

## SWOT Analysis (Up-dated for October 14, 2014 Meeting)

### 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Outdated equipment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 30<sup>th</sup> 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
  - a. Assemble a neutral committee using fire personnel mixed with citizens to create a feasibility study to determine the needs and demands of the citizens in which we serve titled "Design the new stations as a community" plan
- 3) Apparatus replacement program
  - a. Establish a need for such apparatus using data, call volume, etc.,
  - b. Establish a cost for such apparatus by using a three bid request for proposal program
    - i. Bravo 3 within 12 months for station #3
    - ii. Engine or aerial within 24 months for station #3

### **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
  - a. Contact rural departments with similar demographics such as response area, population, call volume, department size, personnel, station coverage, equipment, and proximity to level 1 trauma centers
- 3) Impact on local EMS services on remaining county

### **Recruitment & Retention**

- 1) Increase recruitment opportunity and diversity
  - a) The department will recruit and retain personnel by using the different pools of people and different programs that are available in Bedford Township, including but not limited to places such as the school, the explorers group, trade fairs, community events and functions, even possible would be the summer classic car shows. They will use focus type marketing materials and firefighter salesmanship to accomplish this task. This will be a 20 percent increase in department personnel over a three year period.
- 2) Focus retention goals of candidates
  - a) During the interview process, the department will use better questions, the interview will include both the candidate and spouse; at different periods of time during the personnel tenure, informal meetings with both firefighter and spouse to make sure that goals are still

the same or similar to that from the original interview. Each district will keep a visible log of all the achievements of that district. This would be a two year plan.

3) Utilization of Explorers as pipeline of invested recruits

- a) As indicated in the first objective, the explorers are the most viable candidates; we have trained them as to what the members do, the equipment care, and the building care is expected. They have already learned what the fire department stands for in Bedford Township; they are the best trained civilians to be enlisted in the department. This is ongoing now and has an immediate effect.

### 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
  - b. Determine if there could be liability coverage for firefighters through Township risk manager
  - c. Use public relation events to educate public about firefighter responding in personal vehicles
- 2) Staffing during low turnout times
  - a. Develop different staffing solutions using incentives
- 3) Study of station locations for best response for Township needs

- a. Use community risk assessment

## 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 current BTFD Fire Officers will receive the Fire Officer Certification training as outlined in NFPA 1021
  - b. Modify current BTFD Officer requirements to match NFPA 1021
- 2) To start funding for 2-3 members to become certified Fire and CPR instructors
  - a. Provide training for up to seven members to become state certified fire instructors
  - b. Provide training for up to 3 members to become American Heart Association CPR instructors
- 3) Formal recordkeeping for all personnel and events/training sessions
- 4) Provide training to handle low frequency/high impact incidents