

# Beavercreek Township Fire Department



## 2022 Annual Compliance Report 2019-2024 Strategic Plan



Dorsten, Scott

Beavercreek Township Fire Department

6/8/2022

## Table of Contents

Introduction .....	2
Executive Summary.....	3
Acknowledgements.....	4
Project Status .....	5
Goal 1 Departmental Communications .....	5
Goal 2 Workforce Management .....	6
Goal 3 Community Engagement .....	7
Goal 4 Training Program .....	8
Goal 5 Technology.....	9
Goal 6 Capital Resources.....	10
Goal 7 Accreditation .....	11
Strategic Planning Goals for 2022 .....	12
Strategic Planning Goal for 2023 .....	13

## Introduction

The strategic planning annual compliance review is intended to inform the reader of the fire department's progress accomplishing the goals outlined in the *Beavercreek Township Fire Department 2019-2024 Strategic Plan*. In May of 2019, the Beavercreek Township Fire Department underwent a strategic planning process with the assistance of the Center for Public Safety Excellence's (CPSE) Technical Advisory Team. Under their guidance, a community-driven strategic plan outlining seven distinct goals was produced. These goals are the collaboration between external and internal stakeholders. The external stakeholders consisted of citizens, business owners, local government agencies, and community partners. The external stakeholders provided the fire department with a list of community needs and expectations. The internal stakeholders, a cross-section of fire department personnel from all ranks, years of service, sworn, and civilian, identified the step necessary to meet the community's needs and expectations. The completed plan was published June 24, 2019, and the department began working to accomplish the goals set forth in the plan on July 19, 2019.

The seven goals are tasks designed to improve department operations for stakeholders.

- Goal 1- Improve and maintain effective communications within the fire department to achieve mutual understanding.
- Goal 2- Create a workforce management plan to improve the management, development, and deployment of personnel.
- Goal 3- Develop and implement a program to engage and educate our community, and to ensure the department's mission is aligned with the community's expectations.
- Goal 4- Implement an enhanced comprehensive training program and facilities to improve service delivery to meet current and future department needs.
- Goal 5- Improve the technology utilized within the department to enhance service delivery.
- Goal 6- Develop and implement a program to deploy, maintain, and improve capital resources to meet the service needs of the community.
- Goal 7- Prepare for, pursue, achieve, and maintain international accreditation to better serve our community and embrace excellence.

Contained within these seven goals are 33 specific objectives toward meeting the goals. This document identifies the steps implemented and progress achieved over the past 12 months toward accomplishing the strategic goals.

A complete copy of the fire department's strategic plan can be located on the fire department's website at [Beavercreekfire.org](http://Beavercreekfire.org).

## Executive Summary

The *Beavercreek Township Fire Department 2019-2024 Strategic Plan* is one of the three required pillars, by the Commission on Fire Accreditation International (CFAI) for an accredited fire agency. The other two pillars are the self-assessment and the community risk assessment/standard of cover.

The strategic plan has identified seven strategic goals with 32 objectives for aligning the fire department to the community's needs and expectations. To accomplish the strategic goals, champions were assigned to each goal to manage implementing the objectives assigned to each goal.

All goals continue to progress towards achieving the objectives set forth in the strategic plan. Goal 5 and Goal 7 have seen the most impact in their progression. In January of 2022, the Goal 5 team was given a pressing addition to the objectives listed in Goal 5, to find a new fire record reporting platform. This addition is required due to changes at the State Fire Marshal's Office where effective March 31<sup>st</sup> the state no longer accepts fire records from FireHouse software, the BTFD's fire records reporting platform. The agency is actively pursuing a new records management platform to become compliant with state reporting guidelines by the end of 2022.

Goal 7, Accreditation, has seen significant progress as well. The department is now a candidate agency with the CFAI, upon the submission of documents for peer review in March of 2022. Based on the peer review, the department received notification on May 2, 2022, from the CFAI, that the department is being deferred for four months for a site visit. The deferral is to allow the agency to address areas of weakness in its documentation and is not uncommon for a first-time agency.

The completion of the third annual compliance review officially places the agency over the half-way point in the life of the strategic plan. While significant progress has been made in achieving the agency's goals, the department is only about 45% complete with achieving all of the goals established in the strategic plan. The fire department will continue to review and revise the strategic initiatives in the strategic plan as necessary to meet community expectations.

The fire department is grateful for the continued support of the elected officials as the department pursues accreditation. The fire department is determined to continue providing the most efficient and effective service possible to the community.

Respectfully,



Scott E. Dorsten  
Division Chief, Planning and Quality Improvement

## Acknowledgements

The progression with the strategic goals and objectives would not be possible without the assistance of some very talented personnel. These personnel have volunteered to assist with strategic planning goals and objectives in addition to their regularly assigned duties. I would like to take a moment to acknowledge and thank the following personnel for their dedication to the continuous improvement of the fire department.

Division Chief Christine Hawker – Asst. Accreditation Manager

Firefighter Ed Dalton – Goal Champion Goal 1, Communication

Captain Dustin Harrison – Goal Champion Goal 2, Workforce Management

Firefighter Mathew Norris – Goal Champion Goal 3, Community Engagement

Firefighter Chris Heaton – Goal Champion Goal 4, Training Program

Lieutenant Nick Fathergill – Goal Champion Goal 5, Technology

Lieutenant Nathan Arndt – Goal Champion Goal 6, Capital Resources (Facilities)

Lieutenant Bill Kappeler – Goal Champion Goal 6, Capital Resources (Fleet)

Firefighter Eric McComas – Goal Champion Goal 7, Accreditation

## Project Status

### Goal 1 Departmental Communications

<b>Goal 1</b>	Department Communications		
<b>Champion</b>	Firefighter Dalton		<b>Status</b>
<b>Objective 1A</b>	<b>Manager</b>	Firefighter Dalton	In process
<i>Review and update existing department Standard Operating Guidelines (SOG) to ensure operational consistency.</i>			
Currently, FF Dalton is drafting the SOG to govern the internal communications of the fire department. It is approximately 30% complete at this time, it is intended that the draft will be presented to the members of the committee for review by the end of May 2022.			
<b>Objective 1B</b>	<b>Manager</b>	Firefighter Dalton	Complete
<i>Create and maintain a professional labor-management environment for the betterment of the department.</i>			
Complete in 2020, continuing to monitor progress.			
<b>Objective 1C</b>	<b>Manager</b>	Firefighter Dalton	In process
<i>Establish a system for interdepartmental communications to ensure that necessary information is relayed and understood .</i>			
This objective is currently in progress with the SharePoint site now completed, it was discussed in prior committee meetings that Lexipol may be too generic for our organization. Microsoft Teams has been implemented for much of the departments project management, and virtual meetings. There seems to be a training concern among crews on the street, often I'm observing firefighters confused on which applications are to be used for specific tasks. 05/06/21			

#### Summary

The committee for Goal 1 is continuing to work with fire administration to develop a standard operating guideline (SOG) to govern the internal communication process within the fire department. Once completed the SOG will be brought before the board for approval. Labor management meeting have resumed following the completion of contract negotiations.

#### Goals

The committee anticipates completion and approval of the internal communication SOG in 2022.

## Goal 2 Workforce Management

<b>Goal 2</b>	Work Force Management	
<b>Champion</b>	Captain Harrison	<b>Status</b>
<b>Objective 2A</b>	<b>Manager</b>	Started
<i>Develop effective time management priorities within the department to best serve the community.</i>		
Captains are working with DC Hiester to establish department priorities and ensure crews and program managers are in compliance with those priorities.		
<b>Objective 2B</b>	<b>Manager</b>	95% Completed
<i>Implement consistent hiring program to deliver highest quality service.</i>		
Additional progress has been made. Waiting TA/HR approval for full implementation. Updated process is being used for hiring process that is currently underway.		
<b>Objective 2C</b>	<b>Manager</b>	Started
<i>Evaluate &amp; implement adequate emergency response staffing levels for current &amp; future department needs.</i>		
Captains are working to establish a committee to evaluate this objective. Adjustments were made to staffing deployment earlier this year and a reevaluation is being scheduled for later in the year. Committee will evaluate against the recently completed SOC.		
<b>Objective 2D</b>	<b>Manager</b>	Not started
<i>Evaluate &amp; implement adequate administrative &amp; senior staffing level for current &amp; future needs .</i>		
No additional progress on this objective. Will look to create a committee to evaluate this in 1st quarter 2023.		
<b>Objective 2E</b>	<b>Manager</b>	Not started
<i>Develop &amp; implement succession planning to identify program, training &amp; personnel needs for continuity of operations .</i>		
Looking to work with FF Heaton and DC Hawker with information from their OFE projects to establish a succession plan. Look to begin 4th quarter 2022.		

### Summary

The committee has started time management priority evaluation at the program level. The hiring process is implementing incremental changes in conjunction with HR and TA recommendations. The committee will continue to monitor the progression of hiring process changes. All objectives have start dates and are on track for completion by the end of 2024.

### Goals

The committee will continue to monitor the progression of the hiring process changes and work with HR to strengthen the hiring process. The Objective A work group anticipates completion of the time management evaluation by the end of 2022 and begin working to redefine agency priorities in the first quarter of 2023.

### Goal 3 Community Engagement

<b>Goal 3</b>	Community Engagement	
<b>Champion</b>	Firefighter Norris	<b>Status</b>
<b>Objective 3A</b>	<b>Manager</b>	95% Complete
<i>Implement &amp; define a consistent department brand to be recognizable &amp; more visible to those we serve.</i>		
Rebranding has been completed. Fleet updates will take place in conjunction with fleet replacement.		
<b>Objective 3B</b>	<b>Manager</b>	Firefighter Norris 80% Complete
<i>Develop &amp; implement a platform for community feedback to capture data in order to identify community expectations.</i>		
The committee has developed a customer feedback survey which is in the initial phases of the approval process. Once approved at the department the survey and accompanying policy will be brought through the chain of command to the board. Anticipated completion by the third quarter of 2022.		
<b>Objective 3C</b>	<b>Manager</b>	In Process
<i>Enhance community education opportunities &amp; increase participation in community &amp; civic partnerships.</i>		
Public education and other public engagement opportunities slowly ramping up. The committee will begin to review opportunities for improving community interaction starting in 2023.		
<b>Objective 3D</b>	<b>Manager</b>	Office Manager Grogean In Process
<i>Expand social media program to inform &amp; engage the community with the department's activity &amp; public safety information.</i>		
Working on customer feedback survey to add to the social media sites as part of Objective 3B.		
<b>Objective 3E</b>	<b>Manager</b>	Not started
<i>Enhance inter-agency relationships to improve continuity of operations &amp; service delivery.</i>		
To begin working with staff by the fourth quarter of 2022.		

#### Summary

The Goal 3 committee focused on developing a customer feedback survey in late 2021 and 2022. The survey is intended to be used for all citizens the department interacts with on an incident or public engagement. The survey will be accessed through the department’s social media. The committee is currently working on a roll out plan and policy for managing the survey.

#### Goals

In 2023, the committee would like to establish a plan to identify and improve inter-agency relationships with other city and township departments. Additionally, fire department will identify surrounding agencies, other than fire departments, who play a role in emergency response and public education within Beaver Creek.



## Goal 4 Training Program

<b>Goal 4</b>	Training Program		
<b>Champion</b>	Firefighter Heaton		<b>Status</b>
<b>Objective 4A</b>	<b>Manager</b>	Heaton	Completed
<i>Identify &amp; analyze current training program &amp; facilities compared to industry &amp; departmental expectations.</i>			
This objective is complete.			
<b>Objective 4B</b>	<b>Manager</b>	Heaton	Completed
<i>Research &amp; review best practices for progressive &amp; sustainable training program to meet departmental expectations.</i>			
This objective is complete.			
<b>Objective 4C</b>	<b>Manager</b>		In Process
<i>Develop a sustainable training structure based upon collected research &amp; identified best practice.</i>			
The foundations of what the training division will look like is being formed. Next step is to seek dept and budget buy in.			
<b>Objective 4D</b>	<b>Manager</b>		Not started
<i>Seek required approval, funding, &amp; qualified personnel for developed training structure.</i>			
This objective is close to initiation as objective 4C is more defined.			
<b>Objective 4E</b>	<b>Manager</b>		In Process
<i>Develop &amp; implement programs for all identified departmental training discipline based on department expectations.</i>			
Overall objectives are more defined for fire and EMS training. Tech rescue is still in need of further evaluation.			
<b>Objective 4F</b>	<b>Manager</b>		On Going
<i>Continually review &amp; revise training program to ensure it meets industry standards &amp; department expectations.</i>			
Objective F is a continual process and is ongoing. The process will continue for the life of the strategic plan.			

### Summary

The Goal 4 committees have made significant progress in the past 12 months. All training program evaluation is complete, and redevelopment is underway. The committee has established a process for continual evaluation and will monitor and revise program changes as required.

### Goals

The training committee intends to have program level training budgets developed to achieve the training goals being implemented by each program. The Goal 4 committee will continue to monitor training programs as defined in Objective F.

## Goal 5 Technology

<b>Goal 5</b>	Technology		
<b>Champion</b>	Lieutenant Fathergill		<b>Status</b>
<b>Objective 5A</b>	<b>Manager</b>	Lieutenant Fathergill	In Process
<i>Identify &amp; evaluate current hardware &amp; software used for organizational efficiency &amp; effectiveness.</i>			
RMS software identified as non-compliant with the state’s incident report guidelines. Committee working on replacement. This is an addition to Objective 5 original mission.			
<b>Objective 5B</b>	<b>Manager</b>	Lieutenant Fathergill	In Process
<i>Analyze hardware, software &amp; IT provider currently available that meet current &amp; future department &amp; industry needs.</i>			
RMS software identified as non-compliant. Committee working on replacement.			
<b>Objective 5C</b>	<b>Manager</b>	Division Chief Hiester	In Process
<i>Develop a plan to fund &amp; implement recommended upgrades &amp; improvements as needed.</i>			
RMS software replacement budgeted as part of the 2022 budget.			
<b>Objective 5D</b>	<b>Manager</b>	Lieutenant Fathergill	Not Started
<i>Evaluate &amp; improve a defined management program to maintain systems &amp; meet department expectations.</i>			
Not yet started 6/2022			
<b>Objective 5E</b>	<b>Manager</b>	Division Chief Hiester	Not Started
<i>Establish a process to review &amp; revise the technological needs within the department.</i>			
Not yet started 6/2022			

### Summary

In January 2022, the fire department received notice from the State Fire Marshal’s office that as of March 31, 2022, Ohio will no longer accept incident reports from FireHouse records management systems. The department has used FireHouse for reporting to the state since 2000. The department has begun reviewing record management systems to replace FireHouse and regain compliance with state reporting requirements. The replacement of the department’s incident reporting software was not an initial objective in Goal 5 during the strategic planning process, however, falls in line with the intent of Goal 5. The replacement of the department’s RMS software is the top priority for the committee.

### Goals

The Goal 5 committee plans to work with administration to replace the department’s incident RMS with one that is user friendly and provides access to all of the agency’s data for detailed analysis and reporting.

## Goal 6 Capital Resources

<b>Goal 6</b>	Capital Resources		
<b>Champion</b>	Lt. Arndt (Facilities) Lt. Kappeler (Fleet)		<b>Status</b>
<b>Objective 6A</b>	<b>Manager</b>	Lieutenant Kappeler	On Going
<i>Evaluate &amp; augment existing apparatus maintenance programs to improve fleet reliability, reduce out of service time, &amp; ensure high quality of service delivery.</i>			
EVT Alan Stiffler has transitioned into primary vehicle maintenance technician. Lost time has been reduced due to having designated maintenance personnel. Mobile fleet maintenance capability slowed by Pandemic and supply issues.			
<b>Objective 6B</b>	<b>Manager</b>	Lieutenant Arndt	On Going
<i>Evaluate &amp; augment existing facility maintenance program to enhance the effectiveness of its mission, improve safety, &amp; maximize resource longevity.</i>			
Completed a review of all fire department facilities in late 2021 and came up with a list of facility maintenance projects that need to be completed in 2022 and 2023 in order to maintain facilities in a ready state and ensure longevity of the current facilities. A number of the projects have already been started and as completed funds will be assessed and additional projects on the list will be completed as funds are available.			
<b>Objective 6C</b>	<b>Manager</b>	Lieutenant Arndt and Lieutenant Kappeler	In Process
<i>Develop &amp; implement a life cycle management program for apparatus &amp; facilities to ensure mission-ready resources.</i>			
Facilities - Completed a life cycle evaluation of all facilities and developed a plan to maintain current facilities in order for them to be maintained in a mission ready state. Will complete another evaluation at the end of this year to evaluate the current plan and make any adjustments as needed. Apparatus: Evaluation of current fleet in ongoing and Novak scoring will be conducted November 2022.			
<b>Objective 6D</b>	<b>Manager</b>	Lt. Kappeler	In Process
<i>Develop &amp; implement a life cycle management program for equipment to ensure mission-ready resources.</i>			
To be reviewed and implemented in 2022			

### Summary

In late 2021 Lt. Arndt was assigned facility management. In conjunction with maintenance a thorough facility assessment has been completed and a list of critical and routine maintenance items has been developed. Items on the list have been prioritized along with budget development and timeline for implementation. Throughout 2021 and into 2022 Lt. Kappeler and the apparatus committee have been developing specifications for new apparatus, while continuing to work with maintenance personnel to evaluate and maintain the current fleet.

### Goals

Lt. Arndt will work with maintenance to continue forward with maintenance items and conduct annual facility evaluations. Lt. Kappeler and the apparatus committee plan to have a fleet replacement plan to staff and the board by the third quarter of 2022.

## Goal 7 Accreditation

<b>Goal 7</b>	Accreditation		
<b>Champion</b>	Firefighter McComas		<b>Status</b>
<b>Objective 7A</b>	<b>Manager</b>	Division Chief Dorsten	Complete
<i>Form a team / committee structure with management components as needed to pursue &amp; maintain accreditation.</i>			
FF McComas was assigned as the champion for goal 7 and has been coordinating quarterly meetings. The agency is continuing to work towards accredited agency status.			
<b>Objective 7B</b>	<b>Manager</b>	Division Chief Dorsten	Complete
<b>Pre-prepare a community driven strategic plan.</b>			
Personnel are continuing to work on achieving the goal and objectives outlined in the strategic. The annual compliance review was post on the department's website for both internal and external stakeholder review and public access.			
<b>Objective 7C</b>	<b>Manager</b>	Division Chief Dorsten	95% complete
<i>Conduct a community hazards &amp; risk assessment and publish a CRA-SOC document.</i>			
The Fire Department has completed its SOC which was submitted to Peer Assessor team in March along with the strategic plan and self-assessment documents. The SOC is currently under revision based on peer team feedback. Once completed, the SOC will be taken to the Board of Trustees for approval in a public meeting.			
<b>Objective 7D</b>	<b>Manager</b>	Division Chief Dorsten	Complete
<i>Conduct &amp; document self-assessment of the department utilizing the CPSE / CAFI FESSAM criteria.</i>			
The BTFD has completed its self-assessment which was submitted to Peer Assessor team in March along with the strategic plan and SOC. The agency is currently answering peer team feedback submitted during the peer review process.			
<b>Objective 7E</b>	<b>Manager</b>	Division Chief Dorsten	In Progress
<i>Achieve agency accreditation.</i>			
The BTFD submitted all accreditation documents for peer review in March of 2022 anticipating an August commission hearing. The peer team found the SOC and Self-assessment requiring attention to warrant accredited agency status. The BTFD was given a four-month deferral to address areas of concern in the SOC and self-assessment documents. The agency will receive a site visit in October of 2023 and anticipates accreditation in March of 2023. Once accredited the BTFD begins the annual compliance reporting process to maintain accredited agency status.			

### Summary

The agency has submitted the required document for peer review and is on a four-month site visit deferral to strengthen the SOC and self-assessment documents. We anticipate a March 2023 commission hearing.

### Goals

Achieve accredited agency status at the March 2023 CAFI Commission hearings.

## Strategic Planning Goals for 2022

The strategic planning champions goals for 2022 include:

### Goal 1

- Implement new policy and procedure process (in process)
- Monitor progress and effectiveness of software implementation (ongoing)
- Monitor progress of labor-management environment (ongoing)

### Goal 2

- Review standard of cover and initiate strategic objectives 2D and 2E

### Goal 3

- Develop and implement a customer service survey platform. (In process)
- Continue enhancing the department's social media presence. (ongoing)

### Goal 4

- Continue the development of the department's training programs. (ongoing)
- Initiate strategic objective 4F.

### Goal 5

- Work with the IT service provider to initiate strategic objective 5F.
- Work with Township staff and the IT service provider to initiate strategic objective 5E.

### Goal 6

- Continue the transition towards a mobile fleet maintenance program. (In process)

### Goal 7

- Submit all documentation for candidate agency status by Sept 30<sup>th</sup>. (Achieved)
- Complete peer assessor site visit with recommendation for accreditation. (Deferred until 9/2022)
- Become an accredited agency. (Deferred until March 2023)

## Strategic Planning Goal for 2023

The strategic planning champions goals for 2023 include:

### Goal 1

- Maintaining professional labor-management relations.
- Develop and implement an SOG review policy as part the annual program ACR process.

### Goal 2

- Continue implemental progression with hiring process revisions.
- Complete time management evaluation and establish agency time management priorities.
- Initiate succession plan development.
- Initiate staff level job and function evaluation.

### Goal 3

- Implement and monitor customer feedback survey to provide regular feedback to staff and personnel.
- To work with staff to identify interagency relationship needs and improve existing relationships.

### Goal 4

- Develop training program and program budget for implementation in 2022.
- Continue training program evaluations outlined in Objective 4F.

### Goal 5

- Replace incident RMS to regain compliance with Ohio incident reporting guidelines.
- Resume completion of Objectives 5C, 5D, and 5E.

### Goal 6

- Continue annual facility assessment and maintenance.
- Continue annual fleet assessment and maintenance.
- Continue fleet replacement process.

### Goal 7

- Complete deferral recommendations for October 2022 peer team site visit
- Become an accredited agency
- Establish annual compliance review committee and initiate annual compliance reporting