

Beavercreek Township Fire Department



2020 Annual Compliance Report 2019-2024 Strategic Plan



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Beavercreek Township Fire Department

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Introduction

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

The seven goals are tasks designed to improve department operations both internal and external stakeholders.

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

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

A complete copy of the fire department's strategic plan can be located on the department's website at Beavercreekfire.org.

Executive Summary

The *Beavercreek Township Fire Department 2019-2024 Strategic Plan* is one of the three required pillars, by the Commission on Fire Accreditation International, for the fire department to become an accredited agency. The other pillars, fire department self-assessment and the community risk assessment/standard of cover are currently in progress. The department anticipates achieving accredited status in 2022.

The strategic plan has identified seven strategic goals for aligning the fire department to the community's needs and expectations. To accomplish the strategic goals, goal champions were assigned to each goal. The goal champions are responsible for managing the progression of the goal and seeking personnel to assist in completing the tasks associated with each goal. The goal champions along with the fire department's senior staff worked together to prioritize goal implementation.

Goal 1, Internal Communications, was prioritized as the most important goal because of its impact across the organization. Goal 5, Information Technology, has risen as another high priority goal due to its significant impact on organizational communications. Significant progress has been made in each of these goals. Goal 1 has seen progress through improved labor-management relations and department-wide participation in the development of the new SharePoint site. Goal 5 has played a role in the development of the new SharePoint site and other software systems utilized by the department.

Goal 7, Accreditation, has been the most affected by COVID-19. The Commission on Fire Accreditation International has moved their schedule back six months due to the inability to conduct site visits and commission hearings. While the department continues to make steady progress with this goal, these outside factors have pushed the department's timeline back by six months.

The department is on time with its progression through the strategic goals and objectives. Based on the completion of the first annual compliance review, no significant changes to any goals or objectives are necessary. The goal champion will continue moving forward to accomplish the strategic goals and monitor their goals for any required changes.

Respectfully,



Scott E. Dorsten
Division Chief, Planning and Quality Improvement

Acknowledgements

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

Captain Christine Hawker – Assistant Accreditation Manager and Goal Champion, Goal 1 Communication

Captain Dustin Harrison – Goal Champion, Goal 2 Workforce Management

Firefighter Mike McDufford – Goal Champion, Goal 3 Community Engagement

Firefighter Chris Heaton – Goal Champion, Goal 4 Training Program

Firefighter Nick Fathergill – Goal Champion, Goal 5 Technology

Firefighter Zachary Jones – Goal Champion, Goal 6 Capital Resources

Firefighter Tom Grismer – Goal Champion, Goal 7 Accreditation

Firefighter Ed Dalton – Objective Manager, Objective 1 A and C

Project Status

Goal 1 Departmental Communications

Goal 1	Department Communications		
Champion	Captain Hawker		Status
Objective 1A	Manager	Firefighter Dalton	50% complete
Review and update existing department Standard Operating Guidelines (SOG) to ensure operational consistency.			
Committee formed and meetings initiated. Committee completed Lexipol Demo and SOG discussions. Began best practice research with other departments. Completed survey of crews and decided on current SOG format. Discussed current SOG practice and what concerns need addressed. Discussed and conducting continued meetings to incorporate Microsoft Teams and New SharePoint Trainings for the communication goal committee.			
Objective 1B	Manager	Firefighter Dalton	100 %Complete
Create and maintain a professional labor-management environment for the betterment of the department.			
Labor-Management identified a meeting structure with an agenda and goals to assist with communication before, during, and after meetings. Objective has been met and the process was evaluated for three months to determine effectiveness and to maintain consistency each month. The meeting structure remains in place and is meeting the goal objectives.			
Objective 1C	Manager	Firefighter Dalton	50% complete
Establish a system for interdepartmental communications to ensure that necessary information is relayed and understood.			
Committee formed and meetings initiated. Committee completed Lexipol Demo with comparison to SharePoint. Committee completed process to be used for interdepartmental communications. Discussed and conducting continued meetings to incorporate Microsoft Teams and New SharePoint trainings for the communication goal committee.			

Summary

Goal 1 is well established. The team is awaiting administrative decisions on the format and process for revamping fire department standard operating guidelines (SOGs). Once established, new documents will be generated and sent for approval.

The department is nearing implementation and training on the new SharePoint site. Once the site is up and running the system interdepartmental communication will be established. The committee will then monitor for effectiveness. Anticipated implementation 8/1/2020.

Goal 2 Workforce management

Goal 2	Work Force Management	
Champion	Captain Harrison	Status
Objective 2A	Manager	Not Started
Develop effective time management priorities within the department to best serve the community.		
Has not been started		
Objective 2B	Manager	60% Completed
Implement consistent hiring program to deliver highest quality service.		
Near complete, need to schedule a meeting with HR to finalize		
Objective 2C	Manager	Not started
Evaluate & implement adequate emergency response staffing levels for current & future department needs.		
Has not been started, will rely on some information from SOC project		
Objective 2D	Manager	Not started
Evaluate & implement adequate administrative & senior staffing level for current & future needs.		
Reorganization of chief officers completed by chief in January 2020. The committee has not started, will rely on some information from SOC project.		
Objective 2E	Manager	Not started
Develop & implement succession planning to identify program, training & personnel needs for continuity of operations.		
Has not been started		

Summary

The workforce management committee has started the hiring process review. The committee is awaiting a meeting with the township’s human resources manager to discuss concerns and findings. The work from home restrictions associated with COVID-19 has delayed the progress on this objective.

Completion of the SOC is necessary for objectives 2D and 2E. The SOC should be completed by 9/1/2020.

Goal 3 Community Engagement

Goal 3	Community Engagement		
Champion	Firefighter McDufford		Status
Objective 3A	Manager		90% Complete
Implement & define a consistent department brand to be recognizable & more visible to those we serve.			
Much of this task was in progress or already complete before a manager was selected. I don't have an objective manager for this. FF Josh Smith was already involved with uniforms and was still willing to help with that. DC Hiester will provide update on the apparatus emblems when available. (6/22/2020)			
Objective 3B	Manager	Firefighter Norris	10% Complete
Develop & implement a platform for community feedback to capture data in order to identify community expectations.			
FF Norris has created some survey options and researched the cost of mailing and the possibility using social media platform options. No additional team members interested. (6/22/2020)			
Objective 3C	Manager		Not Started
Enhance community education opportunities & increase participation in community & civic partnerships.			
No update available. No one seems interested in this position. (6/22/2020)			
Objective 3D	Manager	Office Manager Grogan	80% Completed
Expand social media program to inform & engage the community with the department's activity & public safety information.			
Facebook and a webpage were already established. No additional team members currently. (6/22/2020)			
Objective 3E	Manager		5% Complete
Enhance inter-agency relationships to improve continuity of operations & service delivery.			
No progress on this currently. FF Richards was the only response for help with this. (6/22/2020)			

Summary

Community engagement is not a new concept for the department, however formalizing the process is new. The community engagement committee is actively working on branding the fire department through new uniforms, logos, and a uniform presence on social media. Formalizing some of the outreach programs will be addressed as the department completes the self-assessment phase of the accreditation process.

Goal 4 Training Program

Goal 4	Training Program		
Champion	Firefighter Heaton		Status
Objective 4A	Manager	Heaton	90% Complete
Identify & analyze current training program & facilities compared to industry & departmental expectations.			
The committee has met with EMS and suppression division training staff and is in the process of reviewing the current training programs and facilities against industry standards and departmental needs.			
Objective 4B	Manager	Heaton	10% complete
Research & review best practices for progressive & sustainable training program to meet departmental expectations.			
The committee has just started the comparison review of BTFD practices to know sustainable and progressive training programs regionally.			
Objective 4C	Manager		Not started
Develop a sustainable training structure based upon collected research & identified best practice.			
Work on this objective is slated to begin January 1, 2021 and be completed by 12/31/2021			
Objective 4D	Manager		Not started
Seek required approval, funding, & qualified personnel for developed training structure.			
The budgeting process will coincide with Objective 4C and will be completed by November 2021 allowing implementation to start in 2022.			
Objective 4E	Manager		Not started
Develop & implement programs for all identified departmental training discipline based on department expectations.			
The committee will initiate goals 4E and 4F starting in 2022 with the roll out of the revised training programs.			
Objective 4F	Manager		Not started
Continually review & revise training program to ensure it meets industry standards & department expectations.			
The committee will initiate goals 4E and 4F starting in 2022 with the roll out of the revised training programs. The review and revision process will continue through 2024 and into the next strategic planning process.			

Summary

The review and revision of the training program will be an ongoing process for the life of the program. Budget development and approval will coincide with the Township's budgeting process.

Goal 5 Technology

Goal 5	Technology		
Champion	Firefighter Fathergill		Status
Objective 5A	Manager	Firefighter Fathergill	35% complete
Identify & evaluate current hardware & software used for organizational efficiency & effectiveness.			
Committee has been established. Have identified hardware issues for mobile computing within the department. Report of findings for mobile computing to be presented to the Chief in next several weeks. Software has not been evaluated. Expectations being evaluated as part of each hardware and software package being evaluated at that time.			
Objective 5B	Manager	Firefighter Fathergill	25% complete
Analyze hardware, software & IT provider currently available that meet current & future department & industry needs.			
Each system or product utilized is being evaluated when identified by Objective 5A as being deficient by the committee. Meeting set w/ Chief Hiester to establish the scope of projects in the pipeline that may not be captured at this point by the committee.			
Objective 5C	Manager	Division Chief Hiester	Not started
Develop a plan to fund & implement recommended upgrades & improvements as needed.			
Funding established each year through the budget process. Projects identified through Objective 5B will be prioritized during budget establishment and funds allocated as necessary.			
Objective 5D	Manager	Firefighter Fathergill	Not Started
Evaluate & improve a defined management program to maintain systems & meet department expectations.			
Not yet started			
Objective 5E	Manager	Division Chief Hiester	Not Started
Establish a process to review & revise the technological needs within the department.			
Not yet started			

Comments

Initially this goal was not considered a high priority as established during goal prioritization meeting. Committee was established in response to an ongoing issue with mobile computing and during this process the group decided it was appropriate to continue the committee and roll into completing the goals of the strategic plan.

Summary

This goal is ongoing and very fluid. The committee will continually be monitoring all technology platforms used by the department. Significant milestones include the implementation of Operative IQ inventory and fleet management software, roll out of the new SharePoint site, and ESO.

Goal 6 Capital Resources

Goal 6	Capital Resources	
Champion	Firefighter Jones	Status
Objective 6A	Manager	Not started
Evaluate & augment existing apparatus maintenance programs to improve fleet reliability, reduce out of service time, & ensure high quality of service delivery.		
The evaluation process is tentatively scheduled to start prior to September 2020 and be completed December 31, 2020.		
Objective 6B	Manager	Not started
Evaluate & augment existing facility maintenance program to enhance the effectiveness of its mission, improve safety, & maximize resource longevity.		
The evaluation process is tentatively scheduled to start prior to September 2020 and be completed December 31, 2020.		
Objective 6C	Manager	Not started
Develop & implement a life cycle management program for apparatus & facilities to ensure mission-ready resources.		
Development of life cycle management processes will begin upon the completion of objective 4A and 4B. The development and implementation phase will take approximately 12 months.		
Objective 6D	Manager	Not started
Develop & implement a life cycle management program for equipment to ensure mission-ready resources.		
Development of life cycle management processes will begin upon the completion of objective 4A and 4B. The development and implementation phase will take approximately 12 months.		

Summary

This goal was intended to be a later starting goal to coincide with fleet replacement and the construction of the new station. By coordinating these projects with program development, the committee can better align service agreements and expectations, interdepartmental program managers, and outside vendors.

Goal 7 Accreditation

Goal 7	Accreditation	
Champion	Firefighter Grismer	Status
Objective 7A	Manager Division Chief Dorsten	100% complete
Form a team / committee structure with management components as needed to pursue & maintain accreditation.		
Team formed and modified as needed. FF T. Grismer added as goal champion following FF Bayes resignation from department. This will be an ongoing process through the accreditation process.		
Objective 7B	Manager Division Chief Dorsten	100% Complete
Pre-prepare a community driven strategic plan.		
Plan completed May 2019. Personnel implementing goals and objectives.		
Objective 7C	Manager Division Chief Dorsten	50% complete
Conduct a community hazards & risk assessment and publish a CRA-SOC document.		
Attended NFA R0492 course on Standard of cover. SOC started and 50% complete. Awaiting decision from fire chief on process to track data required for SOC.		
Objective 7D	Manager Division Chief Dorsten	30% Complete
Conduct & document self-assessment of the department utilizing the CPSE / CAFI FESSAM criteria.		
Personnel have obtained CFAI QITA training. Program managers working on Category 5. Category 1 90%, Category 2 75%.		
Objective 7E	Manager Chief VandenBos	In Progress
Achieve agency accreditation.		
Not eligible currently. Completing self-assessment and standard or cover process.		

Summary

The department is progressing through the process. We are approximately six months behind schedule due to restrictions placed on the process by COVID-19. The Center for Public Safety Excellence has pushed all hearing back six months. The department will not be eligible to go before the commission until March 2022 at the soonest. The Department is still planning to have all documentation submitted by September 30, 2021. The department will be seeking applicant agency status by late 4th quarter 2020 or 1st quarter 2021.

Strategic Planning Goals for 2021

The strategic planning champions goals for 2021 include:

Goal 1

- ✦ Maintaining progress on policy and procedure development
- ✦ Monitor progress and effectiveness of software implementation
- ✦ Monitor progress of labor-management environment

Goal 2

- ✦ Complete assessment of time management studies

Goal 3

- ✦ Continue to identify community engagement opportunities and fill out teams

Goal 4

- ✦ Develop training program and program budget for implementation in 2022

Goal 5

- ✦ Continue progress with software and hardware evaluation and implementation

Goal 6

- ✦ Initiate capital resource evaluation process

Goal 7

- ✦ Become an applicant agency
- ✦ Submit all documentation for candidate agency status by Sept 30th.