EXECUTIVE SUMMARY

In order for any organization to improve in the future there must be a clear path outlined. A plan that helps direct future decisions and actions is essential to progress. Strategic planning as the name implies, develops that guidance while addressing the long-term implications and needs of the community. The basis of our strategic planning process is the guidance provided by the Dubuque City Council and the City Manager.

This guidance is provided in part by the City Mission Statement:
Dubuque city government is progressive and financially sound with residents receiving value for their tax dollars and achieving goals through partnerships. Dubuque city government’s mission is to deliver excellent municipal services that support urban living; contribute to an equitable, sustainable city; plan for the community’s future; and facilitate access to critical human services.

Stated City Council Goals Include:

- Robust Local Economy: Diverse Businesses and Jobs with Economic Prosperity
- Vibrant Community: Healthy and Safe
- Livable Neighborhoods and Housing: Great Place to Live
- Financially Responsible, High-Performance City Organization: Sustainable, Equitable, and Effective Service Delivery
- Sustainable Environment: Preserving and Enhancing Natural Resources
- Partnership for a Better Dubuque: Building Our Community that is Viable, Livable, and Equitable
- Diverse Arts, Culture, Parks, and Recreation Experiences and Activities
- Connected Community: Equitable Transportation, Technology Infrastructure, and Mobility
The City Manager has provided additional guidance through his management philosophy:

- Plan your work and work your plan
- Input-Oriented
- Problem Solvers
- Develop Partnerships
- Act with a sense of urgency
- Success is about Planning, Partnerships, and People leading to desired outcomes

Strategic planning provides a process for our organization to set goals for the future and establish plans for decision-making that help us get to those goals. For the process to be successful several steps must be taken. An assessment of the present state of the organization must be completed. This assessment should be done using a citizen input component that helps identify critical issues and gaps in the current delivery of service. The intent is to create better outcomes for those served. In order to do that the expectations and concerns of the citizen/customer must be sought at all levels.

Additionally, the survey asked:

- What the respondent felt was a reasonable response time for service.
- To rate the overall quality of the service, the fire department provides.

A Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis was also completed among the membership of the fire department.

From this exercise goals and objectives were created that are linked to the strategic initiatives of: High Performance Fire and EMS Department, High Performing and Diverse Workforce, Vibrant Healthy and Safe Community through Preparedness and Disaster Management, and Supporting a Vibrant Healthy and Safe Community into the Future.

**These goals are:**

- High-performing EMS Division
- Maintain Appropriate Special Teams
- Be Responsive to Customer Needs
- Recruit a Diverse Workforce
- Develop Sustainable, Equitable, and Effective Staffing
- Maintain a Community Risk-Reduction Program
- Support Department Resiliency
- Maintain Service Levels the Contribute to an Equitable, Sustainable City
- Analyze Staffing Needs for a Growing City

The Dubuque Fire Department reached out to the community for external feedback. A questionnaire (available online and in hard copy) was used. The survey sought to derive a basic understanding of the respondent's familiarity with the fire department. Seven core services were identified and listed in the survey: Emergency Medical Service (EMS), Fire Suppression, Public Education, Community Risk Reduction, Inspection, Hazardous Materials Response, and Technical Rescue. Using these service categories, respondents were asked to rank the importance of each to them. They were also asked to provide feedback on which of these services needed improvement.

The effort to create a strategic plan is of little value if the plan itself does not become an operationally useful document. Daily use of strategic plan guidelines helps maintain the path to stated goals. Direction and focus on established goals becomes a “way of doing business”. The importance of the strategic plan must become a natural part of the organization's processes. Because the plan was developed using input from both external and internal stakeholders, there will be a sense of buy-in that the plan shows a path supported by the community.

Finally, the strategic plan offers a source of measurement of the performance achieved toward the identified goals. Little doubt is present about the progress being made when a strategic plan has been adopted. These performance measures will follow the path suggested by the strategic plan and adjustments can be made along the way. Accomplishment of the goals within the strategic plan help focus efforts and create innovation. The organization must commit to the strategic plan, and in turn, accept the community input that helps create the plan. This effort is never-ending, meaning that the process is continuous and early successes will be the building block for more success.
ORGANIZATIONAL BACKGROUND

The Dubuque Fire Department protects the oldest city in Iowa. The fire department provides a full range of services including transport paramedic EMS. Our department is comprised of 90 uniformed career firefighters. Personnel operate from six fire stations distributed throughout the city. Plans for expansion of both staff, apparatus, and an additional west-side station are in place.
A short history of the Dubuque Fire Department

The City of Dubuque organized a formal fire protection system for the community in 1842, known as the Institution of the Independent (Volunteer) Fire Company, with twenty-five members. In 1854, there was a reorganization of the Independent Fire Company along with an identity change known now as the Washington Fire Engine Co. No. 1. Subsequently, three additional fire companies were established in the years following—Protection Fire Engine Co. No. 2, Mechanics Fire Engine Co. No. 3 and the Key City Hook & Ladder Co. No. 1. The City Council adopted the first set of Rules and Regulations governing the organization and operation of the fire department in 1858. This placed the Chief Engineer in charge of the department with authority to manage and create policy.

The department purchased modernized steam fire engines beginning in 1867. At this time, the fire department had two paid men, both serving as engineers of the steam fire engines. After the second steam engine was placed in service in 1868, Dubuque once again reorganized the fire department. The department consisted of two categories of members— a combination part-paid (full time Engineers and Stokers) and on-call (Minutemen). The Independent & Volunteer Fire Companies were officially disbanded leaving the City of Dubuque Fire Department, which now consisted of two steam fire engine companies and a hook & ladder.

On January 1, 1884, the Dubuque Fire Department officially transitioned to a career organization with 31 men. They were separated into two engine companies and a hook & ladder company. A steam engine and hose cart were located in the new engine house at 18th & Clay (Central Avenue) Street; the second steam engine and hose cart were located at Fourth and Locust Street. The hook & ladder truck was housed on Iowa Street between 8th and 9th Streets.

Hose Company No. 4 was placed in service on Delhi Street in 1894. In 1903 Hose Company No. 5 was established on Grandview Avenue. Lastly in 1905, Hose Company No. 6 entered into service on Rhomberg Avenue. In 1953, Truck Company No. 2 was organized and placed in service at the new engine house on University Avenue.

Staffing was provided with two platoons that worked alternating shifts. On January 1, 1966, a third shift was added to the department with each group managed by an Assistant Chief. Fire station No. 2 was constructed on John F. Kennedy Road to provide better fire protection for the westward growth of the City in 1967.

The evolution of the ambulance service in the City of Dubuque has been quite interesting. In 1910, the City considered the
purchase of a public ambulance after concerns that individuals who provided the service at the time were overcharging patients. Dubuque's first public ambulance entered into service in November 1914 and provided coverage 24/7 at no charge to the community. The ambulance was staffed with one man, but service expanded through time to become a two-man crew. The individuals who ran the ambulance typically had first aid skills to treat major injuries, but emergency medical training still had not been developed.

Funeral homes provided transfer service as well; however, in 1969, the Dubuque funeral home owners decided to get out of the business. The City accepted the extra duty and expanded training of dedicated personnel. This effort enabled the Dubuque Fire Department to be one of the first paramedic services in the state of Iowa. Beginning in 1996, the Department required all new hires to possess a valid paramedic certificate. This has enabled the Department to have a high level of trained medical service providers. In 2013 the department started providing advanced life support using paramedic engine companies by providing equipment and at least one paramedic on every staffed unit. The Department roster includes 82 firefighter/paramedics.

The fire department has also enhanced its ability to serve the community in other non-traditional areas. In the 1990's the fire department developed a formal Hazardous Materials Response capability. Personnel where trained as Hazardous Materials Technicians, which allows for entry into dangerous areas to stop leaks and clean up spilled chemicals. This training led to the establishment of an agreement with Dubuque County to provide hazardous materials response to the entire county.

During the mid-1990's OSHA rules concerning entry in confined spaces led to the creation of a confined-space/high-angle rescue capability within the fire department. Today, fire department members are trained to enter and rescue victims in confined spaces and from heights including natural and man-made. The equipment compliment includes climbing gear as well as trench stabilization equipment. Because of the proximity to the Mississippi River, the fire department also acquired boats to provide rescue and firefighting on the water. Currently three boats are available, including one that is kept ready at City of Dubuque Marina during boating season.
Services Provided TO THE COMMUNITY

Medical Service (EMS) & Ambulance
Response to injuries and illnesses are the most common request for fire department services. Fire department ambulances provide transport to local hospitals and are supplemented by first-arriving engine units staffed with paramedics. EMS service also provides non-emergency care and transport as well as event stand by.

Fire Suppression
All types of fires are responded to including structures, vehicles, grass/wildland, and fires occurring on the water. Fires are often the service that demands the most staffing and equipment.

Public Education (Fire and Life Safety)
The department presents fire and life safety education to schools, groups, businesses and special events. From smoke detector installation and fire extinguisher training to fire safety lessons for youth and seniors, we strive to protect the community through prevention.

Community Risk Reduction
The department seeks to reduce fires and other life-threatening hazards by developing strategies that address the risks. Education, response planning, and code enforcement are used to limit the community’s exposure to harm.

Fire Inspection
The fire department works diligently to inspect business properties and institutional occupancies on a regular basis to prevent fires. Through the Fire Marshal new construction plans are reviewed to assure code-compliance and maintain fire safety.

Hazardous Materials Response
The response to spills or leaks of hazardous chemicals is critical to the safety of the community. The fire department provides the highest level of hazardous materials response.

Rescue (Technical - Heights, Depths, Water, Vehicle)
Specialized rescue services are provided using specially equipped and trained firefighter/paramedics to rescue people from heights, depths, and water hazards, and vehicle crashes.
In order to gauge our service and its relevance to the community, an external stakeholder survey was used. This survey was made available on the fire department website and in hard copy at public events and station tours. Sixty community members completed the survey over approximately one year. Of these responses, 67% of the participants had contact with the Dubuque Fire Department prior to the survey. These consisted of a variety of contacts.

For survey participants that had previous contact with the fire department the contact type breakdown was:

- Medical (41%)
- Public Education (25%)
- Inspections (16%)
- Rescue (7%)
- Fire Suppression (6%)
- Community Risk Reduction (4%)
- Hazardous Materials (1%)
SERVICE PRIORITIES

The seven core services listed previously, were used as part of the external stakeholder survey. Participants were asked to rank the seven services by importance to them. The seven fire department services by rank order of importance to the survey participants are:

- **Most Important** – Medical Service/Ambulance
- Fire Suppression
- Rescue (Technical – heights, depths, ice, water, vehicle)
- Hazardous Materials
- Community Risk Reduction
- Public Education (fire and life safety)*
- Fire Inspection*

*Tie in importance among survey respondents

COMMUNITY EXPECTATION

The external stakeholder survey asked participants how well the department was meeting their personal expectations related to core services, responses are shown as a percentage of the total.

- Excellent (87%)
- Good (9%)
- Fair (4%)
- Poor (0%)

Survey participants were also asked what they would consider a reasonable response time from the fire department? No suggested times were given and an open comment area resulted in the following:

- Mode = 5-7 minutes (49%)
- Average = 7.6 minutes
CONCERNS FROM THE COMMUNITY

The survey asked participants to note any core services in which they would like to see improvement. Results for areas of improvement wanted showed the following:

- Public Education (30%)
- Community Risk Reduction (23%)
- Medical (20%)
- Inspections (13%)
- Rescue (8%)
- Fire Suppression (3%)
- Hazardous Materials (3%)

General comments related to concerns are listed below:

- The fire department seems to be lacking sufficient personnel. All fire units should have at least 3 personnel on it.
- Provide a higher standard of care. Everyone on the department should be proficient in medical care and deliver it competently.
- Maybe more community involvement?
- Maybe more education for children?

POSITIVE FEEDBACK FROM RESPONDENTS

Below are examples of positive comments received by survey respondents

- I work in an assisted living facility and we need to call for lift assist and transfer to the hospital frequently. Everyone is very kind and gentle with the residents.
- Glad to see firefighters at community events.
- Good job all around.
- Continued community support and presence to prevent problems. Thank you for what you do.
- My son was trying to light toilet paper so I contacted Dubuque Fire to see how to proceed. I was contacted by an Assistant Chief and setup a meeting. He was firm but fair with him, explaining fire safety and the consequences of playing with fire. Thanks to Derek Paulson!
- They are awesome. Cannot see a need for improvement.
- Never had a bad interaction.
- I’ve always thought there needed to be a Western Dubuque presence, and just found out it is in the budget. I think that is awesome.
- Doing great!
- Great work and thank you for the tour.
- You guys do a great job. Thank you.
- You are doing an excellent job. Keep up the good job.

ADDITIONAL FEEDBACK

In order to gather information as to the depth of understanding about the fire department EMS and Public Education services, the survey also asked participants two additional questions.

1) If they were aware that the fire department is the primary 911 response agency to medical emergencies? In this case 98% of respondents indicated “yes”.

2) If they knew a fire station tour could be scheduled by anyone in the community? In this case, only 65% of the survey participants indicated “yes”.

In order to gather information as to the depth of understanding about the fire department EMS and Public Education services, the survey also asked participants two additional questions.
DUBUQUE FIRE DEPARTMENT
MISSION STATEMENT

To protect, assist, and educate our community and visitors with pride, skill, and compassion.

Our shared values are:

INTEGRITY
• We serve in an honest and equitable fashion
• We respect those we serve and are accountable to them

PROFESSIONAL
• We provide a high degree of excellence
• We work with a positive attitude

DEDICATION
• We are committed to helping our neighbors
• We strive to do our best for others

SKILL
• Our ability is important in the lives of our neighbors
• We hold ourselves to a high standard

COMPASSION
• We show empathy for those in need and seek ways to be helpful
• We perform with a sense of community

PRIDE
• Our tradition is a job well done
• We strive to be prompt, safe, and fit for duty
The initiatives below were derived from the strategic planning process described in this document. They serve as a guide for future decision making and a path to improvement of the Dubuque Fire Department. The corresponding goals and objectives linked to each initiative can be found in Appendix 1.

**STRATEGIC INITIATIVE 1:**
Provide Service Levels of a High Performance Fire and EMS Department

*We Work to Provide City Services Responsive to the Community.*
Dubuque City Council Goal: Financially Responsible, High-Performance City Organization

**STRATEGIC INITIATIVE 2:**
Support a High Performing, Diverse Workforce

*We Strive to Provide Excellent Employees Who Are Reflective of the Community.*
Dubuque City Council Goal: Robust Local Economy

**STRATEGIC INITIATIVE 3:**
Maintain a Vibrant, Healthy and Safe Community through Preparedness and Disaster Management

*We Work Toward a Community More Resilient During Times of Disaster.*
Dubuque City Council Goal: Vibrant Community: Healthy and Safe

**STRATEGIC INITIATIVE 4:**
Support a Vibrant Community: Healthy and Safe, into the Future

*We Look to the Future Needs of our Community.*
Dubuque City Council Goal: Financially Responsible, High-Performance City Organization
DUBUQUE FIRE DEPARTMENT VISION STATEMENT

The Dubuque Fire Department offers services within the scope of our mission that help citizens and visitors enjoy a healthy and safe lifestyle. The fire department is made up of a diverse and well-skilled team of accredited professionals dedicated to serving our neighbors equitably.

The fire department responds quickly to assist people in cases of fire, emergency medical, rescue, or other need. The community is preserved by a risk-driven fire inspection program that maintains fire and life safety among historic and contemporary buildings. Community members are resilient, have opportunities to learn and practice fire and life safety to enhance livable neighborhoods and assure quality of life. The fire department seeks to preserve and enhance all the reasons that make Dubuque a great place to live, work and play.
GOALS ASSOCIATED WITH STRATEGIC INITIATIVE 1:
Provide Service Levels of a High Performance Fire and EMS Department

Goal 1: High-Performing EMS Division

Objective 1a.  Improve STEMI and Stroke Care
   Task 1a.1 Define baseline for current performance
   Deliverable: Reports showing current performance for both STEMI and Stroke
   Task 1a.2 Establish program goals
   Deliverable: One and two-year goals for improvement in STEMI and Stroke
   Task 1a.3 Review Critical Task Analysis for stroke response
   Deliverable: Recommendation to staff for response plan based on Critical Task Analysis

Objective 1b.  Complete EMS Compliance Program
   Task 1b.1 Establish a compliance team
   Deliverable: Roster of team members and the role they play
   Task 1b.2 Develop compliance plan components
   Deliverable: Written compliance plan
   Task 1b.3 Implement compliance plan through education and quality assurance review
   Deliverable: Initial education for members and follow up directions for QA Team

Objective 1c.  Study Alternative Staffing Models for a Third Frontline Ambulance
   Task 1c.1 Assign committee/group to research
   Deliverable: Group roster in place and meetings scheduled
   Task 1c.2 Identify workable staffing models for review
   Deliverable: Current model performance compared to alternate three ambulance models
   Task 1c.3 Recommend best practice for future staffing of third ambulance
   Deliverable: Recommendation to command staff on personnel assignments and use of current/future staffing numbers
Goal 2: Maintain Appropriate Special Teams

Objective 2a. Identify Special Team Training Needs and Requirements
  Task 2a.1 Establish Job Performance Requirements (JPR) for Hazardous Materials Technician
  Deliverable: JPRs in place based on NFPA/OSHA guidelines
  Task 2a.2 Establish Job Performance Requirements (JPR) for Rescue Technician by Discipline
  Deliverable: JPRs in place based on NFPA/OSHA guidelines for Rope, Confined Space, Water, Ice, and Vehicle Extrication
  Task 2a.3 Establish Job Performance Requirements (JPR) for Rescue Task Force (RTF)
  Deliverable: JPRs in place based on guidelines

Objective 2b. Train Hazardous Material Team Members Job Performance Requirements (JPR).
  Task 2b.1 Develop training schedule for Haz Mat Technician personnel
  Deliverable: Schedule on training calendar one-year out
  Task 2b.2 Provide training based on established JPRs
  Deliverable: Training hour documentation for team members

Objective 2c. Train Technical Rescue Team Members to Job Performance Requirements (JPR).
  Task 2c.1 Create training schedule for tech-rescue personnel in each discipline
  Deliverable: Calendar done for each discipline in 2021
  Task 2c.2 Provide training based on established JPRs
  Deliverable: Training hour documentation for team members FY2021

Goal 3: Be Responsive to Customer Needs

Objective 3a. Evaluate Equipment and Service Needs
  Task 3a.1 Identify all items to be included in the replacement plan
  Deliverable: List of high dollar items and items with a predictable service life
  Task 3a.2 Establish needs through annual program appraisals
  Deliverable: Budget plan includes equipment needs from appraisals
GOALS ASSOCIATED WITH STRATEGIC INITIATIVE 2:
Support a High-Performing, Diverse Workforce

Goal 4: Recruit a Diverse Workforce

Objective 4a. Provide Career Orientation Opportunities
   Task 4a.1 Maintain fire intern program
   Deliverable: Number of intern positions available each year

Objective 4b. Partner with Education and Workforce Sources to Develop a Diverse Candidate “Pipeline”
   Task 4b.1 Establish contacts with colleges and area resources
   Deliverable: List and number of organizations with established relationships

Goal 5: Develop Sustainable, Equitable, and Effective Staffing

Objective 5a. Provide Leadership Training to Officers
   Task 5a.1 Determine leadership training to be offered
   Deliverable: Training included in training schedule and budget
   Task 5a.2 Deliver leadership training to officers
   Deliverable: Training documented for identified classes
   Task 5a.3 Evaluate leadership training to officers
   Deliverable: Officer evaluations, feedback from training provided

Objective 5b. Complete Annual Individual Performance Evaluations
   Task 5b.1 Pilot project of performance evaluations at command staff level
   Deliverable: Evaluation of command staff completed by Fire Chief
   Task 5b.2 Finalize evaluation tool for use with all personnel
   Deliverable: Evaluation form and SOG in place
   Task 5b.3 Train all personnel on performance review process and policy
   Deliverable: Roster showing training complete
   Task 5b.4 Complete performance evaluations for all personnel
   Deliverable: Completed evaluations on file
GOALS ASSOCIATED WITH STRATEGIC INITIATIVE 3:
Maintain a Vibrant, Healthy, and Safe Community through Preparedness and Disaster Management

Goal 6: Maintain a Community Risk Reduction Program

Objective 6a. Provide Community Training in Hands-only CPR
   Task 6a.1 Create curriculum for use in community training
   Deliverable: Curriculum for hands-only CPR
   Task 6a.2 Present training to the community
   Deliverable: Presentations scheduled with annual plan showing presentation goals

Objective 6b. Provide Information for Citizens related to Disaster Preparedness and Response
   Task 6b.1 Develop Curriculum for Presentations
   Deliverable: Curriculum prepared and ready for use in conjunction with Community Risk Reduction Program
   Task 6b.2 Present training to the community
   Deliverable: Presentations scheduled and annual plan in place for providing training in the community

Goal 7: Support Department Resiliency

Objective 7a. Maintain a Fire Department “Continuity of Operations Plan” (COOP)
   Task 7a.1 Provide ongoing training and testing with Command Staff on COOP elements
   Deliverable: COOP training documented for Command Staff

Objective 7b. Prepare for Disaster Response Operations
   Task 7b.1 Update rosters for callback of personnel
   Deliverable: Code Red call lists updated, special team call lists reviewed annually
   Task 7b.2 Practice callback procedures according to COOP
   Deliverable: Records of callback test results
   Task 7b.3 Assess portable radio equipment needs in disaster response
   Deliverable: Budget plan for meeting equipment needs
GOALS ASSOCIATED WITH STRATEGIC INITIATIVE 4:
Supporting a Vibrant Community: Healthy and Safe, into the Future

Goal 8: Maintain Service Levels that Contribute to an Equitable, Sustainable City

Objective 8a. Improve Insurance Services Office (ISO) Fire Classification Rating
   Task 8a.1 Identify improvement areas from Public Classification Rating Report
   Deliverable: List of achievable gaps in performance rating

   Task 8a.2 Develop a plan for improvements based on gap analysis
   Deliverable: Plan on file to close gaps, improving ISO rating

   Task 8a.3 Establish budget plan to fund needed improvements
   Deliverable: Budget request(s) to fund needed improvements

Objective 8b. Examine Operations to Maximize Available Resources
   Task 8b.1 Assign committee/group to research
   Deliverable: Group roster in place and meetings scheduled

   Task 8b.2 Recommend best practice for future resource deployment
   Deliverable: Recommendation to Command Staff for future resource deployment policy

Goal 9: Analyze Staffing Needs for a Growing City

Objective 9a. Plan for and Implement a New West-End Fire Station
   Task 9a.1 Create a plan for staffing of an additional fire station
   Deliverable: Staffing plan in place

   Task 9a.2 Determine location of west-end fire station
   Deliverable: Location confirmed

Objective 9b. Explore the need for an additional Chief Officer position
   Task 9b.1 Performs a needs analysis
   Deliverable: Listing of needs gap items

   Task 9b.2 Create a job description
   Deliverable: Job description draft

Objective 9c. Explore the need for a dedicated, in-house, Information Services Technician
   Task 9c.1 Performs a needs analysis
   Deliverable: Listing of needs gap items

   Task 9c.2 Create a job description
   Deliverable: Job description draft
GOALS ASSOCIATED WITH STRATEGIC INITIATIVE 4: Supporting a Vibrant Community: Healthy and Safe, into the Future

Goal 8: Maintain Service Levels that Contribute to an Equitable, Sustainable City

Objective 8a. Improve Insurance Services Office (ISO) Fire Classification Rating

Task 8a.1 Identify improvement areas from Public Classification Rating Report
Deliverable: List of achievable gaps in performance rating

Task 8a.2 Develop a plan for improvements based on gap analysis
Deliverable: Plan on file to close gaps, improving ISO rating

Task 8a.3 Establish budget plan to fund needed improvements
Deliverable: Budget request(s) to fund needed improvements

Objective 8b. Examine Operations to Maximize Available Resources

Task 8b.1 Assign committee/group to research
Deliverable: Group roster in place and meetings scheduled

Task 8b.2 Recommend best practice for future resource deployment
Deliverable: Recommendation to Command Staff for future resource deployment policy

Goal 9: Analyze Staffing Needs for a Growing City

Objective 9a. Plan for and Implement a New West-End Fire Station

Task 9a.1 Create a plan for staffing of an additional fire station
Deliverable: Staffing plan in place

Task 9a.2 Determine location of west-end fire station
Deliverable: Location confirmed

Objective 9b. Explore the need for an additional Chief Officer position

Task 9b.1 Performs a needs analysis
Deliverable: Listing of needs gap items

Task 9b.2 Create a job description
Deliverable: Job description draft

Objective 9c. Explore the need for a dedicated, in-house, Information Services Technician

Task 9c.1 Performs a needs analysis
Deliverable: Listing of needs gap items

Task 9c.2 Create a job description
Deliverable: Job description draft