

# **Richfield Fire Department**

## **STRATEGIC PLAN**



**2019**

**Serving the Village of Richfield since 1934**

## Executive Summary

A community-centered strategic planning process was used to create this strategic plan for the Richfield 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.

The strategic planning process, which was conducted over two separate planning sessions, resulted in the development of seven 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: Develop and implement a comprehensive health and wellness program that addresses both physical and mental health needs of members.

Goal 2: Implement a comprehensive cancer prevention program that addresses on-scene and in-station exposures.

Goal 3: Evaluate current facilities, equipment and technology for effectiveness in meeting the operational, safety and health needs of the fire department.

Goal 4: Conduct a staffing analysis that examines the numbers and types of response equipment and staffing requirements that meets the needs of the community.

Goal 5: Analyze current fire department services to determine if they are still relevant and meeting community needs.

Goal 6: Explore collaborative opportunities including public and private partnerships to increase operational effectiveness while controlling costs.

Goal 7: Develop a plan to improve interoperability of equipment and technology to enhance response with other local and regional agencies.

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## Acknowledgements

The Ohio Fire Chiefs' Association (OFCA) acknowledges Richfield Fire Department's external and internal stakeholders for their participation and input into the community-centered strategic planning process. The OFCA especially acknowledges the Village of Richfield's elected officials for their vision and commitment to the strategic planning process: Mayor and Director of Public Safety Bobbie Beshara, Council Members Gary Domanick, Pat Healey, Rick Hudak, Barbara Lanford, Mike Lyons, Ralph Waszak Sr., Mike Wheeler and Clerk Jeff Gorman. The OFCA also recognizes Fire Chief Phil McLean and members of the department for their leadership and commitment to this process. During the planning sessions valuable discussions were held among all participants. These discussions revolved around public expectations and concerns, funding, and future service delivery. Valuable relationships were also 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.

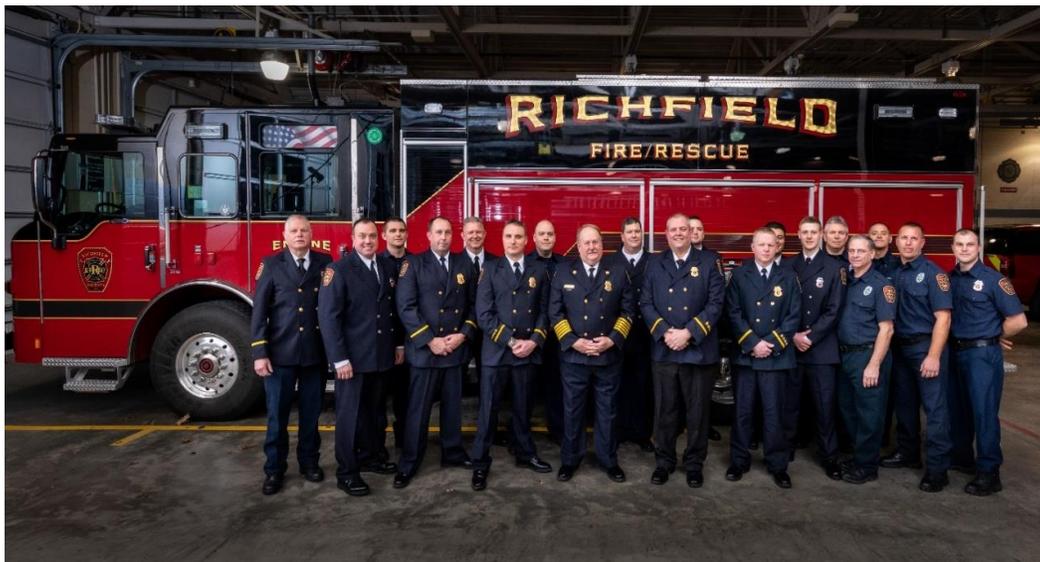
## Introduction

The Richfield Fire Department is a well-respected, professional fire service agency. The department is committed to delivering high-quality, value-added service to the community. However, the community is anticipating planned growth and changes in future service demands.

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 Richfield Fire Department is a full-service department that has evolved from a volunteer department to a combination department with 11 full-time and 21 part-time personnel. The department is led by the Fire Chief and four lieutenants. To provide consistent oversight of shifts and scheduling of part-time staff, the department has budgeted for an Assistant Chief position in 2019. The department has also recently added an administrative assistant position to its staff. The total response area is 25 square miles, which includes Richfield Township (contracted area) and has a combined population of 6,500 permanent residents and an estimated 12,000 daytime population. The service area has a multitude of diverse challenges, including 25 miles of interstate highway and the Ohio Turnpike, five hotels, a petroleum distribution facility, nursing homes, schools, several large housing developments, large homes, rural farmsteads, and retail and commercial developments.

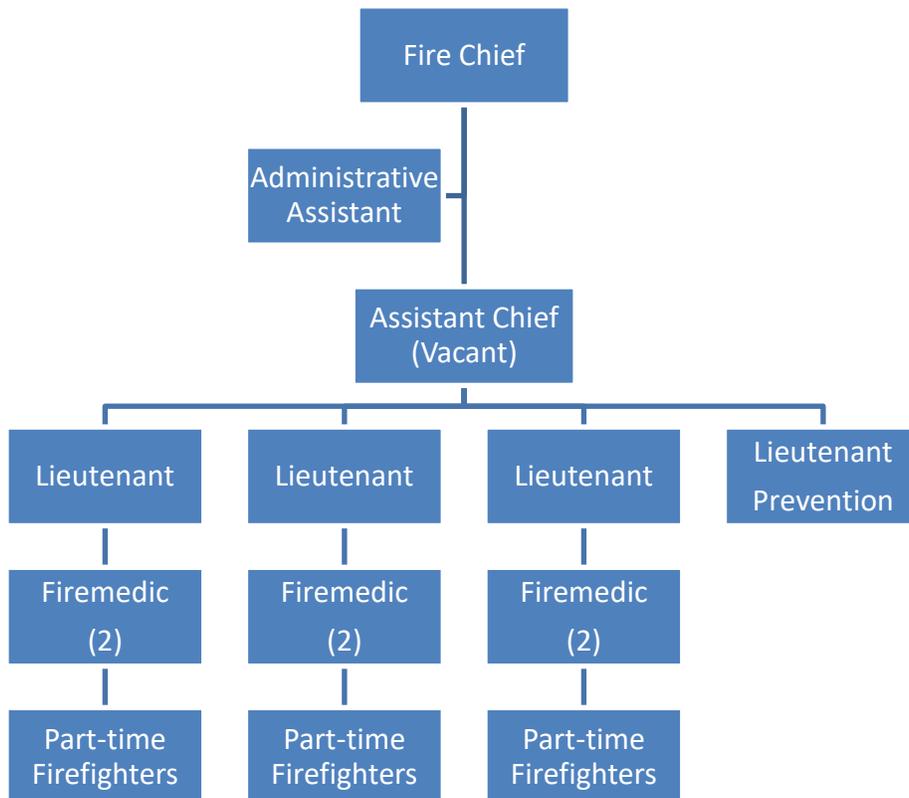


The department operates from one fire station and maintains a fleet of two engines, one water tender, two emergency medical services (EMS) advanced life support transport vehicles, a utility task vehicle with trailer, a brush truck, station pick-up truck and staff vehicles.

The department provides fire suppression response, technical rescue, hazardous materials response and EMS at the advanced life support level including transportation. The department also provides fire prevention and code enforcement activities including plan review and inspections. The department, along with a very active firefighter's association, is involved in a wide array of community outreach programs and events that include:

- Fire safety trailer used in fire education
- Smoke detector give away in conjunction with the local American Red Cross
- First-aid and automated external defibrillator (AED) training
- Richfield-Bath Explorer Post

In 2018, the department responded to 1,215 calls for service; 800 of those were EMS incidents. The fire department has an annual operating budget of \$2.1 million dollars that is primarily funded from wage earner income tax, other fees, tax revenue and a contract with the township. EMS transport billing generates approximately \$215,000 annually. Figure 1 depicts the department's current organizational structure.



*Figure 1*

## Mission Statement

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 statement was reviewed by department members prior to beginning the strategic planning process.

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. The fire department’s mission statement is posted prominently throughout the fire station facility. The Richfield Fire Department’s mission is:

***To provide the citizens of Richfield the best emergency services through relentless training and commitment to excellence.***

## 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, village officials, citizens, business owners and other key individuals from the community.

External Stakeholders	
Tim Baker	Richfield Police Department
Bobbie Beshara	Richfield Mayor
Denise Bloom	CAM, Inc.
Debbie Bluso-Rogers	Richfield Village, Executive Assistant to the Mayor
Charles Boester	Richfield Village
Ed Butler	Resident
Rob Campbell	Assistant Chief, Bath Township Fire Department
Michael Critchfield	RLSD
Courtney DiBello	National Interstate
Gary Domanick	Richfield Village Council
Bob Glover	Resident
Hugh Groth	Resident
Justin Hamlet	HFS Wealth Advisors
Bob Hecht	Allstate Insurance
Dan Holahan	Resident
Walter Hower	Fire Chief, Bath Township Fire Department
Cheryl Jackson	Richfield Village
Jim Landry	Resident
Stephanie Landry	Resident

External Stakeholders continued	
Rick Liehr	CAM, Inc.
Mike Lyons	Richfield Village Council
Maureen McGinty	RJRD, Parks
Jeff Mockbee	CAM, Inc.
Mike Mockbee	CAM, Inc.
Jim Paulett	Resident
Melissa Randall	Private Home Care
Erik Richardson	Charles Swab
Jeff Shupe	Richfield Township Trustee
Jim Smith	Exit 11 Tire
Bill Snyder	National Interstate
Roger Swan	Richfield Planning & Zoning Department
Michelle Tata	Inn at Apple Ridge
Mark Totten	Resident
Sandy Turk	Richfield Village Finance Officer
Tom Vlieg	Renaissance of Richfield
Mike Wheeler	Richfield Village Council
Jim Winar	Winar Connection

Internal Stakeholders	
Cody Bennett	Full-time Firefighter
Bruce Butler	Part-time Firefighter; Administrative Assistant
Dan Dopslaf	Part-time Firefighter
Eric Ellis	Full-time Lieutenant
Bob Jones	Retired Lieutenant
Tony Katakis	Full-time Firefighter
Jason Purkey	Full-time Lieutenant; Fire Inspector
Tom Sullivan	Part-time Firefighter
Kevin Urban	Full-time Lieutenant
Mark Willis	Part-time Firefighter

Planning sessions were conducted on March 6 and May 17, 2019. At the beginning of the March 6 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. The SWOT analyses completed by each work group are listed in Appendix A.

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.

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

- A. Explore collaborative opportunities including public and private partnerships to increase operational effectiveness while controlling costs. (Shared facilities with public departments and private entities, reconfigure response areas and partnerships for public education programming)
- B. Develop a marketing plan to improve communication between the fire department and the community.
- C. Analyze current fire department services to determine if they are still relevant and meeting community needs.
- D. Develop a safety communication network between the park services and fire department.
- E. Conduct a staffing analysis that examines the numbers and types of response equipment and staffing requirements that meets the needs of the community.
- F. Increase the department's exposure in the current business community and connect with new business owners.
- G. Identify opportunities to provide improved service. (Developing a community health registry that communicates special needs and health conditions to the fire department.)
- H. Develop a plan to improve interoperability of equipment and technology to enhance response with other local and regional agencies.
- I. Implement a comprehensive cancer prevention program that addresses on-scene and in-station exposures.
- J. Make the department more reflective of the community by implementing recruiting practices that educate and encourage females and minorities to apply.
- K. Develop and implement a comprehensive health and wellness program that addresses both physical and mental health needs of members.

- L. Evaluate current facilities, equipment and technology for effectiveness in meeting the operational, safety and health needs of the fire department.

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 seven goals for the department were identified. The number of goals was limited to seven; 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 May 17, 2019. 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 timeframe 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 timeline references were used:

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

## Goals

<b>Goal 1</b>	
<b>Develop and implement a comprehensive health and wellness program that addresses both the physical and mental health needs of members.</b>	
Action Item 1.1	Form a Health and Wellness Committee.
Critical Tasks	<ul style="list-style-type: none"> <li>• Research industry standards               <ul style="list-style-type: none"> <li>▪ NFPA</li> <li>▪ IAFC</li> <li>▪ Ohio Administrative Code; Division of Safety and Hygiene</li> </ul> </li> <li>• Research practices of progressive departments – note any considerations for combination departments</li> <li>• Audit and evaluate firefighter injury reports</li> </ul>
Timeframe	Short-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA
Action Item 1.2	Explore development of a department Wellness Program.
Critical Tasks	<ul style="list-style-type: none"> <li>• Research cost/benefit of annual physicals for all members</li> <li>• Explore fit-for-duty (physical ability) testing program               <ul style="list-style-type: none"> <li>▪ Non-punitive aspects</li> <li>▪ Incentives</li> </ul> </li> <li>• Identify exercise equipment and workout area needs</li> <li>• Determine suitability of the department's current exercise equipment and identify equipment needed and cost</li> </ul>
Timeframe	Short-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA
Action Item 1.3	Evaluate educational component and on-going programs.
Critical Tasks	<ul style="list-style-type: none"> <li>• Establish periodic wellness training and education component</li> <li>• Nutritional education</li> <li>• Substance abuse education</li> </ul>
Timeframe	Short-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA

Action Item 1.4	Address mental health of department members.
Critical Tasks	<ul style="list-style-type: none"> <li>• Survey potential mental health issues of employees</li> <li>• Research available resources</li> <li>• Reach out to existing partners e.g., Safety Forces Support Center, Ohio Assist</li> <li>• Explore creation of department chaplain position</li> <li>• Develop procedure for Critical Incident Stress Debriefing (CISD)</li> <li>• Develop a spousal and family education (awareness) program</li> <li>• Explore establishment of an Employee Assistance Program</li> </ul>
Timeframe	Short-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA
Action Item 1.5	Develop and implement an orientation process in support of the overall program.
Critical Tasks	<ul style="list-style-type: none"> <li>• Train officers and supervisors</li> <li>• Train all members</li> <li>• Orientation for spouses</li> </ul>
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA
Action Item 1.6	Address safety needs of members.
Critical Tasks	<ul style="list-style-type: none"> <li>• Implement annual SCBA facepiece testing for all members</li> <li>• Evaluate issuance of personal SCBA facepiece</li> <li>• Develop appropriate procedures and determine cost</li> </ul>
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA

<b>Goal 2</b>	
<b>Implement a comprehensive cancer prevention program that addresses on-scene and in-station exposures.</b>	
Action Item 2.1	Form subgroup of the Health and Safety Committee.
Critical Tasks	<ul style="list-style-type: none"> <li>• Research industry standards and initiatives               <ul style="list-style-type: none"> <li>▪ NFPA</li> <li>▪ IAFC</li> <li>▪ IAFF</li> <li>▪ Ohio Bureau of Workers' Compensation</li> </ul> </li> <li>• Evaluate industry best practices, including site visits to progressive departments in the region</li> <li>• Evaluate current facilities and equipment for compliance including:               <ul style="list-style-type: none"> <li>▪ Air quality of workout facility</li> <li>▪ Apparatus bay ventilation</li> <li>▪ PPE storage</li> </ul> </li> <li>• Determine cost of upgrades</li> </ul>
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA
Action Item 2.2	Address potential for on-scene exposures.
Critical Tasks	<ul style="list-style-type: none"> <li>• Assure sufficient monitoring practices and equipment</li> <li>• Review and evaluate SOPs for compliance with industry best practices</li> <li>• Assure department physicals include appropriate cancer testing</li> <li>• Determine estimated cost for any additional equipment or cancer screening procedures</li> </ul>
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA

<b>Goal 3</b>	
<b>Evaluate current facilities, equipment and technology for effectiveness in meeting the operational, safety and health needs of the fire department.</b>	
Action Item 3.1	Assess current state of facilities, equipment and technology.
Critical Tasks	<ul style="list-style-type: none"> <li>• Evaluate the fire station against applicable current standards               <ul style="list-style-type: none"> <li>▪ ISO</li> <li>▪ NFPA</li> <li>▪ OSHA</li> <li>▪ Ohio Public Employee Risk Reduction Program</li> </ul> </li> <li>• Inventory equipment and determine functionality</li> <li>• Determine space requirements</li> <li>• Assess traffic patterns in and around facilities               <ul style="list-style-type: none"> <li>▪ Vehicles</li> <li>▪ People</li> </ul> </li> <li>• Public space</li> </ul>
Timeframe	Short-term and on-going
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: \$5,000-\$10,000 if outside consultant used Capital expense: NA
Action Item 3.2	Evaluate facilities and equipment in meeting future needs.
Critical Tasks	<ul style="list-style-type: none"> <li>• Utilize information and data developed from Action Item 4.2</li> <li>• Analyze current conditions vs. projected growth and changes in service demands</li> </ul>
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: Undetermined
Action Item 3.3	Form a technology and equipment review committee.
Critical Tasks	<ul style="list-style-type: none"> <li>• Evaluate needs</li> <li>• Review current technology</li> <li>• Review available technology</li> <li>• Develop recommendations for capital equipment budget</li> </ul>
Timeframe	Mid-term and on-going
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA

<b>Goal 4</b>	
<b>Conduct a staffing analysis that examines the number and types of response equipment and staffing requirements that meets the needs of the community.</b>	
Action Item 4.1	Analyze department response data.
Critical Tasks	<ul style="list-style-type: none"> <li>• Establish committee to determine type of data to collect               <ul style="list-style-type: none"> <li>▪ Number of personnel responding for each type of call</li> <li>▪ Response times for each incident type (percentiles)</li> <li>▪ Track and analyze daytime staffing levels</li> <li>▪ Mutual aid responses; both received and provided</li> </ul> </li> </ul>
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA
Action Item 4.2	Determine areas of community growth.
Critical Tasks	<ul style="list-style-type: none"> <li>• Identify type and nature of growth; i.e., residential, retail, nursing homes, etc.</li> <li>• Analyze community demographics and how it is changing</li> <li>• Continue to track residential and commercial development</li> <li>• Identify economic development's effect on community risk</li> <li>• Participate with village and county officials on economic development               <ul style="list-style-type: none"> <li>▪ Akron Metro Area Transportation Study</li> <li>▪ Northeast Ohio Area Wide Coordination Agency</li> </ul> </li> </ul>
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA
Action Item 4.3	Conduct a community risk analysis.
Critical Tasks	<ul style="list-style-type: none"> <li>• Conduct a community risk analysis               <ul style="list-style-type: none"> <li>▪ Technical Rescue</li> <li>▪ Structural</li> <li>▪ EMS</li> </ul> </li> </ul>
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: \$2,000 -\$3,000 if outside consultant used Capital expense: NA

Action Item 4.4	Update the staffing model.
Critical Tasks	<ul style="list-style-type: none"> <li>• Research applicable national and local staffing criteria and standards</li> <li>• Evaluate surrounding jurisdictions' staffing levels</li> <li>• Determine minimum staffing recommendations based on service demands, projected growth, community risk, and funding</li> </ul>
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA

<b>Goal 5</b>	
<b>Analyze current fire department services to determine if they are still relevant and meeting community needs.</b>	
<b>Action Item 5.1</b>	<b>Identify and quantify current fire department services</b>
Critical Tasks	<ul style="list-style-type: none"> <li>• Create a comprehensive list of services provided</li> <li>• Analyze frequency of services provided or used</li> <li>• Determine which services provided cannot be quantified and determine method to quantify if applicable</li> </ul>
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA
<b>Action Item 5.2</b>	<b>Evaluate services provided</b>
Critical Tasks	<ul style="list-style-type: none"> <li>• Survey community priorities regarding fire department services</li> <li>• Develop an after-service survey</li> <li>• Conduct internal analysis of a services provided (city administration and fire department)</li> </ul>
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: \$2,500 for survey subscription service and postage Capital expense: NA
<b>Action Item 5.3</b>	<b>Determine community needs</b>
Critical Tasks	<ul style="list-style-type: none"> <li>• Coordinate with other workgroups to determine respective needs</li> <li>• Evaluate responses from community priority and after-service surveys</li> </ul>
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA
<b>Action Item 5.4</b>	<b>Identify changes to service model</b>
Critical Tasks	Determine if any current services are unnecessary or outdated <ul style="list-style-type: none"> <li>• Identify deficiencies in services provided</li> <li>• Identify resource needs to make changes; e.g., personnel, equipment, legislative</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>Explore collaborative opportunities including public and private partnerships to increase operational effectiveness while controlling costs.</b>	
Action Item 6.1	Identify collaborative opportunities.
Critical Tasks	<ul style="list-style-type: none"> <li>• Establish a steering committee</li> <li>• Identify existing shared services</li> <li>• Prioritize needs for services and partners</li> <li>• Identify local and regional stakeholders</li> <li>• Review service delivery deficiencies (See Action Item 5.4)</li> <li>• Research best practices in successful collaborative efforts</li> <li>• Conduct cost vs. benefit analysis</li> </ul>
Timeframe	Long-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: Undetermined Contractual services: NA Capital expense: NA
Action Item 6.2	Develop strategies for implementation.
Critical Tasks	<ul style="list-style-type: none"> <li>• Determine action steps required to implement</li> <li>• Match available resources to appropriate need</li> <li>• Identify obstacles to implementation</li> <li>• Develop appropriate legal authority to partner with other agencies as may be appropriate</li> </ul>
Timeframe	Long-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: NA

<b>Goal 7</b>	
<b>Develop a plan to improve interoperability of equipment and technology to enhance response with other local and regional agencies.</b>	
Action Item 7.1	Identify mutual-aid partners and other local and regional agencies.
Critical Tasks	<ul style="list-style-type: none"> <li>• Evaluate current state of interoperability of equipment and technology with mutual-aid partners and regional agencies</li> <li>• Maintain interoperability when making future purchases</li> </ul>
Timeframe	Long-term and on-going
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: NA Contractual services: NA Capital expense: N/A
Action Item 7.2	Keep current with any changes to technology and equipment of mutual-aid partners and other local agencies.
Critical Tasks	<ul style="list-style-type: none"> <li>• Maintain regular contact with mutual-aid partners</li> <li>• Identify and evaluate opportunities to improve interoperability</li> </ul>
Timeframe	Long-term and on-going
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. Good public relations
2. Senior support services
3. Positive interaction with customers
4. Services provided with high standard of care
5. Numerous training opportunities
6. Automatic and mutual aid
7. Recall for station fill
8. Stable part-time staff
9. Culture of care and strong community trust
10. Personnel are invested in the community
11. Radio interoperability with surrounding departments
12. Inspections – welcoming relationships with new businesses

#### WEAKNESSES

1. Data collection and analysis
2. Community outreach
3. Communication within community
4. Part-time personnel availability
5. Inconsistent call back
6. Recruitment – decreasing candidate pool
7. Inconsistent policies amongst neighboring communities

#### OPPORTUNITIES

1. Explore partnerships with healthcare (e.g., community paramedicine to reduce repeat EMS calls)
2. Explore possibilities of billing for non EMS services (e.g., motor vehicle accidents, inspections etc.)
3. Regionalization
4. Collaboration beyond fire service
5. Cooperation with surrounding communities
6. To be responsive / proactive
7. Collaboration between dispatch centers
8. Expanding the use of technology
9. Managing community growth

## THREATS

1. Economic
2. Future recruitment - reliance on smaller candidate pool
3. Proliferation of extended and assisted living facilities
4. Increases in type and quantity of the transportation of hazardous cargo

## **Human Resource and Professional Development**

### STRENGTHS

1. Dedicated, knowledgeable members
2. We provide professional quality service to residents
3. Good outreach to the public, businesses and institutions
4. Safety conscious
5. Good teamwork
6. Well-trained, including specialty (technical) training
7. Competent part-time staff - many are full-time firefighters at other departments
8. Strong leadership, Fire Chief
9. Department has an excellent reputation – no problems with attracting employees, they come to us
10. Competitive wages and benefits

### WEAKNESSES

1. Managing part-time scheduling
2. Changing availability of part-time staff
3. No annual physical fitness testing or member physicals (other than hazmat team members)
4. No formal daily physical training program
5. No annual SCBA facepiece fit-testing
6. No individually assigned SCBA facepieces
7. Inadequate exhaust removal system for the apparatus floor

### OPPORTUNITIES

1. Increase the diversity of the department; encourage females and minorities to apply
2. Expand the Explorer program
3. More cooperation between Village and Township departments
4. Possible merger between the Township and Village
5. Enhance succession planning
6. Formalize officer development
7. Increased demand for service, including new & additional services

8. Improved mental health awareness and resources for members

### THREATS

1. Possible increased hazards from additional industrial growth
2. Future cost containment issues stemming from various factors including rising health care costs; this may give rise to future consideration of a fire district
3. Loss of experience through future retirement of senior firefighters and officers
4. Maintaining adequate funding for future training needs
5. Public demand for new and increased services
6. Industry trend of fewer candidates applying for firefighting positions

## **Facilities, Equipment and Technology**

### STRENGTHS

1. Age of apparatus
2. Existing apparatus replacement plan
3. Current tax revenue and funds that are available
4. Specific fire truck fund
5. Location of the fire station
6. Age of current station (20-years old)
7. Cooperation with other communities
  - Group purchasing
  - Operationally
8. Communication Equipment- MARCS (Statewide Multi Agency Communications System)
  - Technology is up-to-date
  - Infrastructure is up-to-date

### WEAKNESSES

1. Interoperability with other departments
  - Hard equipment; e.g., hose threads
2. IT systems; i.e., telephones, servers, etc.
3. Age of HVAC and mechanical systems, etc.
4. Health and safety impact on firefighters
  - Equipment
  - Facilities
5. Inaccurate expectations
  - Life span of equipment
  - Value of innovation

## OPPORTUNITIES

1. Replacement plan for outdated infrastructure; i.e., telephones, computers, etc.
2. Future sharing of fire facilities
3. Cooperation with other communities
  - Fit-testing
  - Purchasing; e.g., quantity discounts, etc.
4. Long-range planning
5. Cooperation with private sector
  - Planning for growth
6. Communication with stakeholders
  - Educating the community regarding fire department needs
  - Added services
  - Strengths and weaknesses of facilities, equipment and technology

## THREATS

1. Changes in communication system (not owning the infrastructure)
2. Potential changes in funding for technology and equipment
3. Unfunded mandates; i.e., County, State, and Federal
4. Unknown land use development
  - Nursing homes
  - Industrial
  - Senior community living
5. Regionalization
  - Lack of individual attention or watering down of current resources and services
6. Ability to handle growth
  - Facilities
  - Staff
  - Equipment

## **Community Outreach**

### STRENGTHS

1. Public Education
  - Smoke detector program
  - Safety Town
2. Community events
  - Safety Service Open House
  - Richfield Heritage Preserve 5K Run

- Photos with Santa
  - Trick or Treat
  - Clam Bake
  - Community Day Parade
3. Positive fire department perception in community
  4. Life safety fire inspections
  5. Health watch
  6. Explorer program
  7. Most personnel live in fire district
  8. Strong relationship with outside agencies; schools, parks and other emergency response agencies

### WEAKNESSES

1. Lack of a social media presence
2. Website is underdeveloped and believed to be underutilized
3. No coordinated marketing plan
4. Disseminating important safety information in a timely manner (inclement weather approaching)

### OPPORTUNITIES

1. Developing preplans with the assistance of the business member
2. Examine public education program relevance and potential expansion
3. Obtaining public input, i.e., social media, website
4. Resident health registry for residents with special needs or health conditions
5. Safety App for mobile devices
6. New business fire safety education information
7. Interaction with Senior Center Members
8. New resident contact i.e., fire department welcome packet, get to know the fire department, services provided
9. Develop collaboration with social services i.e., mental health, home healthcare, hospital

### THREATS

1. Public misperception of the fire department
2. Lack of fire department input in Richfield Heritage Preserve Response Plan
3. Lack of Business Education - may lead to losing out on business coming into the district
4. Lack of understanding how to best communicate with residents; sending and receiving information

## References

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Richfield Fire Department (2018) Annual Report. May 2019. Richfield, OH.

Wallace, Mark (2006). *Fire Department Strategic Planning: Creating Fire Service Excellence*. (2<sup>nd</sup> Ed.)Tulsa, OK. PennWell Books.