



STRATEGIC PLAN

2025 - 2030



EXECUTIVE SUMMARY

This strategic plan for the Mansfield Fire Department (MFD) was developed through a collaborative, community-centered approach. A cross-functional team including department personnel and external stakeholders, worked with the Ohio Fire Chiefs' Association to identify key priorities and develop actionable strategies over two planning sessions.

This strategic plan will serve as a living document, guiding the fire department's future endeavors. MFD believes in the value of this process as it strives to advance the department for the benefit of the Mansfield community.

Through this process, five strategic goals were developed, each with identified objectives, critical tasks, and timeframes. Although costs are associated with each objective and critical task, these costs may vary. The department's leadership will conduct detailed budgeting and cost analysis processes to ensure accurate cost estimates and successful implementation of the strategic plan.

The developed goals were:

1. Ensure the staffing model and service model meets the needs of the community.
2. Maintain and improve facilities and fleet to meet current standards and community needs.
3. Develop recruitment, retention, and staffing strategies to optimize service delivery.
4. Prioritize health and wellness of fire department personnel.
5. Maximize community risk reduction and outreach through enhanced programs and partnerships.

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The Ohio Fire Chiefs' Association (OFCA) extends its gratitude to the Mansfield Fire Department, its personnel, and community stakeholders for their valuable contributions to the development of this strategic plan. The collaborative efforts of these individuals including Fire Chief Dan Crow and Mayor Jodie Perry, were instrumental in shaping the future direction of the department. The insightful discussions held during the planning sessions, which covered topics such as public expectations, concerns, funding, and future service delivery, were invaluable. The OFCA would like to express sincere thanks to all community members who participated in this team effort.

INTRODUCTION

The Mansfield Fire Department (MFD) is a well-respected fire service agency. The department is committed to providing the residents, businesses, and visitors to the city of Mansfield, Ohio with the highest level of services possible. MFD provides the community with fire protection, emergency medical services (EMS), fire prevention, and public education. The department strives to achieve and maintain excellence in service to the community through a professional, trained, and well-equipped workforce.

Like many communities in Ohio, Mansfield is experiencing transition and growth in service demand, thereby increasing the challenges of providing core local government functions including fire and EMS. These challenges are a natural progression of the maturation of a unit of local government and are not unique to the city. However, when dynamics change, so too must the infrastructure and systems that enable and support those basic functions. The strategic planning process provides an opportunity for an organization to examine itself from an internal and external perspective, and provide a roadmap or guide for the department to seek continual improvement. Strategic planning often allows organizations to prepare for future challenges and develop an action plan to meet those challenges rather than dealing with challenges in a reactionary, time-constrained manner.

In developing this strategic plan, MFD must not only look within but also utilize community members. It was this extensive collaborative approach using external and internal stakeholders that formed the basis for the development of the strategic plan. MFD challenged the stakeholders to critically examine paradigms, values, philosophies, beliefs, and desires, and challenged individuals to work in the best interest of the “team.” It further provided the department with an opportunity to participate in the development of their organization’s long-term direction and focus. Members of the organization’s external and internal stakeholders’ groups demonstrated commitment to this important project and remain committed to the document’s completion.

ORGANIZATIONAL HISTORY AND OVERVIEW

The city of Mansfield, the county seat of Richland County, Ohio, is situated in the western foothills of the Allegheny Plateau. Located approximately 80 miles southwest of Cleveland and 66 miles northeast of Columbus, the city covers roughly 31 square miles. Established near the forks of the Black Fork of the Mohican River in 1808, Mansfield had an estimated population of 47,534 in 2020.¹

Mansfield, can be described as a mid-sized urban community with a rich history and a diverse economy. While it has experienced economic shifts over the years, it remains a significant regional hub. The city offers a blend of urban amenities and suburban tranquility, with a mix of historic neighborhoods that encompass a blend of low-density and high-density residential neighborhoods, modern shopping centers, industrial areas, and recreational opportunities.



Mansfield's economy is diverse, with a mix of manufacturing, healthcare, and service industries. Some of the major employers within the city include:

- *Healthcare*: OhioHealth is a significant employer in the healthcare sector including operating hospitals and clinics in the area.
- *Manufacturing*: companies like Gorman-Rupp (pumps), and Cleveland Cliffs Mansfield Works (steel) contribute to the manufacturing sector.
- *Automotive*: Newman Technologies, Jay Industries, and Ohio Valley Manufacturing are major players in the automotive industry.
- *Education*: Mansfield City School District, Ohio State University at Mansfield, and North Central State College are significant educational institutions in the area.
- *Military*: the 179th Cyberspace Wing located at Mansfield Lahm Air National Guard Base is a unit of the Ohio Air National Guard that is dedicated to cyberspace operations.

Established in March 1849 as Mansfield Fire Company #1, the department has evolved into a full-service, all-hazards agency. Today, MFD provides fire protection, advanced life support (ALS) EMS, technical rescue, community risk reduction (CRR), disaster/emergency operations

¹ U.S. Census Bureau

planning, and hazardous materials response from five fire stations.^{2,3} In 2023, the department responded to 11,355 calls for service and conducted 1,665 fire and life-safety inspections.⁴

The department's 2024 annual operating budget of \$14,950,497 is primarily funded by a wage earner income tax and other fees and taxes including EMS billing. The community benefits from an excellent Insurance Services Office public protection classification of four.

The department has an authorized staff of 96 personnel providing a daily staffing of 20 personnel. The roster includes the fire chief, an EMS assistant chief, three operations assistant chiefs (shift commanders), two bureau captains (fire prevention and training), seven operations captains, 11 lieutenants, 65 firefighters, two fire-safety inspectors / fire scene investigators, two fleet maintenance mechanics, and two administrative assistants. With the aforementioned amount of personnel, the department delivers its services using the following emergency response vehicles: four front-line engine companies and one aerial ladder quint company, four ALS transport ambulances, and one incident command unit. The department's reserve apparatus and support services fleet consist of three engines, one aerial ladder, two ambulances, one air/rehabilitation unit, and one hazardous materials unit. To support the administrative and bureau services, the department operates several staff and utility vehicles for transporting personnel to conduct the department's daily business and equipment between fire stations and incident scenes.

² ALS EMS refers to a level of pre-hospital emergency care that involves advanced medical procedures such as administering medications, using specialized equipment, and performing complex medical interventions. Fire departments often provide ALS services, staffed by paramedics who are trained to handle critical medical situations including cardiac arrest, stroke, and traumatic injuries.

³ CRR is a proactive approach to fire-safety that involves identifying, assessing, and mitigating risks within a community. Fire departments implement various strategies such as public education, fire inspections, code enforcement, and community outreach programs to reduce the likelihood of fires and other emergencies. By educating the public about fire-safety, conducting inspections to identify hazards, and enforcing building codes, fire departments can significantly reduce the risk of fires and injuries.

⁴ Mansfield Fire Department 2023 Annual Report

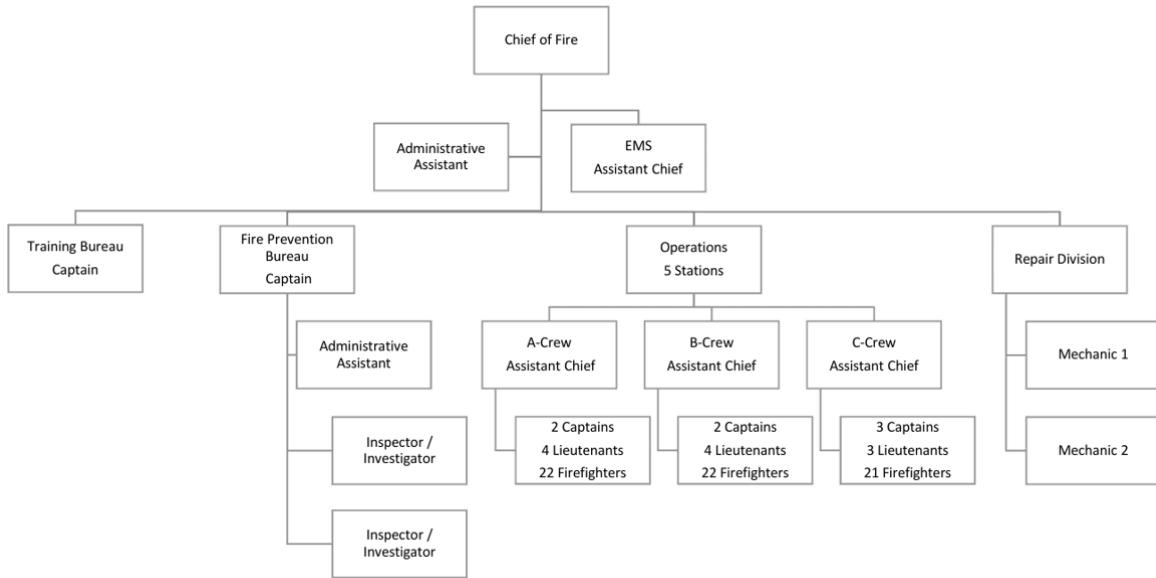


Figure 1: MFD Organizational Chart, outlining the chain of command and reporting relationships.
 Source: MFD 2023 Annual Report



MISSION AND VISION STATEMENTS AND CORE VALUES

Mission Statement

The mission statement of an organization should clearly define the major services that are provided to the community. It focuses department personnel on what is truly important to the organization. The mission statement should be understood by all MFD personnel and posted prominently throughout the organization's facilities. Each employee should commit the department's mission to memory, as it encapsulates their commitment to providing exceptional fire, emergency medical, technical rescue, and risk reduction services to the community. The strategic planning stakeholders reviewed the following existing mission statement:

Our Mission

It is the mission of the Mansfield Fire Department to be a team of dedicated, selfless fire service professionals that provide high-quality public safety services to the residents, businesses, and visitors of the city of Mansfield.

Vision Statement

In addition to knowing who they are, all successful organizations need to define where they expect to be in the future. The department's vision provides personnel with a view of the future that can be shared, a clear sense of direction, a mobilization of energy, and a sense of being engaged in something important. Vision statements will provide the personnel of MFD with a direction of how things can be and a sense of organizational pride and purpose. The strategic planning stakeholders reviewed the following existing vision statement:

Our Vision

- To be a fire department that is a regional leader that provides peace of mind through prompt, effective, compassionate service to the families in the Mansfield community.*
- To be a fire department focused on leadership and teamwork.*
- To be a fire department that places emphasis on the emotional, mental, and physical success of its personnel.*
- To be a fire department that embraces changing technology to benefit our personnel and the community served.*

Core Values

Core values define what the organization considers to be appropriate and inappropriate behaviors. Identifying fundamental guiding principles help define the organization's culture and belief system. These principles provide a foundation in an environment that is always changing.

By embodying these values, the department strives to build trust and confidence within the community. The strategic planning stakeholders reviewed the following existing core values:

Our Values

- *Integrity – we will be devoted to building trust, upholding moral and ethical conduct at all times.*
- *Selflessness – we will go beyond our customer’s needs and desires to support them, without expecting anything in return.*
- *Professionalism – we will always demonstrate a level of excellence and competence that is expected by the citizens of our community.*
- *Compassion – we will foster a genuine concern for those who call us and do everything we can to improve their worst life event.*
- *Motivation – we will demonstrate a strong drive and determination to achieve our goals while maintaining enthusiasm and commitment in the face of challenges and setbacks.*
- *Customer focused – we will do all we can to provide the best possible service to our internal and external customers.*
- *Diversity and Inclusion – we will value everyone and treat people with fairness and equality.*

With the existence of mission and vision statements and core values, the stakeholders were provided with the organization’s foundation for strategic planning. The OFCA strongly recommends that every employee empower themselves with these elements as they are the basis for the accomplishment of the organization’s goals, objectives, and day-to-day tasks.



STRATEGIC PLANNING PROCESS OVERVIEW

This strategic plan was developed from May to October 2024 during four work sessions. It began with a foundational step: the development of the agency's mission and vision statements, along with its core values. These fundamental principles provide a clear direction and purpose for the department, guiding its decision-making and resource allocation. By establishing a strong foundation, the department can effectively align its strategic goals and objectives with its overarching mission and vision.

The development of the MFD's mission, vision, and core values was a collective effort involving a select, diverse group of department representatives. Through two dedicated work sessions held on May 15th and June 12th, participants engaged in open and honest discussions, sharing their perspectives and ideas. This inclusive approach ensured that the final statements reflected the collective values and aspirations of the department, aligning with its core purpose of serving the community.

The strategic planning process for the MFD commenced on September 18th with a pivotal meeting that brought together key stakeholders from both within and outside the department. This collaborative effort involved MFD representatives and strategic planning community partners, who worked together to establish a shared vision for the department's future. By engaging a diverse group of stakeholders, the MFD ensured that the strategic plan would be comprehensive, inclusive, and aligned with the evolving needs of the community.

During the first work session, participants reviewed the four strategic pillars, a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, and formulated strategic goals. Soon thereafter, on October 2nd, a similar work session with the strategic stakeholder planning group was held. The planning group was assigned the tasks of developing objectives, critical tasks, and timeframes for each of the strategic goals.

The MFD held its strategic planning work sessions at the Buckeye Imagination Museum, a state-of-the-art facility offering imaginative play experiences and innovative exhibits for children and families. This venue at 175 West 3rd Street in Mansfield provided an inspiring setting for collaborative discussions and creative thinking, fostering a productive and innovative environment for the development of the department's strategic plan.

The strategic planning process emphasized a community-driven approach, involving the group of stakeholders. Through focused work sessions, participants delved into the organization's mission, core values, support services, and SWOT analysis. These collaborative discussions ensured that the strategic plan aligned with the community's evolving needs and priorities, fostering a shared vision for the future of the department. The group of community partners and department representatives that participated in the work sessions are listed below.

MFD STRATEGIC PLANNING STAKEHOLDERS & PARTNERS		
<i>Jed Cronebach</i> MFD Firefighter / Paramedic	<i>Ryan Landin</i> MFD Lieutenant	<i>Jodie Perry</i> Mansfield Mayor
<i>Dan Crow</i> MFD Fire Chief	<i>Jerry Lanier</i> MFD Firefighter	<i>Keith Porch</i> Mansfield Safety-Service Director
<i>Ashley Draper</i> OhioHealth Mansfield Hospital	<i>Cheryl Meier</i> Mansfield City Council	<i>Charlie Swank</i> MFD Captain
<i>Rob Garn</i> MFD Assistant Chief	<i>Ryan Osborne</i> MFD Firefighter / Paramedic	<i>Shawn Yerian</i> MFD Captain
<i>Josh Getz</i> MFD Firefighter / Paramedic	<i>Rebecca Owens</i> Richland County Emergency Management Agency Director	



At the beginning of the first session, the participants were broken into two work groups to facilitate the planning process. Each work group was assigned an area of responsibility or pillar of planning.⁵ Using the pillars of planning approach allowed the work groups to focus on real problems or issues facing the department and community, rather than a broader, less-focused approach. Those pillars of planning were:

- Service Delivery
- Capital Assets (Vehicles, Facilities, Equipment, and Technology)

⁵ Fire department strategic planning pillars are broad categories that guide a department's long-term direction and resource allocation. By focusing on the identified pillars, the agency can develop a comprehensive strategic plan that addresses their evolving needs and enhance their ability to serve the community.

- Human Resources and Professional Development
- CRR and Outreach.

During the first session, each work group performed a SWOT analysis. The SWOT analysis is a fundamental tool for strategic planning, and each work group utilized this framework to identify the organization's internal strengths and weaknesses, as well as external opportunities and threats. By understanding these factors, the organization can develop effective strategies to capitalize on opportunities, mitigate threats, and improve overall performance.

Strengths

Recognizing and leveraging an organization's strengths is fundamental to achieving strategic goals and delivering exceptional service. By understanding its core competencies and capabilities, a fire department can optimize resource allocation, improve operational efficiency, and enhance its ability to respond effectively to community needs. Programs and initiatives that align with these strengths can be prioritized and enhanced to maximize their impact. Conversely, programs that do not align with the organization's strengths should be carefully evaluated to determine their continued relevance and potential for improvement. This rigorous assessment process can lead to more focused resource allocation, improved performance, and ultimately, better outcomes for the community.

Weaknesses

An organization's ability to thrive and achieve its mission depends on its capacity to identify and address internal weaknesses. By recognizing areas of underperformance, inefficiency, or outdated practices, organizations can take proactive steps to improve their operations and mitigate potential risks. These weaknesses, which may stem from inadequate resources, outdated technology, or insufficient training, can hinder progress and limit the organization's ability to respond effectively to challenges and opportunities. A thorough understanding of these weaknesses is essential for developing targeted strategies to enhance organizational performance and achieve long-term success.

Opportunities

Organizations have the potential to capitalize on a variety of opportunities to improve their services and enhance their impact on the community. By identifying and leveraging their strengths and addressing their weaknesses, organizations can explore new avenues for growth and innovation. These opportunities may involve expanding existing services, developing new programs, partnering with other organizations, or seeking external funding sources. A forward-thinking approach to identifying and pursuing opportunities can help organizations stay ahead of the curve and better serve their communities.

Threats

To fully capitalize on opportunities and mitigate potential risks, organizations must proactively identify and address external threats. These threats or challenges, which may originate from economic, social, political, technological, environmental, or legal factors, can significantly impact an organization's ability to achieve its goals.⁶ By recognizing and understanding these potential threats, organizations can develop strategies to minimize their impact and ensure their long-term sustainability. A proactive approach to threat identification and mitigation can help organizations avoid costly mistakes, and protect their reputation.

After completing the SWOT analysis, work groups led by experienced facilitators were challenged to identify two or three major SMART goals based on the information gathered. SMART goals are specific, measurable, achievable, realistic, and time-related. The SWOT analyses completed by each work group are listed in Appendix A.

⁶ While "threats" and "challenges" are often used interchangeably in SWOT analyses, there is a subtle distinction.

- *Threats* typically refer to external factors that could negatively impact an organization's performance or goals. They are often beyond the organization's control such as economic downturns, natural disasters and emergencies, or changes in regulations.
- *Challenges* can be both internal and external factors that hinder an organization's progress. They may include internal issues like staffing shortages, outdated technology, or poor communication, as well as external challenges such as reduced funding, increased demand for services, public perception and scrutiny, or changing regulatory environments.



Figure 2: Service Delivery and Capital Assets Work Group discussing the future of fire department services

Goals developed by the work groups are listed in no particular order of importance:

1. Ensure the staffing model and service model meet the needs of the community.
2. Develop recruitment, retention, and staffing strategies to optimize service delivery for community.
3. Prioritize health and wellness of fire department personnel to cultivate a resilient and healthy workforce and foster an environment that promotes safety and physical and mental well-being of personnel.
4. Diversify and expand sources of revenue / funding.
5. Maintain and improve facilities and fleet to meet current standards and community needs and expectations.
6. Continue advancing equipment and technology to modern standards.
7. Enhance personal growth and professional development to improve service delivery to the community.
8. Deepen community engagement by fostering multi-faceted strategies that promote transparency, inclusivity, and proactive communication.
9. Maximize community risk reduction and outreach through the enhancement of programs and partnerships.

The first session concluded with several key objectives identified. To prioritize these goals, an online survey was distributed to all planning members. The top five priorities were selected, balancing the department's capacity for implementation, and ensuring a focused approach to strategic planning.

The second session, held on October 2nd, focused on developing actionable steps to achieve the top five goals. Using the SMART guideline, each work group created specific, measurable,

achievable, relevant, and time-bound tasks, along with critical tasks. Estimated costs will be associated with each task, which can include personnel costs, consumable costs, contractual costs, capital costs, and/or other necessary expenses. A detailed budget will be developed to allocate resources effectively and ensure the successful implementation of the strategic plan. Department leadership will assign responsibilities to ensure flexible implementation. The following time-line references were used:

- Short-term; within one-year
- Medium-term; one-year to three years
- Long-term; three years to five years.



Figure 3: Collaborative discussion among strategic planning stakeholders.

STRATEGIC GOALS

Strategic Pillar One: Service Delivery

GOAL #1:	Ensure the staffing model and service model meets the needs of the city of Mansfield.	
Objective #1A:	Conduct periodic assessments to identify and understand community needs, demographics, and expectations.	
Critical Task #1A.1:	Select and collect relevant key performance indicators (KPIs) (data) to measure community needs such as incident volume, response performance times, and community satisfaction. ⁷	
Critical Task #1A.2:	Identify methods and develop collaborative partners such as schools, businesses, and non-profits to gather community insights and feedback.	
Critical Task #1A.3:	Distribute surveys to a representative sample of the community to collect direct feedback on their needs and concerns.	
Critical Task #1A.4:	Conduct a community risk analysis to identify high risk hazards and high life hazards.	
Critical Task #1A.5:	<p>Create a comprehensive profile of the community based on the collected data including demographic information, socioeconomic factors, and identified needs.</p> <ul style="list-style-type: none"> • Use data analysis tools to identify emerging trends and patterns in community needs and demographics. 	
Timeframe(s):	<i>Short-term (within one-year)</i>	Develop and implement a comprehensive community engagement plan including town hall meetings, surveys, and social media outreach; conduct an initial community needs assessment to identify immediate priorities and potential risks; and establish a baseline of demographic data and analyze trends to inform future planning.

⁷ KPIs are measurable values that demonstrate how effectively an organization is achieving its key objectives. For a fire department, KPIs are used to track performance, identify areas for improvement, and make data-driven decisions. KPIs for a fire department might include: *response time*, the average time it takes for a fire truck to arrive at an incident; *fire loss*, the total property loss due to fires; *civilian casualties*, the number of civilian injuries or fatalities; *public education outreach*, the number of people reached through public education programs; *fire prevention inspections*, the number of inspections conducted; and *employee satisfaction*, measured through surveys or other feedback mechanisms.

Goal #1, Objective 1A, Timeframes continued (cont'd.)

Timeframe(s) cont'd.:	<i>Medium-term (two - three years)</i>	Conduct a detailed risk assessment to identify potential hazards and vulnerabilities within the community, analyze collected data to identify emerging trends and changing community needs, and strengthen partnerships with local organizations and agencies to share resources and information.
	<i>Long-term (three - five years)</i>	Implement a continuous improvement process to refine assessment methods and data analysis techniques, explore the use of predictive analytics to forecast future trends and anticipate community needs, and develop strategies to enhance community resilience and emergency preparedness.
Estimated Cost(s):	Personnel Cost(s):	Contract Services Cost(s):
	Consumable Cost(s):	Capital Cost(s):
Assigned To:		
Objective #1B:	Analyze historical and current emergency incident data and assess response performance times to various types of emergencies to identify trends, patterns, and peak demand periods and identify areas for improvement.	
Critical Task #1B.1:	<p>Identify relevant data sources: gather incident reports, dispatch records, property records, global positioning system data from fire apparatus, and other pertinent data.</p> <ul style="list-style-type: none"> Establish data standards ensuring consistency in data collection, categorization, and formatting to facilitate analysis. 	
Critical Task #1B.2:	<p>Remove inaccuracies – identify and correct errors, inconsistencies, or missing data.</p> <ul style="list-style-type: none"> Verify data integrity to ensure the data’s accuracy and reliability for analysis. 	
Critical Task #1B.3:	<p>Determine appropriate response performance time metrics such as dispatch time, travel time, and on-scene time.</p> <ul style="list-style-type: none"> Use the collected data to calculate response performance times for different types of emergencies. 	
Critical Task #1B.4:	<p>Employ statistical software or data visualization tools to analyze data.</p> <ul style="list-style-type: none"> Develop charts, graphs, and maps to represent: <ul style="list-style-type: none"> trends, patterns, and peak demand periods; response performance time distributions and trends. 	

Goal #1, Objective 1B, Critical Tasks (cont'd.)

<p>Critical Task #1B.5:</p>	<p>Analyze temporal patterns to identify seasonal, weekly, or daily variations in incident occurrences.</p> <ul style="list-style-type: none"> Examine geographical patterns and analyze incident distribution across different areas within the jurisdiction. 	
<p>Critical Task #1B.6:</p>	<p>Identify periods of highest incident volume or resource utilization (peak times).</p> <ul style="list-style-type: none"> Investigate factors influencing peak demand such as weather conditions, special events, or community activities. 	
<p>Critical Task #1B.7:</p>	<p>Explore relationships between incident types, response performance times, and other relevant factors.</p> <ul style="list-style-type: none"> Determine potential causes of trends and patterns to inform prevention and mitigation strategies. 	
<p>Critical Task #1B.8:</p>	<p>Compare response performance times to national or and other fire department standards.</p> <ul style="list-style-type: none"> Benchmark MFD against similar-sized agencies to learn from their best practices.⁸ 	
<p>Critical Task #1B.9:</p>	<p>Identify incidents with exceptionally long or short response performance times.</p> <ul style="list-style-type: none"> Determine factors influencing response performance times such as traffic congestion, geographical challenges, or resource allocation. 	
<p>Critical Task #1B.10:</p>	<p>Identify and prioritize areas with the greatest need for improvement.</p> <ul style="list-style-type: none"> Develop and implement strategies to address identified deficiencies such as improving dispatch procedures, optimizing station locations, resource allocation, effective use of technology, or enhancing training. 	
<p>Critical Task #1B.11:</p>	<p>Periodically analyze data and share with appropriate stakeholders.</p>	
<p>Timeframe(s):</p>	<p><i>Short-term (within one-year)</i></p>	<p>Implement a robust data collection system to capture detailed information on emergency incidents including response performance times, incident types, and locations; conduct a benchmarking analysis to compare response performance times and performance metrics to other fire departments of similar size and complexity; and analyze historical data to identify initial trends in response performance times, peak demand periods, and common incident types.</p>

⁸ *Benchmarking* is the process of comparing one's own performance metrics to those of high-performing organizations, in this case, other fire departments. It involves identifying best practices, setting performance goals, and implementing strategies to improve overall efficiency and effectiveness.

Goal #1, Objective 1B, Timeframes cont'd.

Timeframe(s) cont'd.:	<i>Medium-term (two – three years)</i>	Utilize advanced data analytics techniques such as statistical modeling and geographic information systems to identify deeper insights and correlations within the data, develop KPIs to measure response performance time performance and identify areas for improvement, and develop and implement targeted improvement plans based on the identified trends and performance gaps.	
	<i>Long-term (three - five years)</i>	Explore the use of predictive analytics to forecast future demand and anticipate potential emergencies; implement real-time data analysis tools to monitor response performance times and identify potential issues as they arise; and establish a culture of continuous improvement, regularly reviewing and updating performance metrics and improvement plans.	
Estimated Cost(s):	Personnel Cost(s):		Contract Services Cost(s):
	Consumable Cost(s):		Capital Cost(s):
Assigned To:			
Objective #1C:	Evaluate the effectiveness of current service delivery models such as response protocols directing fire, EMS, and specialized service units; and modifying as necessary to ensure the model(s) meet community needs, risks, and expectations.		
Critical Task#1C.1:	Create a comprehensive list of all services provided <ul style="list-style-type: none"> Review and revise current list, if established, as needed. 		
Critical Task#1C.2:	Clearly define the different specialized units and response protocols currently in place.		
Critical Task#1C.3:	Define KPIs to measure the effectiveness of each service delivery model such as response performance time, incident resolution, and resource utilization.		
Critical Task#1C.4:	Collect data on incidents, response performance times, resource allocation, and outcomes for each service delivery model. <ul style="list-style-type: none"> Analyze performance by comparing the performance of different models against established criteria. 		
Critical Task#1C.5:	Identify representative cases by selecting specific incidents or events to analyze in detail. <ul style="list-style-type: none"> Evaluate model effectiveness by assessing how well the service delivery models handled these cases. 		

Goal #1, Objective 1C, Critical Tasks (cont'd.)

Critical Task#1C.6:	Collect feedback from firefighters, community members, and other stakeholders on the effectiveness of different models. <ul style="list-style-type: none"> Utilize feedback to identify strengths, weaknesses, and areas for improvement. 	
Critical Task#1C.7:	Compare the performance of MFD’s current service delivery models to industry standards and community expectations, identifying any areas where improvements are needed.	
Critical Task#1C.8:	Research fire departments with similar community needs, risks, and demographics to identify best practices and innovative approaches to service delivery.	
Critical Task#1C.9:	Develop modified service delivery models based on identified areas of improvement that meet community needs and expectations.	
Critical Task#1C.10:	Evaluate potential budgetary impact for service model changes.	
Critical Task#1C.11:	Secure funding to sustain the service model selected.	
Critical Task#1C.12:	Implement new or updated service model(s).	
Critical Task#1C.13:	Review and evaluate effectiveness of service model in meeting community needs.	
Timeframe(s):	<i>Short-term (within one-year)</i>	Conduct a comprehensive evaluation of current response protocols and service delivery models, focusing on response performance times, resource utilization, and customer satisfaction; analyze data to identify inefficiencies, bottlenecks, and areas where modifications could improve service delivery; and implement small-scale pilot projects to test potential improvements such as alternative response protocols or specialized unit deployments.
	<i>Medium-term (two - three years)</i>	Utilize data analytics to identify trends and patterns in service delivery and to inform decision-making, conduct community engagement activities to gather feedback on service delivery and identify emerging needs, and implement significant modifications to response protocols and service delivery models based on the evaluation and pilot project results.

Goal #1, Objective 1C, Timeframes (cont'd.)

Timeframe(s) cont'd.:	<i>Long-term (three - five years)</i>	Establish a culture of continuous improvement, regularly reviewing and updating response protocols and service delivery models; explore the use of emerging technologies to enhance service delivery; and develop a long-term vision for service delivery, anticipating future trends and challenges.
Estimated Cost(s):	Personnel Cost(s):	Contract Services Cost(s):
	Consumable Cost(s):	Capital Cost(s):
Assigned To:		
Objective #1D:	Evaluate the effectiveness of the current staffing model to meet established MFD service standards and community needs.	
Critical Task #1D.1:	<p>Collect and analyze data measuring staffing efficiency and effectiveness.</p> <ul style="list-style-type: none"> • Data on incident volume, response performance times, and staffing levels over a specified period. • Set response performance time benchmarks based on industry standards and community expectations. Asses current response performance times against established benchmarks. • Analyze population growth, age distribution, and socioeconomic factors. • Identify areas with higher fire risk such as industrial zones, densely populated areas, or historical buildings. 	
Critical Task #1D.2:	<p>Determine the optimal number of personnel per apparatus based on incident volume, response performance time requirements, and community needs.</p> <ul style="list-style-type: none"> • Evaluate staffing resource allocation by comparing current staffing levels to calculated ratios.⁹ 	
Critical Task #1D.3:	Research and compare MFD staffing model to national and/or other fire department standards with similar municipality and/or agency characteristics.	

⁹ Calculated ratios are mathematical formulas used to determine the optimal number of firefighters needed to effectively and safely respond to incidents. These ratios often consider factors like incident volume, response performance times, incident complexity, and geographic coverage. Common ratios include firefighter-to-population, firefighter-to-square-mile, and incident response staffing.

A common staffing ratio for a basic engine company is four firefighters per engine. This means that each engine company, when fully staffed, has four firefighters assigned to it. This number is often considered a minimum staffing level for effective fireground operations, allowing for:

- Two firefighters inside the structure: one to operate a hose line and another to back them up.
- Two firefighters outside the structure: one to operate the water supply and another to assist with ventilation, rescue operations, or other tasks.

Goal #1, Objective 1D, Critical Tasks cont'd.

Critical Task #1D.4:	Ensure an appropriate number of personnel are trained in specific areas (paramedics, hazardous materials technicians, technical rescue, water rescue) to meet respective service models.	
Critical Task #1D.5:	Obtain feedback from current personnel including dispatchers assessing burnout, fatigue, and operational issues based on staffing levels. <ul style="list-style-type: none"> • Evaluate the type and frequency of injuries sustained by personnel. 	
Critical Task #1D.6:	Identify peak incident times and days of the week. <ul style="list-style-type: none"> • Evaluate current staffing levels to determine if existing staffing levels are sufficient to meet peak demand. • Adjust shift schedules to align with peak incident times and ensure adequate staffing during critical times. 	
Timeframe(s):	<i>Short-term (within one-year)</i>	Analyze current staffing levels, workload, and response performance times to identify potential gaps and areas for improvement; evaluate response performance time data to determine if current staffing levels are adequate to meet service level agreements; and identify potential staffing shortages during peak demand periods or in specific geographic areas.
	<i>Medium-term (two – three years)</i>	Develop and implement a staffing optimization model to determine optimal staffing levels based on workload, response performance time requirements, and budgetary constraints; pilot test alternative staffing models such as shift modifications or specialized unit staffing to evaluate their impact on service delivery and operational efficiency; and analyze MFD's workforce demographics, skills, and experience to identify potential succession planning needs and training requirements.
	<i>Long-term (three - five years)</i>	Develop a long-term staffing plan that aligns with MFD's strategic goals and addresses future challenges such as population growth or changing emergency trends; explore innovative staffing solutions such as flexible work arrangements, or public-private partnerships to address staffing challenges and improve service delivery; and assess the potential impact of emerging technologies such as automation and artificial intelligence, on staffing needs and operational efficiency.
Estimated Cost(s):	Personnel Cost(s):	Contract Services Cost(s):
	Consumable Cost(s):	Capital Cost(s):

Goal #1, Objective 1D, Assigned To cont'd.

Assigned To:	
Objective #1E:	Evaluate and develop alternative staffing models to ensure established service model(s) and community needs are met.
Critical Task #1E.1:	Analyze incident volume data to identify times of the day, days of the week, and seasons when incident volume is highest. <ul style="list-style-type: none"> Consider special events by identifying recurring events or activities that may increase incident volume.
Critical Task #1E.2:	Identify resource gaps by identifying areas where additional staffing may be necessary to maintain adequate response performance times and service levels.
Critical Task #1E.3:	Research staffing models of similar fire departments. <ul style="list-style-type: none"> Research and analyze peak staffing positions to investigate their concept and implementation in other fire departments.
Critical Task #1E.4:	Consider other options by exploring alternative staffing models such as overtime, on-call personnel, or call-back personnel.
Critical Task #1E.5:	Create hypothetical scenarios to simulate different incident volumes, community growth patterns, and staffing levels. <ul style="list-style-type: none"> Analyze the impact of various staffing scenarios on response performance times, resource allocation, and operational efficiency.
Critical Task #1E.6:	Compare the current staffing model to national and state staffing standards and best practices. ¹⁰
Critical Task #1E.7:	Select staffing model that effectively meets community needs and service model.
Critical Task #1E.8:	Assess the financial implications (e.g., evaluate cost-benefit analysis) by calculating the potential costs (budgetary impact) associated with implementing peak staffing positions or other alternative models. <ul style="list-style-type: none"> Evaluate the potential benefits such as improved response performance times, reduced overtime costs, and enhanced community safety.

¹⁰ The state of Ohio does not have specific statewide fire department staffing standards mandated by law. However, the National Fire Protection Association 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments* is widely recognized and often adopted by fire departments across the country including Ohio. This standard provides guidelines for staffing levels based on factors like incident volume, response performance time, and the types of emergencies a fire department responds to.

Goal #1, Objective 1E, Timeframes cont'd.

Timeframe(s):	<i>Short-term (within one-year)</i>	Analyze current staffing levels, workload, response performance times, and community needs to identify potential gaps and areas for improvement; evaluate the effectiveness of current staffing models including shift schedules, crew sizes, and specialized unit staffing; and identify potential staffing shortages during peak demand periods or in specific geographic areas.
	<i>Medium-term (two – three years)</i>	Develop alternative staffing models such as flexible shift schedules, compressed workweeks, or specialized unit staffing to address identified staffing challenges; pilot test selected alternative staffing models on a small scale to evaluate their impact on service delivery, operational efficiency, and employee satisfaction; and analyze MFD's workforce demographics, skills, and experience to identify potential succession planning needs and training requirements.
	<i>Long-term (three - five years)</i>	Implement the most effective alternative staffing model department-wide based on the results of pilot testing and analysis; continuously monitor and evaluate the performance of implemented staffing models to ensure they remain effective and efficient; and explore innovative staffing solutions such as volunteer programs, public-private partnerships, or technology-driven staffing optimization tools to address future challenges and improve service delivery.
Estimated Cost(s):	Personnel Cost(s):	Contract Services Cost(s):
	Consumable Cost(s):	Capital Cost(s):
Assigned To:		

Strategic Pillar Two: Capital Assets (Vehicles, Equipment, Facilities, and Technology)

GOAL #2:	Maintain and improve facilities and fleet to meet current standards and community needs and expectations.
Objective #2A:	Conduct periodic inspections of all fire stations and equipment to identify maintenance needs, safety hazards, and areas for improvement.
Critical Task #2A.1:	Develop a formal list of facility needs from previous efforts.
Critical Task #2A.2:	<p>Inspect / evaluate facilities and equipment and update established list.</p> <ul style="list-style-type: none"> • Develop (or update) detailed checklists that cover all aspects of fire stations and equipment including buildings, apparatus, tools, and personal protective equipment (PPE). <ul style="list-style-type: none"> – Ensure checklists are standardized and regularly updated to reflect changes in equipment, regulations, and best practices. • Determine the appropriate frequency for inspections based on equipment type, usage, and regulatory requirements. <ul style="list-style-type: none"> – Develop a schedule to ensure all stations and equipment are inspected regularly. • Conduct inspections using developed checklists to ensure thorough coverage. <ul style="list-style-type: none"> – Document any maintenance needs, safety hazards, or areas for improvement. • Prepare detailed inspection reports documenting all findings including photographs and other supporting evidence. <ul style="list-style-type: none"> – Outline specific steps to address identified deficiencies and establish deadlines for completion. • Monitor the progress of corrective action plans to ensure timely completion. <ul style="list-style-type: none"> – Verify all identified deficiencies have been addressed.
Critical Task #2A.3:	<p>Analyze inspection data to identify recurring issues or trends that may indicate systemic problems.</p> <ul style="list-style-type: none"> • Develop and implement preventative maintenance programs to address identified trends and reduce future maintenance needs.
Timeframe(s):	<p><i>Short-term (within one-year)</i></p> <p>Create a detailed inspection checklist that covers all critical areas of fire stations and equipment including structural integrity, fire-safety systems, equipment functionality, and cleanliness; conduct initial inspections of all fire stations and equipment to establish a baseline and identify immediate maintenance needs and safety hazards; and establish a regular inspection schedule, specifying the frequency of inspections for different types of equipment and facilities.</p>

Goal #2, Objective 2A, Timeframes cont'd.

Timeframe(s) cont'd.:	<i>Medium-term (two - three years)</i>	Implement a computerized maintenance management system (CMMS) to track maintenance records, schedule preventive maintenance, and generate work orders; develop standard operating guidelines or procedures for conducting inspections, performing maintenance tasks, and responding to equipment failures; and provide comprehensive training to MFD personnel on inspection procedures, safety protocols, and equipment maintenance.
	<i>Long-term (three - five years)</i>	Conduct a comprehensive facility needs assessment to identify long-term maintenance and capital improvement needs for fire stations; implement a predictive maintenance program to identify potential equipment failures before they occur, reducing downtime and maintenance costs; and explore opportunities to incorporate green building practices into future construction and renovation projects to improve energy efficiency and reduce environmental impact.
Estimated Cost(s):	Personnel Cost(s):	Contract Services Cost(s):
	Consumable Cost(s):	Capital Cost(s):
Assigned To:		
Objective #2B:	Create a detailed maintenance schedule for all facilities, fleet, and equipment including preventative maintenance, inspections, and repairs.	
Critical Task #2B.1:	Create a comprehensive list of all MFD facilities including stations, training grounds, and administrative buildings.	
Critical Task #2B.2:	Develop a detailed inventory of all equipment including fire apparatus, tools, and PPE.	
Critical Task #2B.3:	<p>Determine the recommended maintenance frequency for different types of facilities and equipment based on manufacturer guidelines, industry standards, and usage patterns.</p> <ul style="list-style-type: none"> Identify critical components or systems that require more frequent maintenance or inspections. 	
Critical Task #2B.4:	<p>Outline specific maintenance tasks required for each facility and piece of equipment such as cleaning, lubrication, inspections, and repairs.</p> <ul style="list-style-type: none"> Prioritize tasks based on criticality, frequency, and potential consequences of failure. 	

Goal #2, Objective 2B, Critical Tasks cont'd.

Critical Task #2B.5:	Schedule regular maintenance for each task, considering seasonal factors that may affect maintenance needs. <ul style="list-style-type: none"> • Use a calendar or software to create a visual representation of the schedule. • Ensure required maintenance, inspections, and preventative maintenance is completed within required or recommended timeframes. 	
Critical Task #2B.6:	Improve the use of maintenance tracking software to ensure compliance with required maintenance and improve communications.	
Timeframe(s):	<i>Short-term (within one-year)</i>	Conduct a comprehensive inventory of all facilities, fleet, and equipment to identify their current condition and maintenance needs; create a standardized maintenance schedule template that outlines recommended maintenance intervals, inspection procedures, and repair standards; and prioritize maintenance tasks based on criticality, frequency, and potential impact on service delivery.
	<i>Medium-term (two – three years)</i>	Implement a CMMS to track maintenance records, schedule preventive maintenance, and generate work orders; provide comprehensive training to MFD personnel on maintenance procedures, safety protocols, and equipment operation; and develop and implement standardized maintenance procedures for all facilities, fleet, and equipment to ensure consistency and quality.
	<i>Long-term (three - five years)</i>	Continuously review and optimize maintenance schedules to improve efficiency and reduce downtime; explore the use of predictive maintenance technologies to identify potential equipment failures before they occur; and develop a sustainability plan to reduce the environmental impact of maintenance operations such as recycling and energy-efficient practices.
Estimated Cost(s):	Personnel Cost(s):	Contract Services Cost(s):
	Consumable Cost(s):	Capital Cost(s):
Assigned To:		
Objective #2C:	Allocate resources and personnel to ensure timely and effective maintenance, prioritizing critical equipment and facilities.	
Critical Task#2C.1:	Determine which facilities and equipment are critical to the MFD's operations and public safety. <ul style="list-style-type: none"> • Evaluate the potential consequences of failure for each asset. 	

Goal #2, Objective 2C, Critical Tasks cont'd.

Critical Task#2C.2:	Estimate the costs associated with maintaining different assets. <ul style="list-style-type: none"> Allocate a portion of the MFD's budget to maintenance activities, prioritizing critical assets. 	
Critical Task#2C.3:	Determine which personnel have the necessary skills and experience to perform maintenance tasks. <ul style="list-style-type: none"> Assign personnel to maintenance tasks based on their expertise and the priority of the asset. 	
Critical Task#2C.4:	Schedule maintenance activities to minimize disruption to operational activities. <ul style="list-style-type: none"> Ensure that maintenance tasks are completed within the specified timeframe. 	
Critical Task#2C.5:	Track the use of resources including personnel hours, materials, and equipment. <ul style="list-style-type: none"> Identify areas where resources are being underutilized or wasted. 	
Critical Task#2C.6:	Measure the effectiveness of maintenance activities by tracking equipment reliability, response performance times, and operational efficiency. <ul style="list-style-type: none"> Adjust the resource allocation plan as needed to improve maintenance outcomes. 	
Timeframe(s):	<i>Short-term (within one-year)</i>	Evaluate the current allocation of resources (budget, personnel, and equipment) for maintenance activities, prioritize critical equipment and facilities that require immediate attention and regular maintenance, and allocate a dedicated maintenance budget to ensure adequate funding for necessary repairs and replacements.
	<i>Medium-term (two - three years)</i>	Reallocate resources to prioritize critical maintenance tasks and improve overall efficiency, develop and implement a comprehensive preventive maintenance program to reduce the frequency of breakdowns and extend the life of equipment, and provide specialized training to maintenance personnel to enhance their skills and knowledge.
	<i>Long-term (three - five years)</i>	Create a long-term maintenance plan that aligns with MFD's strategic goals and addresses future needs; investigate innovative maintenance strategies such as remote monitoring and predictive maintenance to improve efficiency and reduce costs; and invest in modern, reliable equipment that requires less maintenance and improves operational efficiency.
Estimated Cost(s):	Personnel Cost(s):	Contract Services Cost(s):
	Consumable Cost(s):	Capital Cost(s):

Goal #2, Objective 2C, Assigned To cont'd.

Assigned To:		
Objective #2D:	Evaluate the utilization of facilities and equipment to identify areas for improvement and optimize resource allocation.	
Critical Task #2D.1:	<p>Collect data on the frequency and intensity of use for various facilities and equipment.</p> <ul style="list-style-type: none"> Analyze utilization patterns by identifying peak usage times, underutilized resources, and areas of high demand. 	
Critical Task #2D.2:	<p>Evaluate how resources are currently allocated and identify any mismatches between resource availability and demand.</p> <ul style="list-style-type: none"> Identify inefficient areas where facilities or equipment are limiting operations or creating bottlenecks. 	
Critical Task #2D.3:	<p>Assess the performance of equipment to identify underutilized or inefficient assets.</p> <ul style="list-style-type: none"> Evaluate the impact of maintenance and repair schedules on equipment efficiency. 	
Critical Task #2D.4:	<p>Assess the utilization of space within different facilities to identify underutilized or inefficient areas.</p> <ul style="list-style-type: none"> Evaluate the layout of facilities to identify potential improvements that could enhance efficiency. 	
Critical Task #2D.5:	<p>Prioritize areas for improvement by identifying areas where optimization would have the greatest impact on efficiency or resource allocation.</p> <ul style="list-style-type: none"> Develop specific plans to address identified inefficiencies including equipment upgrades, facility modifications, or changes in resource allocation. 	
Critical Task #2D.6:	<p>Implement the developed plans to improve facility and equipment utilization.</p> <ul style="list-style-type: none"> Monitor the impact of changes on operational efficiency, resource allocation, and overall performance. 	
Timeframe(s):	<i>Short-term (within one-year)</i>	Analyze the usage patterns of all facilities and equipment to identify underutilized or overutilized resources; establish a system to track and record the usage of facilities and equipment including hours of operation, maintenance records, and incident response data; and identify opportunities for immediate improvements such as optimizing shift schedules, consolidating storage areas, or sharing equipment between stations.

Goal #2, Objective 2D, Timeframes cont'd.

Timeframe(s) cont'd.:	<i>Medium-term (two – three years)</i>	Develop a model to optimize resource allocation based on usage data, workload, and future projections; implement a software system to manage facility and equipment information, track maintenance records, and generate usage reports; and conduct a detailed study to assess the efficiency of space utilization within fire stations and identify opportunities for reconfiguration or expansion.
	<i>Long-term (three - five years)</i>	Evaluate alternative service delivery models such as regionalization or consolidation to optimize resource utilization and reduce costs; invest in technology solutions such as telematics and remote monitoring to improve asset utilization and reduce operational costs; and develop a long-term facility plan that addresses future needs including potential station closures, relocations, or expansions.
Estimated Cost(s):	Personnel Cost(s):	Contract Services Cost(s):
	Consumable Cost(s):	Capital Cost(s):
Assigned To:		
Objective #2E:	Identify areas where facilities or equipment may be outdated or inefficient and develop a master plan(s) for facility, fleet, and equipment upgrades or replacements.	
Critical Task #2E.1:	Assess the current functionality and performance of all equipment. <ul style="list-style-type: none"> • Compare equipment performance to industry benchmarks and best practices. 	
Critical Task #2E.2:	Conduct thorough inspections of all fire stations and other facilities. <ul style="list-style-type: none"> • Identify any structural issues, outdated systems, or inefficient layouts. 	
Critical Task #2E.3:	Assess equipment and facilities to identify any safety hazards associated with outdated or inefficient equipment or facilities. <ul style="list-style-type: none"> • Ensure compliance with safety regulations and standards. 	
Critical Task #2E.4:	Assess how outdated or inefficient apparatus, vehicles, equipment, or facilities may impact response performance times and operational efficiency. <ul style="list-style-type: none"> • Identify areas where outdated or inefficient equipment or facilities may create bottlenecks in operations. • Establish a research and development component to current facility, apparatus, and vehicle committees ensuring a more proactive approach to evolving technology. 	

Goal #2, Objective 2E, Critical Tasks cont'd.

Critical Task #2E.5:	Conduct a fire station location analysis.	
Critical Task #2E.6:	Explore the feasibility of building a training facility.	
Critical Task #2E.7:	<p>Prioritize upgrades or replacements based on safety hazards, operational efficiency, and cost-benefit analysis.</p> <ul style="list-style-type: none"> • Develop detailed plans for upgrades or replacements including cost estimates, timelines, and implementation strategies. • Review and update vehicle replacement plan. 	
Critical Task #2E.8:	<p>Identify potential funding sources such as grants, bond measures, or capital budgets.</p> <ul style="list-style-type: none"> • Prepare funding proposals to secure necessary funds for upgrades or replacements. 	
Critical Task #2E.9:	Ensure master plan(s) meets community needs, service model, and staffing model.	
Timeframe(s):	<i>Short-term (within one-year)</i>	Conduct a thorough assessment of all facilities, fleet, and equipment to identify their current condition, age, and maintenance history; create a detailed inventory of all assets including specifications, purchase dates, and maintenance records; and identify any immediate needs for repairs, replacements, or upgrades to critical equipment or facilities.
	<i>Medium-term (two – three years)</i>	Develop a long-term facility plan that outlines MFD's future facility needs including potential expansions, relocations, or renovations; create a fleet replacement plan that outlines the replacement schedule for aging vehicles and equipment, considering factors such as lifecycle costs and technological advancements; and develop a plan to implement new technologies such as automated vehicle location systems or predictive maintenance software to improve efficiency and reduce costs.

Goal #2, Objective 2E, Timeframes cont'd.

Timeframe(s) cont'd.:	<i>Long-term (three - five years)</i>	Begin implementing the master plan for facility, fleet, and equipment upgrades or replacements, prioritizing projects based on need and available resources; explore innovative design and construction techniques such as modular building systems or sustainable building practices to improve efficiency and reduce costs; and continuously monitor the performance of upgraded facilities and equipment and evaluate the effectiveness of the master plan to identify areas for improvement.	
Estimated Cost(s):	Personnel Cost(s):		Contract Services Cost(s):
	Consumable Cost(s):		Capital Cost(s):
Assigned To:			

Strategic Pillar Three: Human Resources and Professional Development

GOAL #3:	Develop recruitment, retention, and staffing strategies to optimize service delivery for the community.	
Objective #3A:	Identify current and projected staffing requirements based on community growth, incident volume, service delivery models, and staffing working gaps.	
Critical Task #3A.1:	<p>Employ forecasting techniques to project future incident volume, community growth, and staffing gaps.</p> <ul style="list-style-type: none"> Based on projected incident volume and service delivery models, calculate the required staffing levels. 	
Critical Task #3A.2:	<p>Estimate the costs associated with different staffing levels.</p> <ul style="list-style-type: none"> Consider budget constraints by evaluating the potential impact of staffing changes on MFD's budget. 	
Timeframe(s):	<i>Short-term (within one-year)</i>	Analyze current staffing levels, workload, response performance times, and community needs to identify potential gaps and areas for improvement; review historical data on incident volume, incident types, and peak demand periods to identify trends and potential future needs; and identify any immediate staffing shortages or gaps that need to be addressed to maintain adequate service levels.
	<i>Medium-term (two - three years)</i>	Develop a staffing model that aligns with MFD's strategic goals, service delivery models, and community needs; analyze MFD's workforce demographics, skills, and experience to identify potential succession planning needs and training requirements; and implement a staffing optimization tool to analyze workload, response performance times, and staffing levels to identify potential efficiencies and cost savings.
	<i>Long-term (three - five years)</i>	Forecast future staffing needs based on projected community growth, changing incident trends, and evolving service delivery models; explore innovative staffing solutions such as flexible work arrangements, volunteer programs, or public-private partnerships to address future staffing challenges; and develop a comprehensive succession plan to ensure a smooth transition of leadership and maintain institutional knowledge.

Goal #3, Objective 3A, Estimated Costs cont'd.

Estimated Cost(s):	Personnel Cost(s):	Contract Services Cost(s):
	Consumable Cost(s):	Capital Cost(s):
Assigned To:		
Objective #3B:	Develop and implement effective recruitment strategies to attract unqualified and qualified candidates (lateral transfer) including leveraging social media, job boards, and community outreach.	
Critical Task #3B.1:	<p>Create a job profile by clearly defining the essential qualifications, skills, and experience required for the position.</p> <ul style="list-style-type: none"> Identify desired attributes by determining the personal qualities and values that align with MFD's culture. 	
Critical Task #3B.2:	<p>Create engaging social media content by developing matter that highlights MFD's mission, values, and career opportunities.</p> <ul style="list-style-type: none"> Utilize platforms like Facebook, Twitter, Instagram, and LinkedIn to reach a wider audience. 	
Critical Task #3B.3:	<p>Partner and collaborate with schools, community colleges, and veterans' groups to promote career opportunities.</p> <ul style="list-style-type: none"> Participate in local events and job fairs to connect with potential candidates. 	
Critical Task #3B.4:	<p>Develop a strong employer brand and highlight MFD culture. Showcase the department's positive culture, values, and benefits.</p> <ul style="list-style-type: none"> Share stories of successful firefighters and their experiences. 	
Critical Task #3B.5:	<p>Encourage current employees to refer qualified candidates.</p> <ul style="list-style-type: none"> Provide incentives for successful referrals such as gift cards or bonuses. 	
Timeframe(s):	<i>Short-term (within one-year)</i>	Analyze MFD's current hiring needs and identify target demographics for recruitment; create a strong recruitment brand that highlights the department's mission, values, and career opportunities; and develop and maintain a dedicated recruitment website with information about the department, job openings, and application procedures.
	<i>Medium-term (two – three years)</i>	Utilize social media platforms to reach a wider audience and engage with potential candidates; partner with local organizations such as high schools, colleges, and veterans' groups to promote career opportunities in the fire service; and implement an applicant tracking system to streamline the recruitment process and improve candidate experience.

Goal #3, Objective 3B, Timeframes cont'd.

Timeframe(s) cont'd.:	<i>Long-term (three - five years)</i>	Develop a targeted recruitment strategy to attract a diverse pool of candidates; explore innovative recruitment tactics such as virtual recruitment events or gamified recruitment assessments; and regularly evaluate the effectiveness of recruitment strategies and adjust as needed to optimize results.
Estimated Cost(s):	Personnel Cost(s):	Contract Services Cost(s):
	Consumable Cost(s):	Capital Cost(s):
Assigned To:		
Objective #3C:	Develop and implement programs to improve employee satisfaction, work-life balance, and career development opportunities.	
Critical Task#3C.1:	<p>Collect feedback from employees through anonymous surveys to assess satisfaction levels, identify areas for improvement, and understand their needs.</p> <ul style="list-style-type: none"> Analyze survey data to identify trends and patterns that can inform program development. 	
Critical Task#3C.2:	Implement a robust exit interview process to gather valuable feedback, identify areas for improvement, and improve overall employee satisfaction and retention.	
Critical Task#3C.3:	<p>Promote a collaborative and supportive work environment where employees feel valued and appreciated.</p> <ul style="list-style-type: none"> Implement a recognition program to acknowledge and reward employee achievements, performance, and tenure. 	
Critical Task#3C.4:	<p>Establish open communication channels for employees to raise concerns or issues without fear of retaliation.</p> <ul style="list-style-type: none"> Address employee concerns promptly and effectively to demonstrate commitment to their well-being. 	

Goal #3, Objective 3C, Critical Tasks cont'd.

<p>Critical Task#3C.5:</p>	<p>Revamp the employee recognition program to foster a positive work environment, boost employee morale, and reduce turnover.</p> <ul style="list-style-type: none"> • Conduct a needs assessment. <ul style="list-style-type: none"> – Survey employees to gauge their perceptions of the current recognition program. – Identify areas for improvement such as frequency of recognition, types of rewards, and recognition channels. • Develop specific criteria for recognizing outstanding performance (e.g., service tenure, exemplary service, acts of heroism, innovative ideas, exceptional teamwork, and community involvement). • Offer a diverse recognition strategy to cater to different preferences such as public recognition (e.g., awards ceremonies, wall of fame, public announcements, etc.), private recognition (e.g., personalized letter, verbal acknowledgements, one-on-one meetings, etc.), tangible rewards (e.g., gift cards, merchandise, time-off, etc.), or intangible rewards (e.g., opportunities for professional development, special assignments, leadership roles, etc.). • Provide training to managers and supervisors on effective recognition techniques including: timely and specific feedback, sincere appreciation, public and private recognition, and goal-setting and performance management. • Communicate the revised recognition program to all employees through shift briefing announcements, email newsletters, and regular reminders during meetings and training sessions • Regularly assess the impact of the recognition program on employee morale, engagement, and retention. • Gather feedback from employees and managers to identify areas for improvement. • Make necessary adjustments to ensure the program remains effective and motivating. 	
<p>Timeframe(s):</p>	<p><i>Short-term (within one-year)</i></p>	<p>Administer a confidential employee satisfaction survey to gather feedback on work environment, leadership, compensation, and career development opportunities; launch a wellness program that includes mental health support, physical fitness initiatives, and stress management techniques; and create a peer support program to provide emotional support and counseling to employees.</p>
	<p><i>Medium-term (two - three years)</i></p>	<p>Create a comprehensive career development plan that outlines opportunities for advancement, training, and education; explore and implement flexible work arrangements such as compressed workweeks or remote work options to improve work-life balance; and develop and implement leadership development programs to prepare employees for future leadership roles.</p>

Goal #3, Objective 3C, Timeframes cont'd.

Timeframe(s) cont'd.:	<i>Long-term (three - five years)</i>	Develop a succession planning program to identify and develop high-potential employees for future leadership positions; foster a positive organizational culture that values employee contributions, recognizes achievements, and promotes open communication; and implement a performance management system that provides regular feedback, goal setting, and opportunities for professional growth.
Estimated Cost(s):	Personnel Cost(s):	Contract Services Cost(s):
	Consumable Cost(s):	Capital Cost(s):
Assigned To:		
Objective #3D:	Establish KPIs to measure the effectiveness of recruitment, retention, and staffing strategies. Regularly monitor and evaluate performance to identify areas for improvement and make necessary adjustments.	
Critical Task #3D.1:	Define and identify relevant metrics (KPIs) that measure the effectiveness of recruitment, retention, and staffing strategies. <ul style="list-style-type: none"> Consider factors such as time-to-fill, turnover rate, employee satisfaction, and response performance times. 	
Critical Task #3D.2:	Establish and identify the sources of data needed to track KPIs such as applicant tracking systems, human resource records, and performance evaluations. <ul style="list-style-type: none"> Implement systems to collect and store relevant data. 	
Critical Task #3D.3:	Set performance standards and/or benchmarks for each KPI based on industry standards, MFD goals, or historical data. <ul style="list-style-type: none"> Consider local factors such as community demographics and economic conditions, when setting benchmarks. 	
Critical Task #3D.4:	Track KPIs on a regular basis to monitor performance against established benchmarks. <ul style="list-style-type: none"> Analyze trends in KPIs to identify areas for improvement or potential issues. 	
Critical Task #3D.5:	If KPIs fall short of benchmarks, investigate the root causes of performance gaps or issues. <ul style="list-style-type: none"> Develop and implement corrective actions to address identified problems. 	
Critical Task #3D.6:	Adjust and update staffing strategies based on performance data and identified areas for improvement. <ul style="list-style-type: none"> Develop and implement new initiatives to address recruitment, retention, or staffing challenges. 	

Goal #3, Objective 3D, Timeframes cont'd.

Timeframe(s):	<i>Short-term (within one-year)</i>	Identify relevant KPIs to measure recruitment, retention, and staffing effectiveness such as time-to-hire, turnover rate, and vacancy rates; implement a system to collect and track data on key performance indicators; and establish a baseline for each KPI to measure progress over time.
	<i>Medium-term (two – three years)</i>	Develop and implement a performance management system to track and evaluate progress towards KPIs, conduct regular reviews of KPIs to identify trends and areas for improvement, and make necessary adjustments to recruitment and retention strategies based on performance data.
	<i>Long-term (three - five years)</i>	Continuously refine the KPI framework to ensure it aligns with MFD's evolving strategic goals, implement data analytics tools to gain deeper insights into staffing trends and performance, and develop a predictive analytics model to forecast future staffing needs and identify potential challenges.
Estimated Cost(s):	Personnel Cost(s):	Contract Services Cost(s):
	Consumable Cost(s):	Capital Cost(s):
Assigned To:		

GOAL #4:	Prioritize health and wellness of MFD personnel to cultivate a resilient and healthy workforce and foster an environment that promotes safety and physical and mental well-being of personnel.
Objective #4A:	Develop and implement programs and policies that address physical, mental, and emotional health including fitness initiatives, stress management techniques, and counseling services.
Critical Task #4A.1:	<p>Conduct surveys or focus groups to gather information about employees' health and wellness needs.</p> <ul style="list-style-type: none"> Identify common physical, mental, and emotional health challenges faced by firefighters.

Goal #4, Objective 4A, Timeframes cont'd.

Timeframe(s):	<i>Short-term (within one-year)</i>	Assess the current health and wellness needs of the MFD's personnel; create a comprehensive wellness program that includes components such as physical fitness, nutrition, stress management, and mental health support; and implement fitness initiatives such as on-site gym facilities, fitness challenges, and wellness workshops.	
	<i>Medium-term (two - three years)</i>	Establish partnerships with local healthcare providers to offer discounted or subsidized services to MFD personnel; create a peer support program to provide emotional support and counseling to employees; and develop and implement a stress management program that includes techniques such as mindfulness, meditation, and yoga.	
	<i>Long-term (three - five years)</i>	Evaluate the effectiveness of the wellness program and make necessary adjustments to improve outcomes; foster a culture of wellness within MFD by emphasizing the importance of physical, mental, and emotional health; and explore innovative wellness strategies such as wearable technology or virtual wellness programs to enhance employee well-being.	
Estimated Cost(s):	Personnel Cost(s):		Contract Services Cost(s):
	Consumable Cost(s):		Capital Cost(s):
Assigned To:			
Objective #4B:	Conduct regular health assessments and implement preventive measures to mitigate the risks associated with firefighting such as exposure to hazardous substances and extreme conditions.		
Critical Task #4B.1:	<p>Identify the specific health risks associated with firefighting including exposure to hazardous substances, extreme temperatures, and physical demands.</p> <ul style="list-style-type: none"> • Research existing studies and guidelines on firefighter health to identify common health concerns. 		
Critical Task #4B.2:	<p>Develop protocols for regular health assessments that cover physical, mental, and respiratory health.</p> <ul style="list-style-type: none"> • Include tests that are relevant to firefighting-related health risks such as pulmonary function tests, blood tests, and mental health screenings. 		

Goal #4, Objective 4B, Timeframes cont'd.

Timeframe(s):	<i>Short-term (within one-year)</i>	Establish a program to monitor firefighters' physical and mental health including regular medical check-ups and psychological evaluations; provide comprehensive training on the proper use and maintenance of personal protective equipment to minimize exposure to hazardous substances; and conduct regular workplace hazard assessments to identify potential risks and implement control measures.
	<i>Medium-term (two – three years)</i>	Expand the health monitoring program to include biometric screenings, genetic testing, and exposure monitoring; develop a fitness for duty program to ensure firefighters are physically and mentally capable of performing their duties; and ensure the critical incident stress management program that provides support to firefighters who have experienced traumatic events is supported and funded.
	<i>Long-term (three - five years)</i>	Conduct epidemiological studies to identify long-term health risks associated with firefighting and develop strategies to mitigate them, advocate for stronger occupational health and safety regulations to protect firefighters from exposure to hazardous substances, and implement a post-fire rehabilitation program to help firefighters recover from physical and psychological injuries.
Estimated Cost(s):	Personnel Cost(s):	Contract Services Cost(s):
	Consumable Cost(s):	Capital Cost(s):
Assigned To:		
Objective #4C:	Ensure that personnel have access to necessary resources for maintaining their health and well-being including on-site medical facilities, fitness centers, and mental health support services.	
Critical Task#4C.1:	<p>Conduct a needs assessment to identify any gaps in current resources for maintaining employee health and well-being.</p> <ul style="list-style-type: none"> • Prioritize the needs based on the most pressing concerns of employees. 	
Critical Task#4C.2:	<p>Develop and communicate a plan that outlines the specific resources to be provided, the location of these resources, and the hours of operation.</p> <ul style="list-style-type: none"> • Ensure that the resources are accessible to all employees, regardless of shift schedules or location. 	

Goal #4, Objective 4C, Timeframes cont'd.

Timeframe(s):	<i>Short-term (within one-year)</i>	Assess the current health and wellness resources available to personnel including on-site facilities, equipment, and programs; identify immediate needs for additional resources or improvements to existing facilities; and establish partnerships with local healthcare providers to offer discounted or subsidized services to MFD personnel.
	<i>Medium-term (two - three years)</i>	Upgrade on-site facilities such as fitness centers and medical rooms to improve accessibility and functionality; expand mental health support services such as counseling and peer support programs to address the unique challenges faced by firefighters; and develop and implement a comprehensive wellness program that includes physical fitness, nutrition, stress management, and mental health support.
	<i>Long-term (three - five years)</i>	Explore innovative wellness strategies such as wearable technology or virtual wellness programs to enhance employee well-being; advocate for increased funding to support health and wellness initiatives including staffing for on-site medical facilities and mental health professionals; and foster a culture of wellness within MFD by emphasizing the importance of physical, mental, and emotional health.
Estimated Cost(s):	Personnel Cost(s):	Contract Services Cost(s):
	Consumable Cost(s):	Capital Cost(s):
Assigned To:		
Objective #4D:	Regularly monitor and evaluate the effectiveness of health and wellness programs, adjusting as needed to ensure they meet the evolving needs of personnel.	
Critical Task #4D.1:	Identify KPIs to measure the effectiveness of health and wellness programs. <ul style="list-style-type: none"> Consider factors such as participation rates, employee satisfaction, health outcomes, and cost-effectiveness. 	
Critical Task #4D.2:	Collect data on program participation, attendance, and utilization. <ul style="list-style-type: none"> Track changes in employee health indicators such as blood pressure, body mass index, and stress levels. 	

Goal #4, Objective 4D, Critical Tasks cont'd.

Critical Task #4D.3:	Collect feedback from employees through surveys or focus groups to assess satisfaction levels and identify areas for improvement. <ul style="list-style-type: none"> Analyze survey results to identify trends and patterns. 	
Critical Task #4D.4:	Calculate the costs associated with health and wellness programs and the potential benefits such as improved employee health, reduced absenteeism, and increased productivity. <ul style="list-style-type: none"> Evaluate the return on investment (ROI) of the programs to justify continued funding and support. 	
Critical Task #4D.5:	Based on the evaluation results, make necessary adjustments to existing programs to improve their effectiveness. <ul style="list-style-type: none"> Develop new programs to address identified needs or emerging trends in employee health and well-being. 	
Timeframe(s):	<i>Short-term (within one-year)</i>	Conduct a baseline assessment of the current health and wellness programs including participation rates, satisfaction levels, and program effectiveness; establish a system to track and collect data on program utilization, health outcomes, and employee feedback; and conduct regular evaluations of each program to assess its effectiveness and identify areas for improvement.
	<i>Medium-term (two – three years)</i>	Analyze the collected data to identify trends and patterns in program utilization and effectiveness; make necessary adjustments to programs based on data analysis and feedback from personnel; and develop a framework to measure the impact of health and wellness programs on employee health, morale, and productivity.
	<i>Long-term (three - five years)</i>	Conduct a comprehensive evaluation of the entire wellness program to assess its overall effectiveness; explore innovative wellness strategies such as virtual reality training or wearable technology to enhance program effectiveness; and implement a continuous improvement process to ensure that health and wellness programs remain relevant and effective.
Estimated Cost(s):	Personnel Cost(s):	Contract Services Cost(s):
	Consumable Cost(s):	Capital Cost(s):
Assigned To:		

Strategic Pillar Four: CRR and Outreach

Goal #5:	Maximize CRR and outreach through the enhancement of programs and partnerships.	
Objective #5A:	Develop and implement comprehensive fire-safety education programs for all age groups including schools, businesses, and the general public.	
Critical Task #5A.1:	<p>Identify the key target audiences for fire-safety education such as school-aged children, adults, and businesses.</p> <ul style="list-style-type: none"> Assess the specific fire-safety needs and knowledge levels of each target audience. 	
Critical Task #5A.2:	<p>Develop educational materials that are appropriate for different age groups including children, teenagers, and adults.</p> <ul style="list-style-type: none"> Address the fire-safety risks relevant to each target audience such as home fires, workplace fires, and community hazards. 	
Critical Task #5A.3:	<p>Use interactive teaching methods such as games, role-playing, and demonstrations to engage learners.</p> <ul style="list-style-type: none"> Utilize technology, like videos, animations, and online resources to enhance learning. 	
Critical Task #5A.4:	<p>Partner with local schools to integrate fire-safety education into the curriculum.</p> <ul style="list-style-type: none"> Work with businesses to provide fire-safety training for employees and customers. 	
Critical Task #5A.5:	<p>Participate in community events and festivals to raise awareness about fire-safety.</p> <ul style="list-style-type: none"> Distribute fire-safety brochures, pamphlets, and other materials to the general public. 	
Critical Task #5A.6:	<p>Track the number of people who participate in fire-safety education programs.</p> <ul style="list-style-type: none"> Assess participants' knowledge retention through pre- and post-tests or surveys. Use evaluation data to identify areas where programs can be improved. 	
Timeframe(s):	<i>Short-term (within one-year)</i>	Identify the specific fire-safety education needs of the community including schools, businesses, and the general public; develop a core curriculum for fire-safety education programs, covering topics such as fire prevention, escape planning, and emergency procedures; and partner with local schools to implement fire-safety education programs during school hours.
	<i>Medium-term (two - three years)</i>	Expand the range of fire-safety education programs to include specialized programs for seniors, children, and businesses; develop interactive fire-safety education programs such as fire-safety houses and escape room simulations; and utilize technology such as virtual reality and online learning platforms to deliver fire-safety education.

Goal #5, Objective 5A, Timeframes cont'd.

Timeframe(s) cont'd.:	<i>Long-term (three - five years)</i>	Evaluate the effectiveness of fire-safety education programs through surveys, feedback forms, and incident data analysis; collaborate with community organizations to promote fire-safety education and outreach; and develop a long-term education plan that aligns with MFD's strategic goals and addresses evolving community needs.
Estimated Cost(s):	Personnel Cost(s):	Contract Services Cost(s):
	Consumable Cost(s):	Capital Cost(s):
Assigned To:		
Objective #5B:	Foster and strengthen collaborative relationships with local organizations, allied agencies, businesses, and schools to promote fire-safety and community resilience.	
Critical Task #5B.1:	Identify local organizations, allied agencies, businesses, and schools that can contribute to fire-safety and community resilience. <ul style="list-style-type: none"> Evaluate the potential benefits and challenges of partnering with each organization. 	
Critical Task #5B.2:	Create formal agreements that outline the goals, objectives, and responsibilities of each partner. <ul style="list-style-type: none"> Establish clear communication channels to facilitate collaboration and information sharing. 	
Critical Task #5B.3:	Organize joint events such as fire-safety demonstrations, educational workshops, or community clean-ups. <ul style="list-style-type: none"> Share resources and expertise to enhance the effectiveness of collaborative efforts. 	
Critical Task #5B.4:	Encourage public participation in fire-safety initiatives and community events. <ul style="list-style-type: none"> Build trust and positive relationships with community members through collaborative efforts. 	
Critical Task #5B.5:	Identify shared concerns and challenges facing the community such as natural disasters, crime, or public health issues. <ul style="list-style-type: none"> Work together to develop and implement solutions to address these shared concerns. 	
Critical Task #5B.6:	Regularly monitor the progress of partnerships and assess their effectiveness in achieving shared goals. <ul style="list-style-type: none"> Make necessary adjustments to partnerships to ensure their continued success and relevance. 	

Goal #5, Objective 5B, Timeframes cont'd.

Timeframe(s):	<i>Short-term (within one-year)</i>	Identify key stakeholders in the community including schools, businesses, healthcare providers, and other emergency services; establish effective communication channels with key stakeholders such as regular meetings, email newsletters, and social media; and organize community events such as fire-safety fairs and open houses to build relationships and promote fire-safety.
	<i>Medium-term (two - three years)</i>	Develop and implement joint training programs with other agencies to improve interoperability and coordination; participate in community initiatives such as neighborhood watch programs and disaster preparedness drills; and establish a community emergency response team (CERT) to train community members in basic disaster response skills. ¹¹
	<i>Long-term (three - five years)</i>	Formalize partnerships with key stakeholders through memoranda of understandings or other agreements, develop a comprehensive CRR plan that addresses the specific needs of the community, and regularly evaluate the effectiveness of partnerships and adjust as needed to strengthen relationships and improve outcomes.
Estimated Cost(s):	Personnel Cost(s):	Contract Services Cost(s):
	Consumable Cost(s):	Capital Cost(s):
Assigned To:		
Objective #5C:	Create and implement targeted outreach programs to reach vulnerable populations and increase awareness of fire-safety and prevention.	
Critical Task #5C.1:	<p>Identify vulnerable populations within the community such as low-income individuals, elderly populations, and individuals with disabilities.</p> <ul style="list-style-type: none"> Identify populations with language barriers that may hinder access to fire-safety information. 	

¹¹ The CERT program is a national initiative designed to educate volunteers about disaster preparedness and train them in basic disaster response skills. A community and/or workplace CERT program can support and enhance existing capabilities of the fire department, and CERT volunteers can participate in efforts to increase the preparedness and resilience of the workplace and community.

Goal #5, Objective 5C, Critical Tasks cont'd.

Critical Task #5C.2:	Develop fire-safety materials that are culturally relevant and accessible to different populations. <ul style="list-style-type: none"> • Use clear and simple language that is easy to understand. 	
Critical Task #5C.3:	Partner with community organizations, schools, and religious institutions to reach vulnerable populations. <ul style="list-style-type: none"> • Use social media platforms to disseminate fire-safety information and engage with target audiences. 	
Critical Task #5C.4:	Organize fire-safety events such as open houses, demonstrations, or educational workshops. <ul style="list-style-type: none"> • Distribute fire-safety materials such as brochures, pamphlets, and smoke detectors. 	
Critical Task #5C.5:	Partner with local law enforcement agencies to reach vulnerable populations through shared resources and networks. <ul style="list-style-type: none"> • Collaborate with health departments to address health disparities and promote fire-safety within vulnerable communities. 	
Timeframe(s):	<i>Short-term (within one-year)</i>	Identify specific vulnerable populations within the community such as seniors, low-income individuals, and individuals with disabilities; create culturally appropriate fire-safety education materials including brochures, posters, and videos; and partner with community organizations that serve vulnerable populations such as senior centers, community health clinics, and social service agencies.
	<i>Medium-term (two - three years)</i>	Implement targeted outreach campaigns such as door-to-door canvassing, mailings, and social media outreach; provide fire-safety presentations to vulnerable populations in community centers, churches, and other gathering places; and translate fire-safety education materials into multiple languages to reach diverse populations.
	<i>Long-term (three - five years)</i>	Evaluate the effectiveness of outreach programs through surveys and feedback from community members; develop long-term partnerships with community organizations to ensure ongoing fire-safety education; and explore innovative outreach methods such as virtual reality simulations or mobile fire-safety trailers to engage vulnerable populations.
Estimated Cost(s):	Personnel Cost(s):	Contract Services Cost(s):
	Consumable Cost(s):	Capital Cost(s):

Goal #5, Objective 5C, Assigned To cont'd.

Assigned To:		
Objective #5D:	Regularly evaluate the effectiveness of CRR programs and make necessary adjustments to ensure they meet evolving community needs.	
Critical Task #5D.1:	Define relevant metrics and/or identify KPIs to measure the effectiveness of CRR programs. <ul style="list-style-type: none"> Consider factors such as incident rates, property damage, injuries, and public satisfaction. 	
Critical Task #5D.2:	Collect data on program participation, attendance, and utilization. <ul style="list-style-type: none"> Track changes in community outcomes such as fire incident rates, property damage, and injuries. 	
Critical Task #5D.3:	Collect feedback from community members, businesses, and other stakeholders to assess the effectiveness of programs. <ul style="list-style-type: none"> Analyze survey results to identify trends and patterns. 	
Critical Task #5D.4:	Calculate the costs associated with CRR programs and the potential benefits such as reduced property damage, improved public safety, and enhanced community resilience. <ul style="list-style-type: none"> Evaluate the ROI of the programs to justify continued funding and support. 	
Critical Task #5D.5:	Based on the evaluation results, make necessary adjustments to existing programs to improve their effectiveness. <ul style="list-style-type: none"> Develop new programs to address identified needs or emerging community challenges. 	
Timeframe(s):	<i>Short-term (within one-year)</i>	Conduct a baseline assessment of current CRR programs including program goals, target audiences, and delivery methods; identify key performance indicators to measure the effectiveness of programs such as program participation rates, incident reduction rates, and public perception surveys; and establish systems to collect and track data on program outcomes and community feedback.
	<i>Medium-term (two - three years)</i>	Conduct regular evaluations of each program to assess its effectiveness and identify areas for improvement; analyze the collected data to identify trends and patterns in program outcomes; and make necessary adjustments to programs such as modifying program content, expanding target audiences, or changing delivery methods.

Goal #5, Objective 5D, Timeframes cont'd.

Timeframe(s) cont'd.:	<i>Long-term (three - five years)</i>	Implement a continuous improvement process to ensure that CRR programs remain relevant and effective; explore innovative strategies such as social media campaigns or community-based partnerships to enhance program impact; and conduct a comprehensive evaluation of MFD's overall CRR strategy to identify areas for improvement and future opportunities.	
Estimated Cost(s):	Personnel Cost(s):		Contract Services Cost(s):
	Consumable Cost(s):		Capital Cost(s):
Assigned To:			

CONCLUSION

The implementation of this strategic plan will position MFD as a leading organization, committed to providing exceptional service to the community. By focusing on these key priorities, the department will continue to enhance public safety, protect property, and build strong relationships with the community. This strategic plan is a testament to the collaborative efforts of the department's personnel and community stakeholders. By working together, they have developed a roadmap for the future that prioritizes public safety, operational excellence, and community engagement.

APPENDIX A

SWOT ANALYSIS

Strategic Pillar One: Service Delivery

Strengths

1. Effective response performance times
2. Adequate staffing (approved budgeted staffing)
3. Well trained staff
4. Paramedic level service
5. Equipment
6. Mutual aid
7. Quality of care
8. Professional interaction with customers
9. Aggressive (controlled) firefighters
10. Collaboration with medical facilities and medical control
11. Improved fire prevention bureau

Weaknesses

1. Funding
2. Apparatus staffing
3. Recruitment and retention
4. Professional development
5. Formal training program
6. Morale
7. Burnout (personnel)

Opportunities

1. Grant funding
2. Firefighter training facility
3. Health and wellness program
4. Passed a water main initiative (effective 2025)
5. Increase safety levy
6. Expanded recruitment (more proactive)
7. Lateral transfer

8. Marketing / self-promotion of department
9. Public forums / neighborhood watch meetings

Threats and Challenges

1. Aging population
2. Hazmat provided to county with no reciprocal funding / staffing
3. Decreasing candidate pool
4. Potential residential growth / shift
5. Increasing incident volume / requests for service
6. Decreasing number of available paramedics
7. Retirements
8. Airport fire department availability (question as to their federal contract renewal)
9. Airport growth
10. Increase in visitors / tourism

Strategic Pillar Two: Capital Assets (Vehicles, Equipment, Facilities, and Technology)

Strengths

1. Updated / newer fleet
2. Power cots and load systems
3. Mobile data terminals (MDT) computers in all trucks
4. Multi-Agency Radio Communication System (MARCS) radios
5. New computer-aided-dispatch (CAD) system
6. Vehicle maintenance with in-house mechanics
7. Bulk fueling at two fire stations
8. Preemptive traffic control
9. Emergency medical service and fire equipment

Weaknesses

1. Outdated buildings / stations
2. Station location
3. Incident reporting software platform (Microsoft Surfaces)
4. Tower ladder needs replaced
5. Utility vehicle
6. Apparatus bay space for reserve vehicles
7. No training facility

8. Unnecessary wear and tear on vehicles (mainly fire apparatus)

Opportunities

1. Drone (autonomous)
2. Supplemental grant funding
3. Electric vehicle (EV) apparatus and vehicles
4. Station location analysis
5. Collaborative efforts with developers
6. Regional collaboration
7. Re-chassis fire apparatus and / or ambulance vehicle bodies

Threats and Challenges

1. Extended new vehicle delivery times
2. Large increase in vehicle cost
3. Funding
4. Increase in frequency and cost of maintaining stations
5. Maintenance agreements for software
6. Community perception / response to changes (station location)
7. Gaining buy-in from fire department personnel

Strategic Pillar Three: Human Resources and Professional Development

Strengths

1. Employee adaptability and ingenuity
2. Education opportunities
3. Labor / management relationship
4. Staff professionalism and pride
5. Communication with administration
6. Recruiting and hiring compared to other departments
7. Staffing levels
8. Younger, open-minded, and innovative department
9. Insurance benefits provided is great

Weaknesses

1. Communication of education and training opportunities
2. Lack of an exit interview process

3. Lack of mandated annual physicals
4. Increased workload for specific units and staff; consider better distribution station / staffing alignment

Opportunities

1. Cost of hiring “inexperienced” candidates
2. Recruiting
3. Partnering with high schools / career tech schools on internship programs to expedite early recruiting opportunities
4. Strengthening staffing
5. Community outreach
6. Partnering with hospitals / administration for making annual physicals more appealing
7. Enhanced support of mental and physical health for employees
8. Competitive pay and benefits (funding)
9. Increased department social media presence
10. Fire officer development / certifications
11. Development of an employee evaluation process

Threats and Challenges

1. Recruiting candidates
2. Cost of turnover
3. Lack of interest in ever evolving job
4. Patient volumes versus activity on runs (burnout)

Strategic Pillar Four: CRR and Outreach

Strengths

1. Passion for area of responsibility
2. Fire prevention staff
3. Good reputation and support from the community
4. Communication/responsiveness/knowledge/resource for information
5. Community relationships
6. Proactive/consistent in follow-up and approaches to handling reported violations, unsafe conditions, and fire protection systems out of service
7. Smoke detector program

Weaknesses

1. Pre-incident planning (i.e., formal program that ensures consistency, communication, etc.)
2. Limited resources for community engagement and education opportunities
3. Limited social media, department marketing, and public outreach
4. Engagement and visibility in the schools during fire prevention week
5. Communications – CRR staff informing fire companies that they are in the area (potential opportunities for familiarization of occupancy walk-through)
6. Capturing data related to CRR
7. Funding and staffing

Opportunities

1. Improved collaboration amongst fire company personnel and CRR staff
2. CRR personnel's presence at city safety council
3. Strengthen relationships with community agencies (e.g., social service organizations, community services / non-profits, community health center, etc.)
4. Homeless response task force participation
5. Partner with healthcare / medical facilities to educate on the appropriate use of healthcare services
6. Participate in the practice of fire drills at extended and senior living facilities
7. Educate and increase awareness of fire department personnel on legacy versus modern building construction materials and methodologies
8. Community growth
9. Seek grant funding opportunities (i.e., private, state, and federal)
10. Enhance smoke detector program (i.e., installation and maintenance)

Threats and Challenges

1. Demographic changes
2. Population changes
3. Vacant properties
4. Aging population (access to healthcare)
5. County seat
6. Population shifts (i.e., daytime versus night time)
7. Older versus newer structures throughout city

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