



BATH TOWNSHIP FIRE DEPARTMENT

Strategic Plan 2019 – 2022

This plan was developed with the assistance of Bath Township firefighters and officers in conjunction with elected officials and community members.

MISSION STATEMENT:

The Bath Township Fire Department is committed to the preservation and protection of life and property through professional service, education, and prevention.

UPDATED CORE VALUES:

Integrity, Compassion, Service, & Professionalism

STRENGTHS

Training

- Continue robust new hire orientation program.
- Continue to offer in house fire, EMS, Sp. Ops, & Hazmat CE.
- Look for new ways to deliver continuing education.
- Continue the 2:00 P.M. “Daily Drill” concept.
- Work with the BTFD Foundation to make out of town conferences, seminars, etc., available.
- Grow our internal staff off qualified fire & EMS instructors.
- Explore partnerships with Apollo and Rhodes.
- Work with Foundation to bring training programs to department.
- Explore direct delivery of Ohio Fire Academy classes.
- Encourage staff to obtain new certifications.
- Encourage advanced degrees for all staff.
- Ensure that supervisors receive regular and ongoing professional development.
- Make leadership training available for all staff.

Equipment

- Continue an aggressive PM program on all apparatus and equipment.
- Maintain daily/weekly checks of all apparatus and equipment.
- Explore a new fleet management solution.
- Continue use of Work Request program with quick turnaround time on all repairs.
- Continue medic unit lease-replacement concept.
- Pursue state and federal grants to update apparatus and equipment.
- Require all staff to be well trained to operate and maintain apparatus and equipment.
- Replace Medic 1307 (2012 F 450 Ambulance) in 2021.
- Purchase a second Lucas CPR device 2020.
- Expand the use of thermal imaging cameras by purchasing additional equipment.
- Continue regular purchasing of PPE to ensure safety of all staff and NFPA compliance.

Community Support

- Continue our partnerships with business and industry and look for additional opportunities.
- Continue our partnerships with schools and universities and look for additional opportunities.
- Ensure that our website is properly maintained and current.
- Continue to engage with our community via our social media platforms, and stay ahead of cutting edge changes in this medium.
- Explore “Citizens Fire Academy.”
- Annual Open House events.
- Look for ways to “share our story.”
- Partner with non-profits and community groups when possible.

Safety

- Track data and share information on employee injuries.
- Strengthen our Safety Action/Review program.
- Deploy “Safety Officer” on all major events.
- Provide & inspect proper PPE for all staff.
- Provide “Incident Safety Officer” certification training.
- Conduct regular “After Action Reviews.”

- Participate in “Everyone Goes Home” program.
- Participate in IAFC “Safety Stand Down” Week.
- Investigate all injuries and make recommendations.
- Hold a short safety meeting before all hands on training.

Professionalism

- Hold all employees accountable to our mission and core values.
- Provide ongoing leadership training for all staff.
- Ensure that all staff have appropriate uniforms and follow uniform rules.
- Conduct ourselves with a total focus on customer service.
- Make our expectations of all employees clear.
- Do not accept sub par performance or behavior.
- Strive to be the “premier” fire department in the region.

Work Environment

- Continue to provide an environment for employees that is free from bullying or any type of discrimination as outlined in the employee handbook.
- Promote an environment of mutual respect for all.
- Follow the “Golden Rule.”
- Never take our employment or our mission for granted.
- Strive to limit gossip and complaining.
- Treat all employees fairly.
- Ensure a safe work environment at all times.
- Keep our living areas clean, sanitary, and updated.
- Recognize staff for job well done on a regular basis.
- Share information via “Now Hear This,” Emergency Reporting, Employee Only Facebook Page, bulletin board, Active 911, Plan It Fire, and face to face communication.
- Ensure that employee expectations are clear.

Outreach

- Look for ways to grow our outreach programs.
- Study the need to hire a part time outreach coordinator.
- Continue to publicize our outreach programs.
- Study how outreach programs could possibly impact recruitment.
- Expand 911 address sign program.
- Explore ways to lower ISO rating.

Public Education

- Continue all current programs and look for opportunities to grow and expand.
- Ensure programs reflect our department data.
- Target specific demographics and geographic areas based on data.
- Consider making this a specific job classification.

Leadership

- Bring all full-time staff up to Fire Officer I level by 2020.
- Bring all Platoon Chiefs up to Fire Officer III level by 2020.
- Send at least one Platoon Chief to FDIC annually.
- Ensure all Platoon Chiefs are engaged with OFCA.
- Require all Platoon Chiefs to be OFO credentialed by end of 2019.
- Provide in house leadership training for all staff on regular basis.
- Consider hosting an OFCA Maxwell training in 2020 or 2021.
- Explore OFE or EFO training for Platoon Chiefs.

Public Relations

- Ensure EVERY contact we have with the public is positive.
- Create an inviting atmosphere for guests and visitors.
- Continue to engage with our community via our social media platforms, and stay ahead of cutting edge changes in this medium.
- Work with local news media to share information with the public.
- Ensure that our website is properly maintained and current.

Sharing County Resources

- Stay active on Allen County Hazmat Team.
- Cooperate with new MABAS programs with area departments.
- Explore our own MABAS program.
- Invite area departments to our training sessions.
- Coordinate more joint training exercises.

WEAKNESSES

Recruitment

- Explore SAFER Grant opportunities.
- Encourage our staff to help with recruitment via referrals.
- Work more closely with Rhodes State College.
- Work more closely with Apollo Adult Ed.
- Partner with Apollo Career Center's new high school program.
- Continue to engage with our community via our social media platforms, and stay ahead of cutting edge changes in this medium.
- Explore opportunities with Ohio Means Jobs.
- Participate in more career fairs.

Turnover

- Ensure we are hiring the best candidates.
- Review our current hiring policies.
- Ensure that all staff have a full understanding of their pay/benefits.
- Address pay rates. — Completed.

Limited Manpower

- Explore our own MABAS program.
- Ensure use of 2nd alarm and call back system.
- Call M/A quicker and more often.
- Study staffing levels and call volume data.
- Study incentives for calling in off duty staff.
- Study communication equipment needs.
- Hire 5 new part time staff by end of 2019 and 10 more in 2020.

Wages/Pay scale

- Completed

Staffing

- Hire 5 new part time staff by end of 2019 and 10 more in 2020.
- Explore SAFER Grant opportunities.
- Complete an OAPFF/IAFF GIS Study in 2019.

Retention

- Ensure we are hiring the best candidates.
- Review our current hiring policies.
- Ensure that all staff have a full understanding of their pay/benefits.
- Address pay rates. – Completed.
- Continue Employee Recognition Program and look for opportunities to grow program.
- Ensure that our culture is that of a workplace where people want to stay long-term.

Mutual Aid Relationships

- Cooperate with new MABAS programs with area departments.
- Explore our own MABAS program.
- Invite area departments to our training sessions.
- Coordinate more joint training exercises.
- A-B-C shifts meet with and train with their co-horts.
- Offer assistance to volunteer departments.

OPPORTUNITIES

More FD Influence in Middle/High Schools

- Attend career days/fairs, support programs such as DARE, Interact, 4H etc.
- Support athletic programs.
- Study possibility of a BTFD Foundation scholarship.
- Study a "Shadow Program" for high school students.

Community Paramedicine

- Discuss this with local hospitals.
- Explore idea with our medical director.
- Monitor Ohio departments who currently have program in place.

Outreach CPR

- Consider hiring a part time employee to coordinate CPR training.
- Offer classes to the public.
- Expand our current offerings to business/industry.
- Update manikins and equipment.

Apollo HS Program

- Develop strong relationship with program director.
- Explore ride along opportunities and station visits.
- Off to guest lecture and assist with program.

Social Media

- Continue to grow our social media platforms; Facebook, Twitter, Instagram, and Snap Chat.
- Look for ways to create more interactive content.
- Incorporate live video and other methods to make posts more visible.

Traditional Media

- Send press releases on all major events.
- Notify media of positive BTFD projects and programs.
- Hold press conferences as needed.
- Update fire department website.

Lateral Transfers

- Add a lateral transfer article to the IAFF contract. – Completed
- Advertise lateral transfers in job postings. – Completed

National Testing Network

- Subscribe to NTN to better advertise job openings.
- Use the NTN to help attract and screen candidates.

Ohio Means Jobs

- Advertise openings with OMJ.
- Explore OMJ services and programs.

THREATS

Loss of Leadership/Experience

- Work toward making BTFD a competitive employer in the region.
- Explore incentive programs to encourage long term employment.
- Consider another level of supervision.

Loss of Industry/Lack of Commercial Growth.

- Develop strong partnerships with local business & industry.
- Recognize the potential impact of major industries closing/reducing on FD budget.
- Work with the elected officials and AEDG to support industry growth and expansion.

Annexation

- Recognize the potential negative impact on the budget that wide spread annexation could bring.
- Work with elected officials to oppose annexation proposals.
- Cooperate with non-withdraw annexation projects to ensure the agreements are in the best interest of the department and Bath Township residents.

Loss/Lack of Funding

- Explore a replacement levy in 2024.
- Explore making the current 3.0 mill/5year levy permanent.
- Explore the need for additional millage in the future.

Demands from Industry

- Work closely with industry leaders; plans review, inspection process.
- Evaluate adequate staffing.
- Evaluate adequate response times.
- Evaluate need for out-station locations.

Limited Resources

- Strengthen mutual aid utilization.
- Study automatic aid program.
- Study need for additional personnel.
- Study need for additional funding.

Cost of Living

- Ensure our employees can afford to live in Bath Township.
- Ensure cost of living wage increases are budgeted.

Older Population

- Plan for additional EMS calls.
- Study need for a third medic unit.
- Study Community Paramedicine.
- Consider updated sign off protocols.