

SWOT Analysis

Strengths (Internal)

Condition of apparatus

Variety of Skills

Average age of firefighters

Current level of training

Weaknesses (Internal)

Staffing

Condition of stations

Outdated equipment

No cost recovery

Technology

Opportunities (External)

Fire Chief knowledgeable with grants/ideas

Change in staffing

Training

Ability to "soft bill"

Community ownership

Threats (External)

Specialized training

Economy

Bad public relations/lack of facts

Morale (bad)

Increased workload

Community partnerships

Time

Industrial risks

Here is the updated results of the last strategic planning meeting. The **Bold** are the initiatives, numbers are the goals, and letters are the beginning of the objectives. The new objectives developed last week are highlighted. For our next meeting on Tuesday October 30th 6:00 pm at station #2 in Lambertville. We will review the objectives and create new objectives for another goal.

Facilities and Equipment

- 1) Assemble a plan for Self Contained Breathing Apparatus (SCBA)
- 2) Assemble a building committee to replace stations 1 & 2 (in near future) (action Plan) (through studies)
- 3) Apparatus replacement program

Advanced Life Support

- 1) Feasibility study for Bedford
 - a. By the first evaluation period we will provide supported documentation for the feasibility to provide advanced life support emergency medical service care in Bedford Township by the Bedford Township Fire Department. Personnel, with consideration to cost recovery, staffing, medical control expenses, and other topics, that may present themselves
- 2) Investigate Community with fire department based EMS
- 3) Impact on local EMS services on remaining county

Recruitment & Retention

- 1) Increase recruitment opportunity and diversity
 - a. Explore different talent pools (athletes)
 - b. Increase frequency of recruitment
 - c. Promote incentives for existing certifications
 - d. Adjust/adopt outreach vehicle
- 2) Focus retention goals of candidate
 - a. How do we identify good candidates?
 - b. Is this a stepping stone?
 - c. Where do they see themselves in five years?
 - d. How do we shift the tide?
 - e. How does expectation affect retention?
 - f. Shift work as a solution? Decrease workload?
 - g. How do you bridge the gap in loss of experience efficiently?
- 3) Utilization of Explorers as pipeline of invested recruits
 - a. History of long term members/longevity
 - b. Trained by our staff and our equipment
 - c. Personal drive/interested involvement, captive audience
 - d. Legacy hires who have been here since birth/youth

Improved Technology

- 1) Utilizing existing response program
 - a. To utilize and improve the existing *I am Responding* software, by incorporating Central Dispatch CAD and member participation. This will decrease response times and reduce firefighter fatigue and stress, as well as improve dispatch information to responding units
- 2) Incorporate dispatch software
 - a. Computers/iPads in vehicles

Public Education

- 1) Senior living home safety
 - a. To leverage the BTFD employee's time by partnering with community organizations both public and private, sharing and comparing senior home safety information. To be completed in 3-6 months
 - b. To use the community partners so that seniors can be educated on home safety by as many people and organizations as possible. To be completed in 6-9 months
- 2) School age student training
- 3) Pre-school safety Education
- 4) Community Emergency Planning

Improved Response Time

- 1) Improve response time to low end of national average for paid-on-call department
 - a. Determine the legal risk of firefighters running lights and sirens in personal owned vehicles within the first evaluation period
- 2) Staffing during low turnout times
- 3) Study of station locations for best response for Township needs

Training

- 1) All Fire Officers shall be compliant to the National Fire Protection Association (NFPA) 1021 Standard for Fire Officer Professional Qualifications according to their rank
 - a. Within three years all BTFD Fire Officers will receive the Fire Officer Certification training as outlined in NFPA 1021
- 2) Increase the number of certified instructors
- 3) Formal recordkeeping for all personnel and events/training sessions
- 4) Provide training to handle low frequency/high impact incidents