

SWOT Analysis (Up-dated information from 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Outdated equipment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

Facilities and Equipment

- 1) Assemble a plan for Self Contained Breathing Apparatus (SCBA)

- 2) Assemble a building committee to replace stations 1 & 2
 - a. Assess deficiencies of current stations.
 - b. Detail renovations that would be needed to bring current stations to sufficient status.
 - c. Develop cost statement for renovation of current stations.
 - d. Develop plan for new stations.
 - e. Develop cost for demo of existing stations and building new.
 - f. 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
 - a. Ethical decision to overcome
 - b. Fear factor

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. Time frame 3-12 months
- 2) Incorporate dispatch software
 - a. Computer/lpads in vehicle to improve call efficiency. This will provide more complete and more accurate dispatch information including incident location, directions, nature of call, scene advisories, times, personnel, activity, and disposition. Time frame 2-3 years
- 3) Increase utilization of FH Cloud software
 - a. Roll out product to all department members, increase data entry in all categories, increase utilization of data and trends resulting from increased data entry. Time frame 3-6 months
- 4) Install tracking devices on apparatus
 - a. To assist in dispatch decisions and improve accuracy of dispatch, on scene, and clear scene times. Time frame 1-2 years

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
 - a. Contact surrounding fire departments to see what they do for school age children education
- 3) Pre-school safety Education
 - a. View NFPA fire education for school programs
 - b. Sit down with school superintendent and curriculum director to discuss options
- 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 (fire prevention week and Trade Fair) to educate public about firefighter responding in personal vehicles. Educate vehicle type awareness and how it impacts response times. Measure by firefighter reports by a simple “yes” or “no” whether they had any issues from citizen vehicles while in transit.
- 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. Utilize the requirements of accreditation as a guideline to determine our 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 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
 - a. To capture all employees training history and include that information into the Firehouse Program to be completed in six months
 - b. To capture ALL training that members of the BTFD participate in (within & outside). This documentation will be evaluated quarterly
- 4) Provide training to handle low frequency/high impact incidents
 - a. Establish a committee to look at the Township high impact areas and decide what kind of training may be needed. The committee within the second year of the plan will present the ideas to the Fire Chief to decide if the thoughts of the committee are capable of being done.