

# STRATEGIC PLAN



**2018-2023**

**Serving the West Carrollton Community**

## Executive Summary

A community-centered strategic planning process was used to create this strategic plan for the West Carrollton Fire Department. A cross-section of department members as well as external stakeholders from various community backgrounds worked collaboratively throughout the planning process. The Ohio Fire Chiefs' Association provided expertise in strategic planning and best practices in the fire service as well as serving as planning team facilitators.

Prior to beginning the strategic planning process, the Ohio Fire Chiefs' Association facilitated development of the department's mission, vision and guiding principles. The strategic planning process, which was conducted over two separate planning sessions, resulted in the development of six specific goals. The final plan document identified key steps or critical tasks for implementing each of the goals, resources needed (e.g., financial and staff), as well as a timeline for completion. The individual(s) responsible for completing the critical tasks and managing goal success will be determined by department leadership as plan implementation progresses.

The developed goals were:

Goal 1: Conduct a staffing and deployment analysis that examines the number and types of response equipment and staffing requirements that meets the needs of the community.

Goal 2: Explore methods to recruit and retain qualified employees.

Goal 3: Develop a community-centered, long-range funding plan to support future fire department operations that meets the needs of the community.

Goal 4: Evaluate and update the department's apparatus and vehicle replacement schedule to meet the needs of the community.

Goal 5: Create a mentorship program for first-year members that provide guidance, feedback and evaluation.

Goal 6: Develop a formalized in-service training program that enhances core skill areas and promotes uniformity of department operations.

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## Acknowledgements

The Ohio Fire Chiefs' Association (OFCA) acknowledges West Carrollton Fire Department's external and internal stakeholders for their participation and input into the community-centered strategic planning process. The OFCA also recognizes Fire Chief Chris Barnett for his leadership and commitment to this process. During the planning sessions, valuable discussions were held that revolved around public expectations, concerns, funding and future service delivery. Valuable relationships also were established with members of the community. The OFCA expresses a special thank you to community members who contributed to the creation of this strategic plan, as it was truly a team effort.

## Introduction

The West Carrollton Fire Department is a well-respected, professional fire service agency. The department is committed to delivering high-quality, value-added service to the community. The department has a long history of outstanding service to the community, but has been faced with an increase in demand for services, changing community demographics and difficulty in maintaining a sufficient number of part-time firefighters.

With local governments facing increasing pressure to "do more with less", the strategic planning process provides an opportunity for an organization to examine itself from an internal and external perspective, and provide a roadmap or guide for the department to seek continual improvement. Strategic planning allows organizations to prepare for future challenges and develop an action plan to meet those challenges rather than responding to them in a reactionary, time-constrained manner.

## Organizational History and Overview

The city of West Carrollton is located in the southwestern portion of Montgomery County. The municipality was created in 1943 with the merger of two smaller towns, Carrollton and Alexandersville, located along the Great Miami River. West Carrollton is one of seven first-tier suburbs of the city of Dayton and has an extensive contrast in land use. This includes single-family and multi-family residential development, retail and commercial occupancies, as well as a large paper mill and a hazardous waste recycling plant. The latest U.S. census estimated the population at 13,043 with 19% of the population living below the federal poverty level.



*Station 56*

The West Carrollton Fire Department is a full-service combination department with a total of seven full-time and 26 part-time personnel, which is less than their normal complement of 30-35 part-time personnel. With the current number of personnel, the department provides a daily staffing of five personnel each day. The department roster includes the Fire Chief and three captains. The department operates from two fire stations and maintains a fleet of three engines, one ladder truck, three EMS vehicles (one in reserve), one utility truck, two swift-water rescue boats, and several staff vehicles.

The department provides fire suppression, swift-water rescue and other technical rescue services, and emergency medical service at the advanced life support level including transportation. The department also provides fire prevention and other community outreach programs including:

- Fire code enforcement through plan review and inspections
- CPR certification classes
- Fire safety programs in schools
- Citizen's fire academy
- Community event participation

In 2017, the department responded to 1,763 EMS and 493 fire incidents.

The department has a \$1.6 million annual operating budget that is primarily funded from a wage earner income tax and other fees and tax revenue, including EMS billing. The community currently has an excellent Insurance Services Office (ISO) public protection classification of 3/3Y.

## **Mission, Vision and Guiding Principles**

One of the key elements to engage in the strategic planning process is the development of an organization's mission statement. The department's existing mission and vision statements were reviewed and revised by department members prior to beginning the strategic planning process.

### **Mission**

The mission statement of an organization should clearly define services provided and focus members on what is truly important to the organization. The mission statement should be understood by all personnel and posted prominently throughout the organization's facilities.

### **Our Mission**

*Dedicated professionals providing exceptional service to our community.*

## **Vision**

In addition to knowing who they are, all successful organizations need to define where they expect to be in the future. A vision statement provides department members with a visualization of how things can be and a sense of organizational pride and purpose.

### **Our Vision**

*To be recognized as a leader in delivering emergency services by focusing on leadership, innovation, training and education.*

## **Guiding Principles**

Guiding principles define what the organization considers appropriate employee behaviors that essentially identify the organization's culture and belief system. The following guiding principles are what drive the members of the West Carrollton Fire Department to carry out the mission of the organization.

### **Our Guiding Principles**

*Integrity – we are of upright and moral character*

*Motivation – drive to get the job done*

*Compassion – genuinely concerned for the well-being of our community*

*Professionalism – striving to meet the highest standards and expectations of our profession.*

*Loyalty – professionals committed to the values and principles of our organization*

*Dedication – personally committed to providing the best possible service*

## Process

The next step of the process was the development of the planning team, which was comprised of internal and external “stakeholders”. Stakeholders included department personnel, city officials, citizens, business owners and other key individuals from the community.

External Stakeholders	
Derek Bedle	Veolia Environmental Services
Frank Bullock	Nuvasive Manufacturing
Angie Fryman	West Carrollton City Council Member
Tina Hogsten	Alternative Planning
Tom Johnson	Johnson Machining
Will King	Crown Cork and Seal Co.
Clair Miller	Resident
Baron Pritchett	Baron’s Barber Shop
Tom Reilly	West Carrollton Finance Director
Harold Robinson	West Carrollton City Council Member
Dr. Andrea Townsend	West Carrollton City Schools Superintendent

Internal Stakeholders	
Adam Blake	Captain
Lindsey Brookhart	Full-time Firefighter
Josh Bruggeman	Part-time Firefighter
Steve Johnson	Part-time Firefighter
Mike Long	Fire Inspector
Dennis Mays	Part-time Firefighter
Jonah Nassmacher	Full-time Firefighter
Jim Riseborough	Part-time Firefighter
Kyle Roseborough	Part-time Firefighter
Nick Sanders	Captain
Andy Shepherd	Captain
Zoe Stiefel	Part-time Firefighter
Lincoln Weizman	Part-time Firefighter
Josh Whitehead	Full-time Firefighter

Planning sessions were conducted on May 2 and June 21, 2018. Prior to the May 2 session, the department held an orientation session for external stakeholders. This provided the opportunity for those not familiar with emergency service operations to learn about services provided, daily operations, terminology and a general overview of current and future issues facing the department.



At the beginning of the first session, the participants were broken into four work groups to facilitate the planning process. Each work group was assigned an area of responsibility or pillar of planning. Using the pillars of planning approach allowed the work groups to focus on real problems or issues facing the department and community, rather than a broader, less-focused approach. Those pillars of planning were:

- Service Delivery
- Human Resources and Professional Development
- Facilities, Equipment and Technology
- Community Outreach

During the first session, each work group performed a strengths, weaknesses, opportunities and threats (SWOT) analysis. The SWOT analysis is designed to provide an opportunity to identify internal and external factors facing the organization.

### Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and ensure that strengths are consistent with the issues facing the organization. Programs that do not match organizational strengths or the primary function of the organization should be reviewed to evaluate the rate of return on staff time.

### Weaknesses

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. 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 with poor performance or in some cases, no performance at all. These areas of needed enhancement or improvement are not the same as threats (to be identified later), but rather those day-to-day issues and concerns that may slow or inhibit progress.

### Opportunities

The opportunities for an organization are varied and normally depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing services, but on expanding and developing new opportunities both inside and beyond (external focus) the traditional service area.

### Threats

To gain full benefit of any opportunity, the threats (sometimes referred to as challenges) to the organization, with their new risks and challenges, must be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce the potential for

loss and deal with issues in a proactive rather than reactionary manner. It is also important to recognize that threats may not be under the control or direction of the organization.

After completion of the SWOT analysis, work groups were challenged with identifying two or three major goals from the information developed during the SWOT analysis. The work groups, who were led by an experienced facilitator, were asked to develop the goals using the SMART guideline. SMART goals are specific, measurable, achievable, realistic and time-related. The SWOT analyses completed by each work group are listed in Appendix A.

Goals developed by the work groups are listed in no particular order of importance:

- A. Conduct a staffing and deployment analysis that examines the number and types of response equipment and staffing requirements that meets the needs of the community.
- B. Identify and implement equipment and technology improvements or upgrades to increase efficiency and service delivery capabilities.
- C. Develop a risk reduction and fire safety education plan that identifies target groups and meets the needs of the community.
- D. Explore methods to recruit and retain qualified employees.
- E. Identify methods to improve internal and external communications. (Including the use of applicable technology)
- F. Develop an employee recognition program that honors the contributions of members and establishes programs and incentives for the betterment of the membership and department.
- G. Create a mentorship program for first-year members that provides guidance, feedback and evaluation.
- H. Develop a career path development program that establishes training and educational steps for advancement of skills, specialization and officer development.
- I. Develop a formalized in-service training program that enhances core skill areas and promotes uniformity of department operations.
- J. Evaluate and update the department's apparatus and vehicle replacement schedule to meet the needs of the community.
- K. Develop a comprehensive preventative maintenance program to include fleet, facilities and equipment.
- L. Create a business advisory group to foster a mutual partnership between the fire department and business community. (promote understanding of fire department operations and services provided and the specific needs of the business community)

- M. Develop a marketing plan that meets the needs of the community (includes community awareness, partnership opportunities, schools, social media, website, etc.)
- N. Maintain and explore expanding citizen involvement and employee recruitment opportunities. (adult Citizen Fire Academy, Jr. Fire Academy, internships, Boy Scout Explorer program)
- O. Develop a community-centered, long-range funding plan to support future fire department operations that meets the needs of the community.

This ended a full and productive first session. Several weeks after the first session, each planning member was asked to rank the goals in order of importance using an on-line survey instrument. As a result, the top six goals for the department were identified. The number of goals was limited to six; this allows the department a realistic opportunity for goal achievement and to manage the goal implementation process within the time frame of the final plan.

The second session was held on June 21, 2018. Using the SMART guideline, each work group was tasked with developing action steps and critical tasks which would help the department achieve the stated goal. Those are listed under each goal, along with a time-frame for completion and estimated cost. The individual, committee or group tasked with working on the goal will be determined by department leadership as needed, thus allowing the greatest flexibility possible. The following time-line references were used:

- Short-term; up to one year
- Mid-term; one year to three years
- Long-term; three years to five years.

## Goals

<b>Goal 1</b>	
<b>Conduct a staffing and deployment analysis that examines the number and types of response equipment and staffing requirements that meets the needs of the community.</b>	
Action Item 1.1	Identify applicable staffing standards and criteria.
Critical Tasks	<ul style="list-style-type: none"> <li>• Research national and regional staffing standards</li> <li>• Research accreditation criteria regarding response performance</li> <li>• Evaluate surrounding jurisdictions' staffing levels</li> </ul>
Timeframe	Short-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA
Action Item 1.2	Analyze department response data.
Critical Tasks	<ul style="list-style-type: none"> <li>• Analyze overall cost per incident</li> <li>• Evaluate and explain the cost to the community (monetarily and non-monetarily)</li> <li>• Evaluate mutual aid response data (both received and provided)</li> <li>• Determine average number of personnel responding per incident type</li> <li>• Determine average staffing levels vs. time of day</li> </ul>
Timeframe	Short-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA
Action Item 1.3	Conduct community risk analysis.
Critical Tasks	<ul style="list-style-type: none"> <li>• Structural (fire)</li> <li>• EMS</li> <li>• Hazardous materials</li> <li>• Tech rescue</li> <li>• Natural</li> </ul>
Timeframe	Short-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA

Action Item 1.4	Determine areas of community growth.
Critical Tasks	<ul style="list-style-type: none"> <li>• Analyze community demographics and identify changes</li> <li>• Identify economic development's effect on community risk</li> <li>• Continue to track residential and commercial building development</li> <li>• Participate in discussions with city and county officials on economic development efforts</li> </ul>
Timeframe	Short-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA
Action Item 1.5	Update the staffing model.
Critical Tasks	<ul style="list-style-type: none"> <li>• Review current deployment of resources</li> <li>• Analyze deployment vs. identified risk (from Action Item 1.3)</li> <li>• Analyze deployment vs. response performance</li> <li>• Identify a minimum staffing requirement</li> <li>• Annually review staffing costs; part-time vs. full-time</li> </ul>
Timeframe	Short-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: \$12,000 - \$18,000 if outside consultant needed to conduct staffing and deployment analysis Capital expense: NA

<b>Goal 2</b>	
<b>Explore methods to recruit and retain qualified employees.</b>	
Action Item 2.1	Evaluate effectiveness of current hiring process.
Critical Tasks	<ul style="list-style-type: none"> <li>• Identify steps of the current process</li> <li>• Explore methods to streamline the process</li> <li>• Explore ways to expand the candidate pool</li> <li>• Identify characteristics of quality candidates</li> </ul>
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA
Action Item 2.2	Survey part-time fire departments in the region for competitive compensation packages.
Critical Tasks	<ul style="list-style-type: none"> <li>• Identify similar fire departments in six-county area</li> <li>• Identify key components of the survey</li> <li>• Utilize capabilities of Human Resources department</li> </ul>
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA
Action Item 2.3	Explore marketing efforts.
Critical Tasks	<ul style="list-style-type: none"> <li>• Evaluate current practices</li> <li>• Identify target market</li> <li>• Identify West Carrollton Fire Department "brand"</li> <li>• Identify successful practices of other fire departments and private industry</li> </ul>
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA

Action Item 2.4	Refine and rollout new process.
Critical Tasks	<ul style="list-style-type: none"> <li>• Identify potential incentives applicable to West Carrollton</li> <li>• Explore partnerships (e.g., pool pass)</li> <li>• Examine Explorer program</li> </ul>
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: N/A
Action Item 2.5	Identify incentives for current employees.
	<ul style="list-style-type: none"> <li>• Conduct internal surveys</li> <li>• Evaluate current exit interview process</li> <li>• Survey former part-time employees</li> <li>• Survey fire departments in six county area</li> <li>• Develop recommendations for consideration</li> </ul>
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: N/A

<b>Goal 3</b>	
<b>Develop a community-centered, long-range funding plan to support fire department operations that meets the needs of the community.</b>	
<b>Action Item 3.1</b>	<b>Evaluate the current financial status of the fire department.</b>
Critical Tasks	<ul style="list-style-type: none"> <li>• Analyze resident vs. non-resident and soft vs. hard EMS billing revenue</li> <li>• Analyze and compare budgets for other fire departments in the region</li> </ul>
Timeframe	On-going
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: Undetermined Contractual services: NA Capital expense: NA
<b>Action Item 3.2</b>	<b>Educate the community on fire department operations and needs.</b>
Critical Tasks	<ul style="list-style-type: none"> <li>• Identify and inform appropriate audience (residents &amp; business)</li> <li>• Identify methods / platforms to inform audience</li> <li>• Seek audience feedback</li> <li>• Develop community workgroup (residents / business / department members)</li> </ul>
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: \$500 survey service; \$2,000 printing Capital expense: NA
<b>Action Item 3.3</b>	<b>Forecast department needs to support the community.</b>
Critical Tasks	<ul style="list-style-type: none"> <li>• Coordinate with workgroups from the other goals to determine respective needs</li> <li>• Establish a 5- to 10-year budget forecast</li> <li>• Develop and adopt a long-range funding plan to support fire department operations</li> </ul>
Timeframe	Long-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA



<b>Goal 4</b>	
<b>Evaluate and update the department's apparatus and vehicle replacement schedule to meet the needs of the community.</b>	
Action Item 4.1	Establish a committee to evaluate current apparatus.
Critical Tasks	<ul style="list-style-type: none"> <li>• Evaluate comparable departments' vehicle and apparatus replacement schedule</li> <li>• Forecast equipment and apparatus needs based on changes in the community and within the department</li> <li>• Develop an apparatus replacement schedule</li> </ul>
Timeframe	On-going
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA
Action Item 4.2	Develop a formalized maintenance program.
Critical Tasks	<ul style="list-style-type: none"> <li>• Assemble a work group of qualified individuals (firefighters)</li> <li>• Develop procedures guiding the maintenance program</li> <li>• Develop a maintenance training program</li> <li>• Formalize daily apparatus checkout sheet</li> <li>• Explore use of maintenance tracking software</li> <li>• Determine internal capabilities               <ul style="list-style-type: none"> <li>▪ Repair</li> <li>▪ Preventative maintenance</li> </ul> </li> <li>• Explore use of vendor service</li> </ul>
Timeframe	Short-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA
Action Item 4.3	Evaluate options for apparatus replacement.
Critical Tasks	<ul style="list-style-type: none"> <li>• Research replacement vs. repair vs. re-chassis</li> <li>• Explore payment options               <ul style="list-style-type: none"> <li>▪ Leasing</li> <li>▪ State purchasing</li> <li>▪ Grants</li> <li>▪ Co-op purchasing</li> </ul> </li> <li>• Research custom vs. conventional vs. commercial apparatus types</li> </ul>
Timeframe	Short-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA

<b>Goal 5</b>	
<b>Create a mentorship program for first-year members that provides guidance, feedback and evaluation.</b>	
Action Item 5.1	Establish committee/workgroup
Critical Tasks	<ul style="list-style-type: none"> <li>• Identify current practices and opportunities</li> <li>• Survey department members to identify needs</li> </ul>
Timeframe	Short-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA
Action Item 5.2	Define program parameters (scope) from information in 5.1
Critical Tasks	<ul style="list-style-type: none"> <li>• Research existing programs               <ul style="list-style-type: none"> <li>▪ Other fire departments</li> <li>▪ Private sector</li> <li>▪ Best practices</li> </ul> </li> <li>• Establish parameters</li> </ul>
Timeframe	Short-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: Miscellaneous expenses \$500 - \$1,000 Capital expense: NA
Action Item 5.3	Identify program expectations
Critical Tasks	<ul style="list-style-type: none"> <li>• Learn firehouse culture</li> <li>• Use information developed from training goal</li> <li>• Evaluate new employee orientation for possible revisions and incorporate into mentorship</li> <li>• Establish process to formally discuss progress with new firefighters</li> </ul>
Timeframe	Short-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA

<b>Action Item 5.4</b>	<b>Identify potential mentors</b>
Critical Tasks	<ul style="list-style-type: none"> <li>• Identify qualities needed for successful mentors</li> <li>• Identify how to match mentors with firefighters</li> <li>• Clearly outline expectations of mentors</li> <li>• Develop process to select mentors</li> </ul>
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA
<b>Action Item 5.5</b>	<b>Train mentors</b>
Critical Tasks	<ul style="list-style-type: none"> <li>• Bring in "train the trainers" from other successful programs</li> <li>• Develop a process to handle conflicts</li> </ul>
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA
<b>Action Item 5.6</b>	<b>Recognition</b>
Critical Tasks	<ul style="list-style-type: none"> <li>• Based on program parameters, develop appropriate recognition for successful completion</li> </ul>
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA

<b>Goal 6</b>	
<b>Develop a formalized in-service training program that enhances core skill areas and promotes uniformity of department operations.</b>	
<b>Action Item 6.1</b>	<b>Identify current training practices</b>
Critical Tasks	<ul style="list-style-type: none"> <li>• Review current schedule</li> <li>• Evaluate current curriculum</li> <li>• Explore in-service vs. off-site training options</li> <li>• Evaluate efficacy of current training budget</li> <li>• Review new hire orientation (coordinate with Action Item 5.3)</li> </ul>
Timeframe	Long-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: Undetermined Contractual services: NA Capital expense: NA
<b>Action Item 6.2</b>	<b>Identify industry standards.</b>
Critical Tasks	<ul style="list-style-type: none"> <li>• Identify applicable NFPA standards</li> <li>• Ensure compliance with state requirements</li> <li>• Ensure compliance with EMS Region II protocol</li> <li>• Identify current ISO compliance</li> <li>• Identify best practices</li> <li>• Identify technical rescue standards</li> </ul>
Timeframe	Long-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA
<b>Action Item 6.3</b>	<b>Identify department needs</b>
Critical Tasks	<ul style="list-style-type: none"> <li>• Identify core competencies / skills needed</li> <li>• Identify specialty needs               <ul style="list-style-type: none"> <li>▪ Swift-water rescue</li> <li>▪ Hazardous materials</li> </ul> </li> <li>• Explore conducting a community risk analysis (see Goal 1)               <ul style="list-style-type: none"> <li>▪ Commodity flow study</li> </ul> </li> <li>• Identify in-house instructor capability</li> <li>• Inventory current training props and ancillary equipment</li> </ul>
Timeframe	Long-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: Undetermined Contractual services: NA Capital expense: NA

Action Item 6.4	Evaluate training schedule and curriculum
Critical Tasks	<ul style="list-style-type: none"> <li>• Evaluate current training schedule</li> <li>• Develop method to ensure uniformity (standardization across shifts)</li> <li>• Identify delivery schedule that is compatible with part-time scheduling</li> <li>• Explore / continue with on-line options</li> </ul>
Timeframe	Long-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: N/A

## Appendix A

The results of the SWOT analysis as developed by each work group.

### Service Delivery

#### STRENGTHS

1. Excellent EMS delivery service
2. Dedicated personnel
3. Low response times
4. Meeting NFPA response time standards
5. Invested in the community
6. Good customer service
7. Knowledge of community
8. Good community relationship with local businesses
9. Excellent EMS training – continuing education with local hospitals
10. Proficiency with limited resources
11. Experience of command staff; “institutional knowledge”
12. Complete after-action reviews
13. Proficiency at tech rescue
14. Department is battle tested
15. Critical thinkers
16. Work well with other agencies
17. Good community outreach programs; e.g., education, fire prevention, citizens fire academy

#### WEAKNESSES

1. Not enough staffing
2. Keeping staff – retention issues
3. Maintaining morale v. “stepping stone”
4. Aging apparatus fleet
5. Underutilization of the training budget
6. Budget constraints – inability to effectively use budget
7. Hard to backfill positions
8. Facility upkeep
9. Lack of informed public regarding current department situation – lack of transparency
10. Inability to obtain and use up-to-date technology
11. Not enough computers to complete on-line training
12. Hard to keep morale up due to large turnover of staff
13. Below average pay
14. Council slow to react to departments needs
15. Overworked personnel leads to unsafe conditions

16. Understanding the younger workforce
17. Stuck in the same issues and problems
18. Inexperience at lower staff positions and on equipment and apparatus
19. Poor internal communications – fire department, city administration and city council
20. Reductions in mid-management positions
21. Aging and changing city demographics

#### OPPORTUNITIES

1. Growth in the department – potential career department and 1<sup>st</sup> line supervisors
2. Merging with neighboring departments
3. Technology; e.g., Active 9-1-1, CAD system and communications
4. Grant funding – local, state and federal
5. Levy – additional funding support
6. Marketing and improved community support
7. Economic development

#### THREATS

1. Losing additional staff
2. Potential for a catastrophic event; e.g., Interstate or railroad incident
3. Increasing number of high hazard areas with the inability to maintain service level and protection
4. Maintaining staffing with current levels
5. Opioid epidemic
6. Possibility of losing ISO rating due to staffing and aging apparatus
7. State funding cuts
8. Unfunded mandates
9. Declining hiring pool
10. Diversity of hazards
11. Fewer people wanting to be public servants

### **Human Resources and Professional Development**

#### STRENGTHS

1. Respect of the members by city and department administration
2. Good morale
3. No caste system - part-time and full-time members treated with equal respect
4. Competitive wage
5. Schedule program for part-time firefighters

6. Strong, dedicated officer corps

#### WEAKNESSES

1. Lack of adequate and trained staffing
2. Lack of formalized in-service training program
3. No senior man – informal leader on shift
4. Attrition of full-time firefighter's to higher paying departments
5. Lack of funding
6. Lack of crew continuity
7. No formal roll call and passing of information
8. Staggered shift start - firefighters start at 6:00 am; captains start at 8:00 am
9. Few part-time firefighters trained as EMT-Ps

#### OPPORTUNITIES

1. Improve & formalize in-service training
2. Enhance the role of the training officer
3. Formal shift transfer
4. Medic education re-imbusement program (%)
5. Increased responsibilities for newer firefighters
6. Employee recognition
7. Participation with area fire departments for training
8. Explorer program
9. Officer development program
10. Career development
11. Increased staffing
12. Possible fire district

#### THREATS

1. Lack of experience
2. Maintaining adequate staffing
3. Possible fire district
4. Firefighter and citizen safety due to lack of staffing
5. Public perception – public does not realize the lack of staffing

### **Equipment, Facilities and Communication**

#### STRENGTHS

1. Good buildings
2. Radio communications equipment is new and good
3. All departments within the city work very well together to accomplish necessary tasks



4. Personal protective equipment is good with implementation of updated program to replace all gear at 10 years of age and all equipment meets necessary NFPA standards
5. Community relations are excellent
6. Survey done by Wright State shows a 98.9% community satisfaction rate
7. EMS technology is good but could stand to evaluate some newer technology
8. Good records management system
9. City has good water except to the west portions of the community; ISO rating is a 3
10. New disaster sirens in the community
11. Equipment for water rescue is good but need proper training related to use of equipment and water rescue scenarios.

### WEAKNESSES

1. Aging fleet
  - Ladder 1993 multiple maintenance issues
  - Engines starting to age
2. Dispatch
  - No longer local and has lost the hometown feeling
  - Dispatchers not fire savvy
  - Not familiar with department operations to include mayday
3. Staffing
  - Recruitment and retention of employees
  - Training ground for part-time employees that move on to full-time positions with other departments
4. Training
  - Technical rescue training needs to be expanded to assure response capability
  - Special positions lack consistent training; i.e., acting officer, apparatus driver

### OPPORTUNITIES

1. Fleet, facilities and equipment are in need of a comprehensive preventative maintenance program
2. Internal communication can improve with the use of technology already in place
  - Email
  - Utilize Aladtec to its fullest potential
  - Filling open shifts
3. IT management and support for the fire department

### THREATS

1. Ladder truck needs replaced
  - Applied three times for federal grant (AFG) and denied all three times

2. Community/economic growth
  - Increase in service demand
  - Apparatus and facilities to meet future needs
3. Dispatch training
  - Need to be trained on how to manage a mayday and use of emergency button activations
4. Staffing
  - Need to meet the ever-changing needs of the community and its growth
  - Assure proper staffing for personnel safety

## **Community Outreach**

### STRENGTHS

1. Visible in community
2. Advertisement for positions, etc. – visibility
3. Public education
  - Fire prevention in schools
  - Business fire safety
  - Fire extinguisher training
  - Department pool party
4. Community events – picnic; department pool party
5. Smoke detector & CO detector give away; includes install
6. Good rapport with business and industrial facilities
7. Fire Department commitment to community outreach
  - Citizens' Fire Academy
  - Junior Fire Academy
  - CPR training for the community, e.g. teachers, lifeguards
  - Marketing; Facebook page with city page kept current
  - The webpage is current
  - Television broadcasts via Miami Valley Cable Council (MVCC)
8. Relationship with outside agencies, schools, emergency response agencies, county agencies such as EMA

### WEAKNESSES

1. Community does not understand fire department operations
2. Business community does not understand what the fire department does except they take tax dollars
3. Some in community have negative perception of the fire department

4. Staffing levels limit visibility in community and outreach activity
5. Overall marketing effort; e.g., Facebook and hiring needs
6. Lack of understanding of city government functions; there can be a negative halo effect by others doing something negative; i.e., the city, police, etc.
7. False perception of fire department's financial stability; e.g., new looking fire station on Central Avenue
8. Always get the job done despite staffing levels and money issues
9. Negative perception fueled by drug crisis
10. Overall marketing effort

#### OPPORTUNITIES

1. Market available services or programs
2. Partner with schools - marketing
3. Junior fire academy (High School level)
4. Educate public on operation of fire department
5. Create a business advisory group
6. Target risk reduction efforts with senior citizen population
7. Develop quick access to target hazard information for fire department units
8. Reduce non-emergent EMS calls; allow more time for community outreach
9. Improve information on website and other social media
10. Connect with social media networks
11. Continue citizen fire academy
12. Piggyback with private sector on public relations events

#### THREATS

1. Negative fire department event could damage image/credibility
2. Staffing reductions limit programs
3. Fire department reductions could negatively impact business growth
4. Increased fire department workload could jeopardize retention of good employees
5. Social media
6. Changing demographics of the city
7. Continued manufacturing loss
8. Lack of community identity

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