

# Beavercreek Township Fire Department



## 2021 Annual Compliance Report 2019-2024 Strategic Plan



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Beavercreek Township Fire Department

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## 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 to both internal and external 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 for an accredited fire agency. The other two pillars are the self-assessment and the community risk assessment/standard of cover. Members have been actively working on these tasks. The department is still on track to achieve the goal of becoming an accredited agency in 2022.

The strategic plan has identified seven strategic goals 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. Through a cross-section of department members, continual progress is being made towards achieving the initiatives identified in the strategic plan.

Goal 1, Internal Communications, and Goal 5 Information Technology have seen significant progress with the roll-out of new services, software, and equipment. The implementation of these new products has had a direct impact on internal communication and service delivery. Personnel have tools in place which allow them to efficiently perform their duties and track the performance measures the department is developing for continuous improvement.

Goal 7, Accreditation, has seen significant progress as well. The department is now an applicant agency with the Commission on Fire Accreditation International (CFAI). This status change, effective January 15, 2021, has placed the department on an 18-month clock for the completion of all documents. The department is well on its way to being ready to submit documents by this September.

Goal 6, Physical Resource, has seen significant progress in Objective 6A with the transition to a mobile fleet maintenance program with a dedicated maintenance technician. Throughout 2021 the fire department will monitor these changes for cost saving and increased reliability.

The completion of the second annual compliance review has shown that there is no need for significant change to the strategic plan. The fire department will continue progressing through the strategic initiatives as written.

The fire department is extremely grateful for the support of the board of trustees as it continues down the path of continuous improvement. The fire department will continue its mission to provide 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 the dedication to the continuous improvement of the fire department.

Division Chief Christine Hawker – Asst. Accreditation Manager & Goal Champion, Goal 1 Communication

Firefighter Ed Dalton – Co-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

Firefighter Zachary Jones – Goal Champion, Goal 6 Capital Resources

## Project Status

### Goal 1 Departmental Communications

<b>Goal 1</b>	Department Communications		
<b>Champion</b>	Division Chief Hawker		<b>Status</b>
<b>Objective 1A</b>	<b>Manager</b>	Firefighter Dalton	50% complete
<i>Review and update existing department Standard Operating Guidelines (SOG) to ensure operational consistency.</i>			
<p>The committee will need to continue working on this goal, the need may exist for an internal communications SOG that will help direct members to the appropriate means of communication for their need. This goal likely will need the most amount of work at this time, this section is in que until we iron out the technology component of the goal and establish the applications that will be used. 05/06/21</p>			
<b>Objective 1B</b>	<b>Manager</b>	Firefighter Dalton	100 %Complete
<i>Create and maintain a professional labor-management environment for the betterment of the department.</i>			
<p>This objective has been completed, currently due to labor management meetings being used for negotiations no recent meetings have been held with a format conducive to the established structure used in 2020. It is expected that the established meeting structure will resume upon the completion of the collective bargaining agreement. 05/06/21</p>			
<b>Objective 1C</b>	<b>Manager</b>	Firefighter Dalton	70% complete
<i>Establish a system for interdepartmental communications to ensure that necessary information is relayed and understood .</i>			
<p>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</p>			

#### Summary

The department has successfully implemented the new SharePoint site for internal communications and is in the process of refining training for the system. The department has been maintaining a positive labor management relationship with Local 2857. The process for standard operating guidelines (SOG) is moving very slowly for two primary reasons. First is the identification of a standard platform for the development and tracking of SOGs. The second is defining an approval process for fire department specific guidelines.

#### Goals

The committee will work with staff and township administration to identify a standard format and process for developing SOGs by third quarter of 2021. Additionally, the committee will work to identify and develop an approval process for department specific guidelines that allows for timely approval.

## 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>	Not Started
<i>Develop effective time management priorities within the department to best serve the community.</i>		
Has not been started.		
<b>Objective 2B</b>	<b>Manager</b>	95% Completed
<i>Implement consistent hiring program to deliver highest quality service.</i>		
Objective completed and awaiting implementation.		
<b>Objective 2C</b>	<b>Manager</b>	Not started
<i>Evaluate &amp; implement adequate emergency response staffing levels for current &amp; future department needs.</i>		
Awaiting completion of the standard of cover to evaluate current practice versus future needs.		
<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>		
Awaiting completion of the standard of cover to evaluate current practice versus future needs.		
<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>		
Has not been started.		

### Summary

The committee has completed a review and revision of the hiring process in conjunction with the human resources manager. The committee is awaiting the next hiring process to implement the new process. The committee is awaiting the completion of the department’s standard of cover to identify baseline performance to identify performance gaps between baseline performance and agency benchmarks. Once identified the committee will work with the various programs and to develop improve plans to achieve agency benchmarks. It is anticipated that the SOC will be complete by September 2021.

### Goals

Upon the completion of the SOC, the committee will use performance gap information to address improvement programs in all objectives. The committee will also utilize the SOC as a road map to initiate the development of a succession plan and officer development program.



### 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>	Firefighter Smith	90% 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	10% Complete
<i>Develop &amp; implement a platform for community feedback to capture data in order to identify community expectations.</i>			
The committee has just started the research and development for a community feedback platform.			
<b>Objective 3C</b>	<b>Manager</b>	Administrative Assistant Tori king	Not Started
<i>Enhance community education opportunities &amp; increase participation in community &amp; civic partnerships.</i>			
COVID-19 has significantly slowed the fire department’s ability to engage in public education. With the lifting of COVID restrictions the department is beginning to schedule community events.			
<b>Objective 3D</b>	<b>Manager</b>	Office Manager Grogean	80% Completed
<i>Expand social media program to inform &amp; engage the community with the department's activity &amp; public safety information.</i>			
COVID has positively impacted on the fire department in relation to the use of social media. COVID drove the fire department to expand its presence on social media to provide current COVID information. The fire department then expanded the use of social media to highlight department accomplishments, events, as well as providing public safety announcements for fire and personal safety. The department plans to continue enhancing its presence on social media.			
<b>Objective 3E</b>	<b>Manager</b>	Firefighter Richards	0% Complete
<i>Enhance inter-agency relationships to improve continuity of operations &amp; service delivery.</i>			
This area has not yet been started.			

#### Summary

The goal champion for Goal 3 has changed, Firefighter Matt Norris is now overseeing Goal 3. COVID 19 significantly hampered the ability for the fire department to engage with the community outside of emergency response. As COVID restriction ease the department will begin conducting public education and phase in community engagement events. COVID did positively impact the fire department with an expanded presence on social media.

#### Goals

In 2022, the committee anticipates having a community feedback survey process implemented. The committee also seeks to continue the expansion on social media to include more public safety messages and departmental current events.



## 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	90% Complete
<i>Identify &amp; analyze current training program &amp; facilities compared to industry &amp; departmental expectations.</i>			
Progress continues in ensuring the department is meeting the basic training needs of the personnel. With the basics covered, serious consideration for a training site, and associated dedicated training personnel is being investigated. 3/2021			
<b>Objective 4B</b>	<b>Manager</b>	Heaton	95% complete
<i>Research &amp; review best practices for progressive &amp; sustainable training program to meet departmental expectations.</i>			
This objective is fundamentally complete. We will continue to work towards a more formal training division 3/2021			
<b>Objective 4C</b>	<b>Manager</b>		Not started
<i>Develop a sustainable training structure based upon collected research &amp; identified best practice.</i>			
Work on this objective is slated to begin January 1, 2021 and be completed by 12/31/2021			
<b>Objective 4D</b>	<b>Manager</b>		Not started
<i>Seek required approval, funding, &amp; qualified personnel for developed training structure.</i>			
This objective has not been started; it will coincide with the formation of Objective 4C 3/2021			
<b>Objective 4E</b>	<b>Manager</b>		Not started
<i>Develop &amp; implement programs for all identified departmental training discipline based on department expectations.</i>			
This objective has been implemented in a very basic form. Crews have a more structured training program being delivered throughout the year. However, this program has not reached its full potential 03/2021			
<b>Objective 4F</b>	<b>Manager</b>		Not started
<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 review of all training programs is complete. The revisions of training programs have begun to ensure that the agency training needs are met as identified by program reviews. The development of the training programs will take a couple of years to reach full potential of the agency's needs.

### Goals

To continue the development of the instructional staff to achieve agency training goals and pursue professional development for current and future officers. To maximize the use of internal and external resources to maximize training opportunities for all personnel

## 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	35% complete
<i>Identify &amp; evaluate current hardware &amp; software used for organizational efficiency &amp; effectiveness.</i>			
Ongoing process. New hardware and software have been identified and implementation is ongoing.			
<b>Objective 5B</b>	<b>Manager</b>	Lieutenant Fathergill	25% complete
<i>Analyze hardware, software &amp; IT provider currently available that meet current &amp; future department &amp; industry needs.</i>			
Review of current services has included migration to a new provider. They are onboard and operating.			
<b>Objective 5C</b>	<b>Manager</b>	Division Chief Hiester	Not started
<i>Develop a plan to fund &amp; implement recommended upgrades &amp; improvements as needed.</i>			
Planning for funding still an ongoing process through the budget process. Will be included in 2022 budget proposals for identified upgrades and departmental changes.			
<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 6/2021			
<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 6/2021			

### Summary

The fire department and the township have taken significant steps in improving technology services over the past twelve months. These improvements started with the transition to a new IT service provider. This transition has led to substantial infrastructure improvements, and several new software applications implementations that have positively influenced fire department operations. New mobile computing devices were installed in all frontline units, enabling units to consistently connect with dispatch software, improving the accuracy of incident related time keeping processes. The addition of text to speech software for station alerting in early 2021 has enabled dispatch to process calls and alert stations in a more efficient manner, directly improving service delivery to the community.

### Goals

The fire department will continue to monitor and revise the improvements made in past twelve months. The Goal 5 Committee will work with township staff to implement Strategic Objectives 5D and 5E.

## Goal 6 Capital Resources

<b>Goal 6</b>	Capital Resources		
<b>Champion</b>	Firefighter Jones		<b>Status</b>
<b>Objective 6A</b>	<b>Manager</b>	Lieutenant Kappeler	70%
<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>			
In late 2020 the department made a significant shift in fleet maintenance by requesting that Maintenance Technician Stiffler be assigned as the primary maintenance technician for the fire department fleet. The transition includes a plan for the technician to achieve ASE and EVTCP certification, as well as the transitioning towards a mobile fleet maintenance platform.			
<b>Objective 6B</b>	<b>Manager</b>	Lieutenant Arndt	10%
<i>Evaluate &amp; augment existing facility maintenance program to enhance the effectiveness of its mission, improve safety, &amp; maximize resource longevity.</i>			
Lt. Arndt was assigned as the department's facilities program manager and has just started the evaluation portion of this objective.			
<b>Objective 6C</b>	<b>Manager</b>	Lieutenant Arndt	Not started
<i>Develop &amp; implement a life cycle management program for apparatus &amp; facilities to ensure mission-ready resources.</i>			
To be started in 2022			
<b>Objective 6D</b>	<b>Manager</b>		Not started
<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

Lt. Kappeler was assigned the role of fleet manager in mid-2020 and has work with Chief Mercs and maintenance to improve fleet reliability. The mobile fleet maintenance transition identified in Objective A has reduced fleet down time by 53% in the first quarter of 2021 compared to first quarter of 2021 from the first quarter in 2020, increasing unit reliability. Lt. Arndt was just established as the facilities manager and is initiating the facility assessments as outlined in objective 6B.

### Goals

The department will continue the transition outlined in Objective A's assessment to ensure the department achieves compliance with self-assessment Criterion 6D of a defined maintenance program with certified technicians. The department will work with the maintenance technician to continue the certification process.

## 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	100% complete
<i>Form a team / committee structure with management components as needed to pursue &amp; maintain accreditation.</i>			
Accreditation team members are in place and will be added as need for document review and site visit preparation. Goal champions are able to solicit assistance as needed to implement strategic initiatives.			
<b>Objective 7B</b>	<b>Manager</b>	<b>Division Chief Dorsten</b>	<b>100% Complete</b>
<b>Pre-prepare a community driven strategic plan.</b>			
The Strategic plan is complete, and personnel are actively pursuing the strategic goals and objectives. The second compliance review revealed that no changes are required for the strategic plan at this time.			
<b>Objective 7C</b>	<b>Manager</b>	Division Chief Dorsten	85% complete
<i>Conduct a community hazards &amp; risk assessment and publish a CRA-SOC document.</i>			
The fire department has subscribed to NFORS for data analytics service to track accreditation related performance measures and create dashboards to allow personnel to continually monitor their performance.			
<b>Objective 7D</b>	<b>Manager</b>	Division Chief Dorsten	75% Complete
<i>Conduct &amp; document self-assessment of the department utilizing the CPSE / CAFI FESSAM criteria.</i>			
190 performance indicators of 256 are complete in their first draft and are undergoing mentor review. The mentor has provided feedback for some minor changes and has stated the department is on target in answering the self-assessment criteria.			
<b>Objective 7E</b>	<b>Manager</b>	Division Chief Dorsten	In Progress
<i>Achieve agency accreditation.</i>			
The fire department achieved applicant agency status on January 15, 2021, and continues to work towards accreditation.			

### Summary

The department is on track to meet its goal of accreditation in 2022. Mentor review supports the goal of being able to submit documents for peer review in September of 2021. Firefighter McComas has been assigned the role of Accreditation Goal Champion.

### Goals

Submit documents for peer review by September 2021 and achieve candidate agency status following peer review and site visit in first quarter of 2022.

## Strategic Planning Goal for 2021

The strategic planning champions goals for 2021 include:

### Goal 1

- ❖ Maintaining progress on policy and procedure development (In process)
- ❖ Monitor progress and effectiveness of software implementation (Achieved)
- ❖ Monitor progress of labor-management environment (Achieved)

### Goal 2

- ❖ Complete assessment of time management studies (not completed)

### Goal 3

- ❖ Continue to identify community engagement opportunities and fill out teams (In process)

### Goal 4

- ❖ Develop training program and program budget for implementation in 2022 (In process)

### Goal 5

- ❖ Continue progress with software and hardware evaluation and implementation (Achieved)

### Goal 6

- ❖ Initiate capital resource evaluation process (In process)

### Goal 7

- ❖ Become an applicant agency (Achieved)
- ❖ Submit all documentation for candidate agency status by Sept 30<sup>th</sup>. (In process)

## Strategic Planning Goals for 2022

The strategic planning champions goals for 2022 include:

### Goal 1

- ❖ Implement new policy and procedure process
- ❖ Monitor progress and effectiveness of software implementation
- ❖ Monitor progress of labor-management environment

### Goal 2

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

### Goal 3

- ❖ Develop and implement a customer service survey platform.
- ❖ Continue enhancing the department's social media presence.

### Goal 4

- ❖ Continue the development of the department's training programs.
- ❖ 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.
- ❖ Complete the facilities assessment and develop a facility maintenance plan.

### Goal 7

- ❖ Submit all documentation for candidate agency status by Sept 30<sup>th</sup>.
- ❖ Complete peer assessor site visit with recommendation for accreditation.
- ❖ Become an accredited agency.