

GLOUCESTER, MA FIRE CHIEF

CHALLENGE STATEMENT

The next fire chief in the City of Gloucester will face numerous complex challenges and will be required to be an agent of change in a very traditional, task-oriented municipal fire and EMS agency.

Due to Gloucester's location on Cape Ann, its congested downtown and waterfront area, and its unique response time challenges because of its geographical features, Gloucester's next fire chief faces the challenge of preparing for and dealing with significant events that may occur in the Cape Ann region, such as:

- Major fire incidents
- Hazardous materials responses
- Mass casualty and disaster events
- Commuter rail emergencies
- Terrorism incidents
- Severe weather events
- Maritime fire and rescue incidents
- Public health crises

The fire chief must be capable in managing the response to large-scale incidents, including fires, hazardous materials incidents, and natural disasters. In addition, the fire chief must be sensitive to the unique fire protection and EMS challenges in a multi-cultural community that is demographically diverse.

Gloucester's next fire chief will be faced with significant, high-priority challenges that have placed the fire department under tremendous public scrutiny, including, but not limited to, a long-standing need to replace the existing fire headquarters facility (perhaps with a fire-police public safety facility), and the closures of fire sub-stations when staffing levels are reduced.

Additional challenges include:

- Limited availability of regional mutual aid resources (due to travel distance and geographic location)
- Limitations in the availability and use of up-to-date technology systems for data management and analysis and operational efficiency
- The need for a strategic organizational planning and decision-making
- The need to establish a strong mentoring program to develop leadership, supervisory, and technical skills within the agency



The members of the fire department are extremely proud of their heritage and of the role that they play in the community. Gloucester's next fire chief will be challenged to build upon the many positive attributes of the fire and EMS force and create a cohesive team that is totally focused on the vision and mission of the organization.

