Financial Management for current and future year budgetary process. (4)
17. Provide appropriate medical response for emergency care. (4)
18. Crash Response. (4)
19. Be proactive in participation on projects in design or planning process. (3)
20. Provide first response coordination and management of natural disasters. (3)
21. Foster relationship with Reserve Fire Department to assist with training needed to ensure they are able to meet/ respond to any emergency that may occur whenever they are deployed. (3)
22. Regulatory oversight. (3)
23. Familiarity of surrounding buildings and fire alarm areas. (3)
24. Follow rules/policy regarding Government Purchase Card Program. (2)
25. Provide follow on response for longer duration rescue. (2)
26. Knowledge of the AFFF system. (2)
27. Maintenance related concerns should always be coordinated with vehicle maintenance - especially when below MEL situations arise with crash trucks ultimately impacting flying missions. Should have fleet able to accommodate maintenance work with minimal mission impact. (2)
28. Response plans are well thought out (specific scenarios). (2)
29. Have the ability to apply what they learn from responses to prevent recurrence of these events through prevention strategies. (2)
30. Coordinating with EMS (Samaritan EMS) and work to optimize resources available for medical response - set targets/seek improvements. (2)
31. COOP readiness planning to installation IEMP. (1)





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## Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the key stakeholders prioritized and weighted accordingly:

### Areas of Community Concern about the Tinker Air Force Base Fire and Emergency Services (verbatim, in priority order)

1. Funding; funding for facility upgrades; other priorities for funding; that they do not have up to date training or tools due to budget issues; issues driven by lack of funding; concerned that budget cut backs may degrade fire fighter/ first responder capabilities; expanding mission requirement including KC-46 and footprint; but no increase in resources. (31)
2. Equipment/ do they have the support they need; do they have the best technology items available on the market? I think they do, but I don't know; aging equipment not state of the art to provide best response; proper equipment; technological advances, although requested, are slow to be funded. (23)
3. Communications - not always clear who receives feedback on status of systems/ responsibilities once concern is identified. Not TFES issue, combined with BOS contract and contract staff; communications with fire and security forces in new 911 center, recommend monthly meetings with Operations to discuss concerns before becoming problems; communication not always clear; need to work on pass offs between department and shops. (20)
4. Manpower; ability to support growing community/future staffing; hiring and delays experienced Resource cuts, particularly in manning and no increases realized for square footage or facilities that are continuing to be added; staffing. (19)





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5. Base facilities are extremely old - many in need of significant repair or replacement - even to include equipment that is inadequate - how can they keep up to keep employees safe? age of facilities; aging facilities; facilities aren't in best condition. (14)
6. Training/ are they getting the required training; proper training; real readiness to manage CBRNE or environmental catastrophe (lots of policy, CBTs, tabletops, but field training is limited. (12)
7. Lack of understanding call signs (location, team composition, capabilities and if current LMR system can support multiple-department (both on and off base) intercommunication; Ensuring through communication problems with infrastructure are communicated to leadership. (8)
8. Timely interventions; timing to emergencies. (8)
9. Many false alarms; false alarms. (8)
10. I am concerned that Air Force Material Command will push the fire department back to Emergency Medical Responder only - it is essential they maintain basic life support level; EMS EMT waiver to be approved by AFMC/SG. (7)
11. With recent base wide network issues - I know how it has impacted my work load - how has it impacted fire? (5)
12. Patient hand off reports. (5)
13. Road or path available for response. (5)
14. Lack of enforcement authority. (5)
15. They do not appear to have enough administrative support to handle the growing admin requirements levied on them. (5)
16. Transition to E911, switch from current system. (4)
17. Unrealistic expectation from fire department on vehicle replacements. (4)
18. Base fire protection engineer (not having one on staff). (4)
19. Police dispatch via 911 (only FD has 911 capability currently). (4)
20. Concern that firefighter health may be deteriorating (obesity, diabetes, heart disease), and not adequately monitored. (4)
21. Provide more community involvement (3)
22. Location - station locations with expansion of the base. (3)
23. Built infrastructure offers hazards. (3)
24. First responders don't always consider the medical professionals already on the scene (feel like they're just pushed aside). (3)







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25. Off base mutual aid commitments may cause gaps in service (Fire/EMS) that are not acceptable. (3)
26. Training for squadrons on proper responses for an emergency. (2)
27. Understanding by flying community of Air Force level of service. (2)
28. Have the right personnel in the right jobs. (1)

## Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

### Positive Community Comments about Tinker Air Force Base Fire & Emergency Services (verbatim, in no particular order)

- Excellent response to alarms/medical emergencies.
- Education efforts across Tinker.
- Ability to respond to all different types of emergencies.
- Well-rounded technicians.
- Detailed inspections and inspectors.
- Strength of leadership.
- Great professionalism over the long term (consistent for the 9 years I've dealt with them).
- High energy, great motivational level of energy.
- Great response time.
- Good relationships.
- Adequately trained.
- Competent staff.
- Training program.
- Community outreach.
- Response to medical emergencies.
- Competence for natural disaster response.
- Experience/expertise, Tinker FD is staffed with a wealth of experience from different backgrounds.
- Fire stations are well dispersed for priority response.





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- FD staff are quick to volunteer self-help abilities to improve their capabilities, (ex. station 4 building projects) and to seek alternative assistance.
- Customer service, prompt feedback, passion for what they do.
- Knowledge of staff.
- Equipment available.
- Involvement in community.
- Fantastic response times.
- Very dependable when handling a situation and working with the command to find cause and solution.
- Very consistent with the workplace inspections, no favoritism, only concern to correct an issue and to teach the proper way.
- Easy to work with – very accommodating.
- Equipment/trucks always seem clean and in good shape.
- Amazing crews and equipment with consistent training.
- The best leadership I have seen in a long time.
- Everyone takes their jobs very seriously and has a great work ethic.
- Friendly and professional.
- Always willing to help.
- Always demonstrating positive outlook.
- Fast response to alarms and emergency response.
- Mutual aid off base has always been effective.
- Always work with mechanics on scheduling of repairs.
- Very proactive fire department.
- Involves mission partners.
- Knowledgeable staff.
- Great attitude of staff.
- Always sharing information. Keeping EMS and cops involved.
- Training with SFS including responses to active shooter and incident management team.
- Great community involvement. Always a smile when dealing with the public.





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- Continued fire rescue support 24/7/365 (don't think I have ever heard negatives on any response to aircraft).
- Have always supported community events, programs events and community outreach programs.
- Ready to learn.
- Engaged in training.
- Professional.
- Mission oriented.
- Highly motivated first responders.
- Engaged with off base partners.
- Willingness to improve engagement with on base agencies.
- New technology/equipment.
- Reaches out to the other units for support.
- Very progressive and strong leadership which flows down to the station level.
- Genuine commitment to the citizens of TAFB.
- One of the most supportive and caring groups of firefighters I have ever worked with.
- Always willing to try something new/different to achieve better results.
- These guys don't quit.
- 2017 airshow experience is building block for 2019 air show.
- Innovative thinking/planning (e.g., TCCC trained responders for active shooter events).
- Seems to be very good labor/management relations in fire department compared with some others I have seen in AFMC.
- Good relationship between stakeholders (fire/EMS/MDG/off base agencies).







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## Other Thoughts and Comments

The community was asked to share any other comments they had about the department or its services. The following written comments were received:

### Other Community Comments about Tinker Air Force Base Fire & Emergency Services (verbatim, in no particular order)

- Would like to better communicate/define/come to closure on issues in regard to maintenance and repair of fire alarm and suppression systems.
- Implementation of code requirements and how this can be deconflicted with limited resources through planning.
- Our fire department is top notch but could be better with modern equipment which would push more effective and efficient vehicle maintenance repairs to less downtime.
- I greatly appreciate the time, money and effort fire department invests in training their incident commanders.
- The friendship between fire and security forces is incredible. It is very rare that this happens in the Air Force.
- Would like to see combined fire and police appreciation day/week celebration.
- I feel the fire department is always researching new technology to help improve the alerting system of the fire department.
- Thanks for asking for our participation.





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## Appendix 2 – Supporting Services

| Supporting Services of Tinker Air Force Base Fire & Emergency Services |   |   |
|--|---|---|
| Security Forces Squadron   | Logistics Readiness Squadron                            | Medical Group                                 |
| Samaritan EMS  | Civil Engineer  | Finance                                       |
| Mutual aid partners  | Oklahoma City Air Logistic Center                       | Mission partners                              |
| Communications   | Emergency Management                                    | Force Support Squadron                        |
| Chaplain   | Bioenvironmental Engineering                            | Employee Assistance Program                   |
| International Association of Fire Fighters, Local F-211                | International Association of Fire Chiefs                | Outside law enforcement                       |
|  |   | Child Development Center                      |
| Environmental management   | Air Force Civil Engineer Center                         | CPSE  |
| Inspector General  | Emergency Ordnance Disposal                             | Base safety                                   |
| Wing staff   | Operational Support Squadron                            | Contract partners                             |
| Corps of Engineers   | Civilian personnel                                      | Judge advocate                                |
| Installation Management Steering Committee                             | National Fire Protection Association                    | Occupational Safety and Health Administration |
| 137 <sup>th</sup> Air National Guard Fire Emergency Service            | Oklahoma State and Oklahoma County Emergency Management | Local Public Safety Answering Point           |
| Oklahoma State University Fire Service Training                        | 507th Reserve Wing Fire Emergency Service               | Local Emergency Management Committee          |
| Association of Central Oklahoma Governments                            | Eastern Oklahoma County Technology Center               | Emergency preparedness Liaison Office         |
| American Red Cross   | Department of Homeland Security                         | Mid/Del/Tinker 100                            |
| National Fire Academy  | Air Force Material Command                              | DoD Fire Academy                              |
| National Criminal Investigative Service                                | Air Force Office of Special Investigation               | International Academies of Emergency Dispatch |
| Public Affairs   | Federal Bureau of Investigation                         | Tinker Federal Credit Union                   |





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## Appendix 3 - SWOT

### Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds. Through a consensus process, the department stakeholders identified the department's strengths as follows:

| Strengths of Tinker Air Force Base Fire & Emergency Services |  |  |                 |
|--|--|--|-----------------|
| Well trained   | Active shooter program                         | Diversity                                  |                 |
| Public relations   | Program management                             | Tactical capabilities                      |                 |
| Fire suppression response and extinguishment                 | Leadership relationships (IAFF and department) | Input wanted and expected from all levels  |                 |
| Diverse training opportunities                               | Stability in workforce                         | Adequately funded                          |                 |
| Goal oriented  | Adaptability (change)                          | Positive attitudes                         |                 |
| Inter-department relationships                               | Positive reputation                            | Mutual Aid and community                   |                 |
| Improvement oriented   | Organizational structure                       | Progressive – out in front                 |                 |
| Recognition of strengths and empower personnel               | All hazards incident management team skill set | Properly equipped with tools and equipment |                 |
| Firefighter orientation program                              | Aggressive fireground skillset                 | Welcoming visitors                         |                 |
| Base growth and expansion                                    | Fire prevention program                        | Public relations                           |                 |
| Accreditation  | Fitness – health and wellness                  | Self-help abilities                        |                 |
| Experienced and seasoned workforce                           | CISM – internal organization and community     | Strong partnership labor relationship      |                 |
| Reward and award programs                                    | Secured work environment                       | Pride and ownership                        |                 |
| Staffing   | Support from senior leaders                    | Resiliency                                 |                 |
| 911 system improved  | Interoperable communications                   | Innovative                                 |                 |
| PPE  | Buy-in   | Culture of respect                         | Quality of life |
| Governance and guidance                                      | Health and safety program                      | Leadership approachability                 |                 |
| Employee assistance program                                  | Family oriented                                | Training props                             |                 |
| Internal chaplain  | Empowerment                                    | Support for outside training               |                 |
| Safety culture   | Community outreach                             | Strong values                              |                 |
| Honest self-assessment                                       | Logistics warehouse                            | Support for advanced training              |                 |
| Peer support   | Experienced trainers                           | Civil engineering director support         |                 |
| Chaplain support (external)                                  | Voluntary protection program                   | Strong relationship with SFS               |                 |







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## Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the department stakeholders as weaknesses:

| Weaknesses of the Tinker Air Force Base Fire & Emergency Services                |  |
|--|--|
| Hazardous Materials Tracking System  | Aircraft walk throughs/drills  |
| Staffing cuts due to program budget directive 720                                | Program saturation (too many) -work arounds-redundancy/non-user-friendly Automated Civil Engineer System/Automated Civil Engineer System |
| Communication – lack of to all stations  |  |
| Need a full-time logistics!!   | Familiarity with mutual aid radios   |
| Lack of realistic training-why's-prioritize, manning, resources, time management | Too many programs due at same time (1 month)<br>*April*  |
| Need an administrative assistant!  | Coordination between operations and fire prevention  |
| Dispatch – slow dispatch/lack of integration                                     | Lack of official mentorship program / development  |
| Lack of investment / 80 % by 20% of people                                       | Knee jerking   |
| Filling in the square/training/SCBA sign of sheets                               | Aging facilities/air conditioners - heating, cooling, mold, size   |
| Confined space – allocation of resources i.e. confined space Station 3           | Station 1 personnel not included or passed information in meeting  |
| Aging infrastructure on the installation   | Aging workforce – experience, health wise  |
| Lack of recurring training for fire inspectors                                   | Lack of inspection vehicles  |
| Crew continuity (lack of)  | Driver/operator training program   |
| Air Force training program overly saturated                                      | Overly critical towards each other   |
| Stagnation/complacency   | Perceived bias/favoritism  |
| Next big thing   | “Way we have always done it” mentality   |
| Lack of company officer input (Captain)  | Internal communication   |
| Inconsistent personal recognition programs                                       | Lack of continuity between apparatus   |
| Lack of drone program - yes drone  | Lack of team building events (off duty)  |
| Mandated station/shift swaps   | Can't say “no”   |
| Shift continuity   | Communication between operations and management  |
| Lack of diversity  |  |





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## Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The department stakeholders identified the following potential opportunities:

| Opportunities for Tinker Air Force Base Fire & Emergency Services   |  |
|---|--|
| Training Oklahoma State University fire service training  | Test platform (tactical combat casualty care, emergency response services etc.)      |
| Training with DoD fire school   | Honor guard funeral etc.   |
| Mutual Aid (training partnerships etc.)   | Fire invest with outside agencies  |
| Different funding streams   | Fire Prevention Public Ed  |
| Self-help projects  | Contract housing   |
| Ride out programs with Midwest City /Del City   | Fire and emergency council (labor management)  |
| Explore improvement opportunities for 911 dispatch  | Involvement Inspector General's Office augmentee program                             |
| USAR (participation in regional teams)  | Training with Midwest City and Del City  |
| Community outreach – schools, car seat program, fitness trainers, child development centers, 911/climb marathon | Advanced Law Enforcement Rapid Response Training program (active shooter conference) |
| Outside education (degrees – certs)   | Coming citizen fire academy  |
| Midwest City /Del City chiefs events  | EOC chiefs events  |
| IMT – statewide   | Accreditation site visits  |
| Inspections with outside agencies   | EMS committee  |
| Instructing outside agencies / training with Squadron officer school  | Public private people partnerships   |
| Employee Enhancement Program  | Base mentorship program  |
| Health and Wellness Center  | Career Transition Assistance Program   |
| Scholarships  | Employee Assistance Program  |
| IAFF Fallen Firefighter Foundation  | More external training   |
| Representation at A level through Tinker leadership   | Boater safety course   |
| Sexual assault prevention and response – sexual abuse advocate  | Seasoning program (137th/507th personnel)  |
| Fill the boot   | Mental health first aid critical incident stress management team                     |
| Breast cancer awareness program   | Association for Local Telecommunications Services                                    |
| Building together   | Management representative program (equal employment opportunity, paralegal)          |
| Pilot for a day program   | Cop and firefighter appreciation week  |
| Vape educational video  | Firefighter combat challenge   |





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## Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the department stakeholders were as follows:

| Potential Threats to Tinker Air Force Base Fire & Emergency Services                |  |
|---|--|
| Reduction of staffing   | Reduction of funding   |
| Reduction of services provided by partners  | Increase of requirements (level of service)                                    |
| Forced apparatus acquisition (Rapid Intervention Vehicle, Wildland)                 | Office of Personnel Management guidance changes                                |
| Medical qualification standards   | Political instability  |
| Political correct culture   | Cross staffing   |
| Centralized PPE purchase  | Funding by continuing resolution   |
| Preventative maintenance measures of sprinkler systems – alarms, water, life safety | Water distribution system  |
| No lead Fire Protection Engineer  | Additional missions without more staffing or stations                          |
| Anti-terrorism force protection measures  | Reduction of retirement benefits   |
| Logistics Readiness Squadron level of service after one person retires              | Turnover of base senior leadership   |
| Procurement processes   | Centralized staffing (Air Force Personnel Center level)                        |
| Conflicting / over regulations  | Aging workforce (Tinker wide)  |
| Slow implementation of EMS policies   | Bureaucracy of acquisition process   |
| Expanding mission sets without associated funding for fire department               | Distribution of ALS resources  |
| Privatization contracting efforts   | Lack of apparatus input for new purchase (forced to accept unneeded equipment) |
| Slow pace in approval for tech advancement  | Centralized PPE cleaning   |
|   | Lack of code enforcement authority   |







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## Appendix 4 – Critical and Service Gap Issues

| Critical and Service Gap Issues Identified by the Department Stakeholders  |   |  |  |
|--|---|--|--|
| Group 1  |   | Group 2  |  |
| <ul style="list-style-type: none"> <li>- Internal communications               <ul style="list-style-type: none"> <li>o Communication between sections</li> <li>o Station to station</li> <li>o Company officer input</li> <li>o Lack of investment</li> <li>o Method of communications</li> </ul> </li> </ul>   |   | <ul style="list-style-type: none"> <li>- Internal communications               <ul style="list-style-type: none"> <li>o Process understanding</li> <li>o Dispatch</li> <li>o Crew continuity</li> <li>o No captain inputs</li> <li>o Operations and inspections disconnect</li> <li>o Method of communication</li> <li>o Radio communication process</li> <li>o Get togethers</li> <li>o Can't say "no"</li> </ul> </li> </ul> |  |
| <ul style="list-style-type: none"> <li>- Mentorship               <ul style="list-style-type: none"> <li>o Perceived bias</li> <li>o Way we have always done it</li> <li>o Aging workforce</li> <li>o Lack of dedicated program</li> <li>o Mandated swaps</li> <li>o Desire to mentor</li> <li>o Stagnation</li> </ul> </li> </ul>   |   | <ul style="list-style-type: none"> <li>- Workforce development               <ul style="list-style-type: none"> <li>o Realistic training</li> <li>o Aircraft walk through</li> <li>o Radio</li> <li>o Too much due at once</li> <li>o Confined space</li> <li>o 80/20%</li> </ul> </li> </ul>  | <ul style="list-style-type: none"> <li>o Mentorship</li> <li>o Overly critical / bias</li> <li>o Crew continuity</li> <li>o 48/72</li> <li>o Complacency</li> <li>o Shift swaps</li> </ul> |
| <ul style="list-style-type: none"> <li>- Relationships               <ul style="list-style-type: none"> <li>o Contractor operations</li> <li>o Communications</li> <li>o Wing leadership</li> <li>o Contracting</li> <li>o ALC</li> <li>o Personnel</li> <li>o Finance</li> <li>o P4 Group</li> <li>o Community</li> </ul> </li> </ul>   |   | <ul style="list-style-type: none"> <li>- External relationship               <ul style="list-style-type: none"> <li>o CE support</li> <li>o Trucks</li> <li>o Logistics</li> <li>o Manning</li> <li>o Enforcement of regulation</li> <li>o Aircraft walk through</li> <li>o Air condition, heat, mold in stations</li> </ul> </li> </ul>   |  |
| <ul style="list-style-type: none"> <li>- Training               <ul style="list-style-type: none"> <li>o Prioritization</li> <li>o Realism</li> <li>o Saturation</li> <li>o Complacency</li> <li>o Commitment</li> <li>o No outside training</li> <li>o Training development initiative</li> </ul> </li> </ul>   | <ul style="list-style-type: none"> <li>o Flight line commitments</li> <li>o Prop availability</li> <li>o Air Force mandates</li> <li>o Documentation in ACES</li> <li>o Multiple training requirements</li> </ul> | <ul style="list-style-type: none"> <li>- Uncontrollable issues / Air Force level               <ul style="list-style-type: none"> <li>o Mandated</li> <li>o Trucks</li> <li>o Training</li> <li>o Manning</li> <li>o Preventive maintenance / CE not following through</li> <li>o Enforcement of regulations</li> <li>o Assistant (logistics and administration)</li> </ul> </li> </ul>  |  |
| <ul style="list-style-type: none"> <li>- Work saturation / time management               <ul style="list-style-type: none"> <li>o Prioritization</li> <li>o Air force mandates</li> <li>o Unforeseen events</li> <li>o Calls/responses</li> <li>o Doing other organizations job</li> <li>o Day to day changes</li> <li>o Self help</li> <li>o Physical fitness / annual assessments</li> <li>o Quality vs quantity</li> <li>o Mitigation of duties</li> <li>o Delegation</li> <li>o Supervisor duties</li> </ul> </li> </ul> |   |  |  |

