

## MTFR STRATEGIC PLAN

The MTFR Strategic Plan identifies Miami Township Fire-Rescue's key goals and objectives for the next ten years and articulates our mission, core values and evolving responsibilities. Fire Department and community members worked together to develop this plan after conducting in-depth assessments of our service goals and mission. The Strategic Planning Team, led by the Fire Chief, directed the planning process and identified the key goals and objectives described in this document.

The need for strategic planning has been clear over the past few years, as we have continued to provide exceptional services in the faces of staffing challenges, changing fiscal pictures, and evolving service demands. This Strategic Plan is MTFR's first formal attempt to develop and present a road map for the future and represents an historic step forward in our planning for new challenges.

In developing and publishing this Strategic Plan, Department leadership seeks to ensure that all MTFR members, as well as the Board of Trustees and community stakeholders, have a clear understanding of the Department's priorities and needs.

### **Mission Statement & Core Values**

During the early stages of the development of this plan, the Strategic Planning Team revised the Department's mission statement and adopted a set of core values based on input from the members.

*Mission Statement: Miami Township Fire-Rescue provides superior fire protection & prevention, rescue and emergency medical care to the residents of and visitors to Miami Township, Yellow Springs and Clifton. We offer opportunities for volunteerism and professional growth for our residents and members.*

*Core Values: Service, Safety, Dedication, Professionalism and Diversity*

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### **Key Goals & Objectives**

After revising the Department's mission statement and identifying and adopting the core values, the Strategic Planning Team identified six priority goals for the next several years:

1. *Identify and Address Departmental Personnel Needs*
2. *Improve the Apparatus Fleet*
3. *Enhance the Overall Physical Facilities of the Department*
4. *Strengthen MTFR's Fiscal Health*
5. *Improve the Department's Community Relations Activities*
6. *Enhance Emergency Response Operations & Preparedness*

For each of the above goals, the Strategic Planning Team developed critical objectives necessary to achieve the goal. These key objectives are summarized below and detailed within this Plan.

#### *1. Identify and Address Departmental Personnel Needs*

Our most important asset is our people. The Department's ability to recruit and maintain quality, dedicated members is paramount to the successful completion of our mission. To address these issues, the Department will:

- Enhance leadership skills within the Department by increasing the number of officers and their abilities.
- Increase recruitment of community members and others for the positions of emergency medical technician, firefighter and general member.
- Improve current member retention programs.
- Increase the number of paid staff members in effort to further supplement available volunteers.

#### *2. Improve the Apparatus Fleet*

The Department is faced with an aging fleet that is facing ever-increase demands for service. In an effort to provide our staff and community with the most efficient and effective fleet, we will undertake the following:

- Develop and maintain an apparatus preventative maintenance program designed in compliance with national standards.
- Evaluate apparatus needs based on current and future Department operations reflecting any changes in customer service needs.
- Replace existing apparatus as needed.
- Provide for safety and operational upgrades to the fleet.
- Develop a long-range apparatus plan.

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### *3. Enhance the Overall Physical Facilities of the Department*

Both of our fire stations are over 50 years old, and were designed prior to the development of modern emergency apparatus and safety standards. To address this issue while keeping in mind potential population growth, the Department will:

- Significantly renovate or re-locate/rebuild fire station 1 to provide for enhanced apparatus and equipment storage, administrative and training spaces, living quarters and safety upgrades.
- Continue to upgrade the facilities and appearance of the Clifton Station.

### *4. Strengthen MTFR's Fiscal Health*

MTFR faces several challenges in the coming years that directly impact our financial sustainability. These challenges include the addition of paid staffing, replacement of apparatus, enhancement of equipment, adoption of advanced medical devices and technology, and facility issues. To address these challenges, we will:

- Seek an increase to our operating levy to adequately fund operations and needed capital improvements.
- Develop financial strategies to replace equipment as it becomes obsolete or too expensive to repair.
- Develop financial strategies to assist in the recruitment and retention of paid and volunteer members.
- Investigate appropriate fiscal strategies to address critical physical facility needs, including the significant renovation or replacement of fire station 1.
- Develop additional revenue streams to supplement levy funds in core areas such as training.

### *5. Improve the Department's Community Relations Activities*

Keeping our community stakeholders informed about our accomplishments as well as disseminating vital safety information is critical in maintaining a positive community profile. To assist in accomplishing this, the Department will:

- Develop a consistent public information program that highlights Department personnel and achievements, as well as supports recruiting efforts. This program will utilize local and regional media.
- Develop a quarterly community newsletter.
- Form a Community Education Team, consisting of department and community members to implement public education programs, such as *Risk Watch*, targeting at-risk groups.
- Fully implement a comprehensive fire prevention inspection program; increase the number of Certified Fire Safety Inspectors to five.

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- Continue functions as an American Heart Association Training Center, providing CPR, first aid and AED courses to the community. In conjunction with this, implement the Heart Safe Community program.

### *6. Enhance Emergency Response Operations & Preparedness*

One of the top priorities of the department is to constantly enhance its ability to respond to fires, rescue incidents, and emergency medical calls. The strategy to enhance our operational preparedness focuses on investing in the continued improvement of our core capabilities. To improve emergency operations, we will:

- Enhance and strengthen the Department's Advance Life Support (ALS) capabilities, including the provision of around the clock paramedic coverage.
- Enhance and support the capabilities of the Rope Rescue Team to better function within the regional rescue concept.
- Streamline fire scene operations through the use of designated company responsibilities and move to a secure, multi-channel radio system.
- Enhance fire station 2 first response capabilities to the eastern portion of the township and the Village of Clifton.
- Enhance the health, safety and wellness of our members
- Strengthen management and organizational development.
- Expand the number of trained Community Emergency Response Team members and develop regular training for them.

## **Conclusion**

The MTFR Strategic Plan describes in detail the major challenges confronting the Department, and how we plan to address them through the use goals and objectives. The goals and time frames contained within this Plan demonstrate a commitment to an ambitious set of priorities. This approach reflects our determination to continually improve operational preparedness while continuing our tradition of outstanding service to Miami Township, Clifton and Yellow Springs.