

The Transformation Project

- I. What is so now:
 - a. Negatives:
 - i. Integrity, doing what you say you will do, when you say will do it.
 - 1. Administrative
 - 2. Operational
 - ii. Lack of mutual respect
 - iii. Finger pointing amongst membership.
 - iv. Leadership disconnects and discontent.
 - v. Lack of organization and direction.
 - vi. Loss of revenue.
 - vii. Unsatisfied membership base.
 - b. Positives
 - i. Membership motivation for organization and structure has grown.
 - ii. Greatest one-time influx of new members
 - iii. Future operational stability due to high number of local career firefighters.
 - iv. Bunkroom with the smallest numbers in over a decade, but yet one of highest motivated and close knit.
 - v. Local base of dedicated membership stepping up
 - All of these items create a greater demand on the leadership.
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- II. What is our predictable future if no action is taken:
 - a. Greater financial loss
 - b. Membership base decreases from discontent
 - c. Decreased membership base grows and is self-feeding
 - d. Deterioration of apparatus, without a means of replacement – not just financial
 - e. Decreased operational excellence; leading to potential injury, greater property loss & worse case scenario of a fatality
 - f. Department ceases to operate as a volunteer corporation
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- III. What is the future, if action is taken now, today, not someday:
 - a. Transformation of administrative positions to be one which is embraced and competed for amongst members with a vision
 - i. President & Vice President:
 - 1. Complete the transformation between principals
 - 2. Create a job description and reporting structure for a professional administrative assistant

3. Define a specific task list
- ii. Treasurer
 1. Outsource daily bookkeeping responsibilities
 2. Define a specific task list
- iii. Secretary:
 1. Identify any tasks that need to be outsourced
 2. Define a specific task list

b. An Organizational Business Plan

- i. Specific milestones/results
 1. Create a regulatory/report tracking spreadsheet
 2. Create a training tracking spreadsheet
 3. Create a membership contact list
 4. Create an FY05 balanced budget
 5. Update and define standing committees:
 - a. Open House/Prevention
 - b. Membership
 - c. Training
 - d. Drivers Training
 - e. Banquet
 6. Create two new standing committees
 - a. Capital Projects
 - i. Educate and create an understanding of our financial means
 - ii. Set course for a realistic building plan
 - iii. Set course for a realistic apparatus plan
 - b. By Laws
 - i. Conduct a review of the current by-laws
 - ii. Propose conceptual changes/updates
 7. Identify community support (pillars/business)

ii. Independent of individuals

c. Tear down the wall created between operations and administration by creating one common mission statement for the organization

- i. Emergency Response: Use words excellence; aggressive; & discipline
- ii. Team based membership; founded upon respect which is earned and a two-way street

d. Hold a futures presentation

- i. Complete items a, b, c by 2300 hrs. June 22, 2004.
- ii. Identify all the goals

1. acknowledge goals that were met;
2. acknowledge goals that were not met; identify the reason and set the continued course

IV. Philosophy of the Project – better explained verbally, below is a paraphrasing of these ideas:

- a. Approach is to be viewed in the light of building a house: Start with the foundation and framework to build upon. Do not discuss the color of the walls or the pictures to be hung until the framework is complete. Interior finishes are temporary, try them, keep some, and loose others. Encourage all members to retain their ideas, but ask for understanding that our approach is one step at a time, with specific measurable results.
- b. Consider the metaphor of a donkey pulling a cart chasing a carrot dangling from a string. The donkey keeps pulling the cart and never gets the carrot. We will never complete this project. The specific goals we lay down for June 22, 2004 are the foundation for continued operations.
- c. Democracy is the foundation. Understand that we are a paramilitary organization with a corporate business structure. Be cognizant of the idea that incident commanders and unit officers **decide** a course of action on an emergency incident. Consider the word decide is derived from the same family of words such as suicide and homicide; meaning to kill off. During this project, we must consider choices. A **choice** is a course of action taken after considering the options, opinions and freely choosing the course. We always have the option of changing the choice. A minority fraction must not undermine choices; doing so will change the course.
- d. Everyone, every single member, has a roll in this department. Consider a bell curve to understand active membership. Some members are on the far extremes of the bell curve, most are in the middle. Each member has a roll and we should all respect everyone's roll. We are all on the same team, working towards the same goal.

V. Requests

- a. Empowerment to make requests and provide invitations
- b. Integrity of members: do what you say, when you say you will do it.
- c. When presented with a request or invitation, members are given a choice to participate and will feel comfortable in their choice regardless if that choice is yes or no.
- d. Acceptance/democracy, without undermining
- e. Acknowledge NOW that we will have bumps and roadblocks trying to stop us: We must adjust and continue – unstoppable. Potential examples:
 - i. Someone may move
 - ii. Someone may get arrested
 - iii. Someone may get injured
 - iv. We may get in an accident
 - v. Someone may resign

- vi. We may fail at some of the goals
 - f. Respond to all emergency calls with a sense of purpose and pride: the pride of our department is shown on the fire ground, in the house of the EMS call, and on the street of the crash. Our actions are to strive for excellence by being aggressive but yet discipline.
- VI. Interim President commitments
 - a. Time: time will be fair and balanced
 - b. Deal with the project one step at a time
 - c. Ensure we meet the established deadlines, if not, acknowledge what went wrong, why it went wrong and what is our next course of action
 - d. Notification of my absence or of being out of service greater than 24 hours.
 - e. Create specific goals and results to be accomplished by the April, May & June meetings by March 17, 2004.