**Template for writing a S.M.A.R.T. Goal**

Crafting S.M.A.R.T. Goals are designed to help you identify if what you want to achieve is realistic and determine a deadline. When writing S.M.A.R.T. Goals use concise language but include relevant information. These are designed to help you succeed, so be positive when answering the questions.

**Initial Goal** (*Write the goal you have in mind*):

*Perhaps as a subset of goal number 1, I want to develop a more sustainable staffing model to ensure that the safety of our community members is met.*

1. **Specific** (*What do you want to accomplish? Who needs to be included? When do you want to do this? Why is this a goal*?)

*Our current staffing model of full-time coverage from 7:00 am to 11:00 pm Monday-Friday followed with on-call and per diem staffing for the overnight and weekends is outdated and very difficult to maintain. The increase in hourly wage, along with the $1000 per year stipend for on-call employees that I thought would motivate people to work has not had the desired effect. It is very difficult to maintain adequate staffing for the overnight and weekends. Given the increase in call volume, it has become difficult to properly staff the department to meet the needs of the community. Weekend shifts are going unfilled, as well as holiday shifts that are opened by full-time staff being off duty. I believe it is time to move to 24-hour coverage with full-time staff members while continuing to maintain an active on-call department. This could be achieved by a combination of hiring additional staffing and/or pursuing a regional approach to staffing to provide adequate coverage. With the increased commercial and residential development on the horizon, call volume will continue to rise, as will the demand for services.*

2. **Measurable** (*How can you measure progress and know if you’ve successfully met your goal?*):

*The progress of this goal can be measured by open shifts being filled, better response times to calls for service, and the ability to handle multiple calls (emergent and non-emergent).*

3. **Achievable** (*Do you have the skills required to achieve the goal? If not, can you obtain them? What is the motivation for this goal? Is the amount of effort required on par with what the goal will achieve?*):

*This goal is achievable provided the community is willing to invest the capital to increase staffing levels. Like other goals, this could be achieved through a multi-year approach but can only be achieved with an investment from the community. The motivation behind setting this goal is to ensure that emergency services are available to the community in a timely fashion when they are requested. Currently, we can provide an ambulance to a resident or business within 5 minutes of the time of call between the hours of 7:00 am and 11:00 pm Monday through Friday. This response time changes, at time dramatically, in the overnight hours and on weekends if there is no staffing at the station. When there is no staffing, most often the ambulance will be requested through mutual aid resulting in delayed patient care and lack of revenue for the town. Achievement of this goal, however, requires a significant investment on the part of the community, and unlike the purchase of a capital item, it is an on-going investment.*

4. **Relevant** (*Why am I setting this goal now? Is it aligned with overall objectives?*):

*The Mission Statement of the Boylston Fire Department is as follows: It is the mission of the Boylston Fire Department to protect the lives and property of the people in the community from fire, natural disasters, hazardous materials incidents and other emergencies by providing prompt, professional service. We are always able to provide professional service from a group of very dedicated and well-trained full-time and on-call staff members, but often we are unable to provide this service in a timely manner due to staffing limitations. With increased future development, I believe it is time to evaluate the current staffing plan and adjust it accordingly so that we can continue to provide prompt, professional service.*

5. **Time-bound** (*What’s the deadline and is it realistic?*):

*We could look at increased staffing in a tiered or multiple year approach, but with the new commercial development proposed to go online in 2022, we should have staffing increases go online at the same time. Two additional full-time staff members could allow the flexibility to implement either 16 or 24 hours shifts with two firefighter/EMTs along with the fire chief working days. Permanent per diem employees may also be a possible solution, if suitable candidates could be found.*

Employee’s Signature Date

(This signature does not imply agreement or disagreement with the evaluation but only indicates the employee has read it and been provided an opportunity to respond if he/she chooses to do so. The employee also understands that the Performance Evaluation will be placed in their Employee File.)

Matt Mecum, Chair Date

(This signature indicates that the supervisor has met in person with the employee, reviewed last year’s performance and discussed future goals and development)

Seth Ridinger Date

(This signature indicates that the supervisor has met in person with the employee, reviewed last year’s performance and discussed future goals and development)

Jamie Underwood Date

(This signature indicates that the supervisor has met in person with the employee, reviewed last year’s performance and discussed future goals and development)