



Strategic Plan FY 2015-2017

Cherry Hill Fire District #13

Cherry Hill, NJ

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INTRODUCTION

The Cherry Hill Fire Department (CHFD) serves as the first level of protection for fire and life safety emergencies in our community. We provide a wide range of services and continue to expand our capability in training and equipping our field forces. The public places a significant trust in our ability to perform when called upon and needs to have the highest confidence in our skill. Our adopted culture of readiness and situational awareness are the keys to maintaining the consistent level of performance we must continue to deliver. In order to improve upon our professional standards, the department is currently embarking on the accreditation process through the Center for Public Safety Excellence (CPSE).

As an organization, we are responsible for the ongoing efficient use of the public funds that support our department and its mission. The leadership within the CHFD is committed to serving our residents and visitors with the level of service required in a community such as Cherry Hill.

We have a proven record of accomplishment that is a direct result of the many talented men and women within our ranks. In support of their steadfast work, we want to share the department's current strategic plan. This is a working document that identifies a list of items that the department is working on. Due to the changing demands and unforeseen circumstances, we may place one or more of these items on hold, or rearrange implementation plans based on internal factors. What is important is that our members, supporters, and government officials know in concept the direction their Fire Department is heading and the focus of our efforts.

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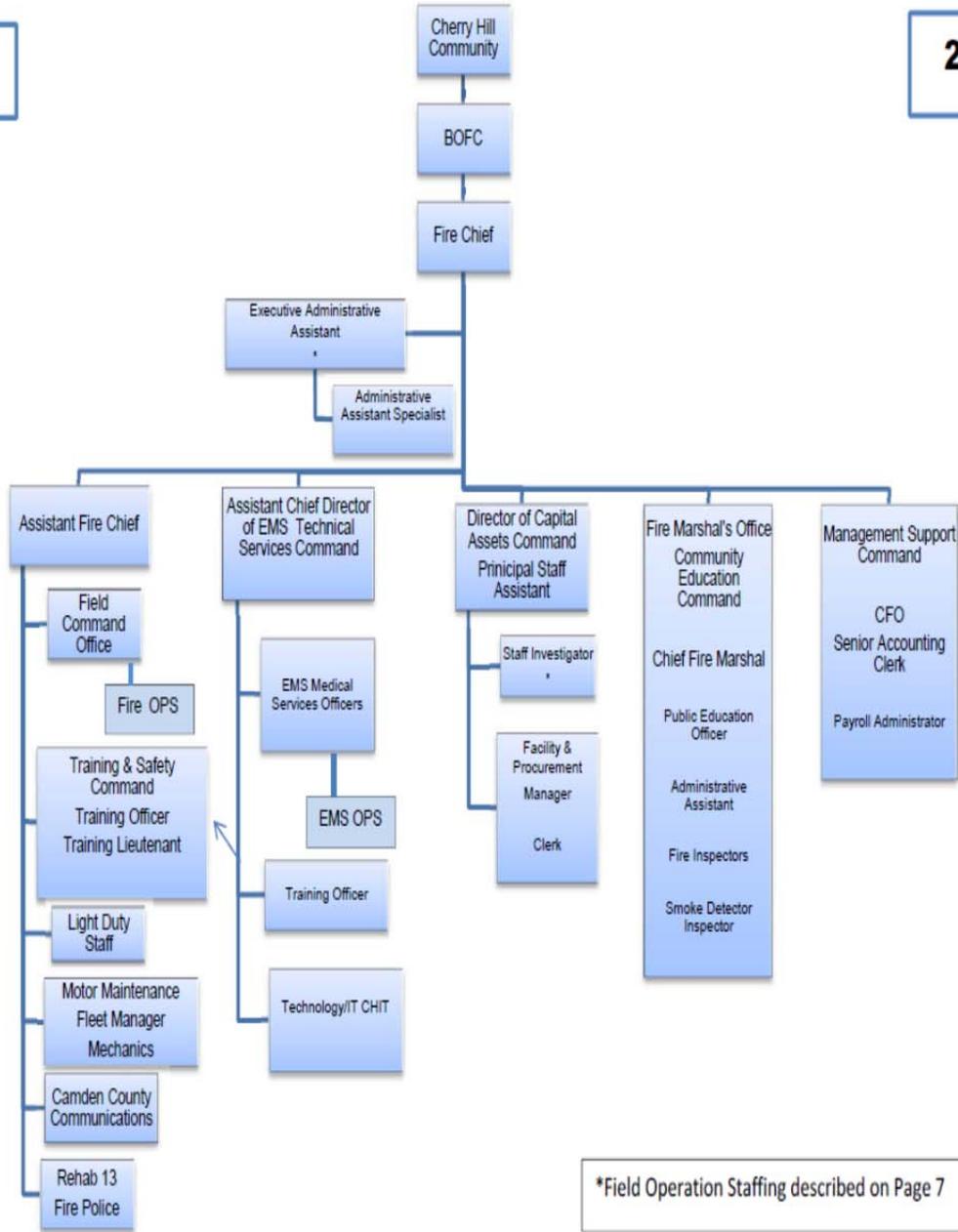
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STAFF - TABLE OF ORGANIZATION

CHFD

2015



CHERRY HILL FIRE DEPARTMENT OPERATING BUDGET

FISCAL YEAR 2015

Operating Budget	\$25,760,817
Capital Budget	\$ 1,670,000
TOTAL	\$27,430,817

CHERRY HILL FIRE DEPARTMENT

3 YEAR BUDGET HISTORY

	FY 2012	FY 2013	FY 2014
Operating Budget	\$25,035,644	\$25,572,103	\$25,691,709
Capital Budget	\$0	\$0	\$2,273,474
TOTAL	\$25,035,644	\$25,572,103	\$27,965,183

CHERRY HILL FIRE DISTRICT HISTORY

Organized firefighting began on the western edge of Delaware Township in 1905 with the formation of the Church Road and East Merchantville Volunteer Fire Companies. As growth continued to move eastward, the Woodcrest Fire Company was formed in 1916 followed by Woodland in 1923 and Erlton and Ashland in 1927. The last volunteer fire company to organize was Deer Park in 1948.

Ambulance service was provided by the Delaware Township Ambulance Squad in 1947. In 1954, the Ashland Ambulance Squad was organized and began providing ambulance service to the eastern portion of the township.

In the 1950's and early 1960's, Fire Districts were established as taxing authorities in the areas served by the seven (7) volunteer fire companies to provide funding for apparatus, equipment, fire stations and general operation of the volunteer companies.

In 1961, Delaware Township was officially renamed Cherry Hill Township. With this new identity, we experienced increased development of farmland into commercial properties and residential neighborhoods.

The first paid firefighters were hired in the 1960's to provide coverage during the weekdays as call volume began to increase. During the 1980's, thirty-two (32) firefighters were hired by the Fire Districts to keep up with the demand for fire protection with the continued population and building growth in the Township.

In 1987, two (2) of the seven (7) Fire Districts merged into one (1) Fire District in the southeastern portion of the Township. The 1990's saw a decline in volunteer firefighters with a continued demand for "calls for service" throughout the Township. With six (6) Fire Districts providing various levels of service, different levels of taxation, and duplication of apparatus and equipment, a movement began in 1992 to consolidate the six (6) Districts into one (1) Fire District for the entire Township.

On July 12, 1993, Cherry Hill Township Council passed Ordinance 93-27 to dissolve the six (6) Districts and create a new single Fire District for Cherry Hill Township. On January 1, 1994 Cherry Hill Fire District #13 (CHFD) was organized.

- 1994 – 2000: The beginning years were spent developing the organization and putting the resources in place to make the CHFD what it is today. This was a time of great change and development that was setting the foundation for the future. This included standardizing apparatus, equipment, and training, setting policy and developing operating guidelines. In 1998, the CHFD conducted its first formal

Recruit Firefighter Training Academy that set the benchmark for all firefighters entering the organization from that year forward. The Motor Maintenance Shop moved from an engine bay at Fire Station 2 on Route 70 to a new two (2) bay full service apparatus maintenance facility located at 1501 Burnt Mill Road. The Insurance Service Office (ISO) evaluated the CHFD in 1999 and issued an ISO rating of 2 from the previous ratings of 3, 4, and 5 from the prior Districts.

- 2001 – 2009: Capital and operational infrastructure improvements continued during this time period. Fire Station 2 became a capital asset of the Fire District and underwent improvements to make the station conducive to a 24/7 firefighting operation. In addition, the North Kings Highway fire station was constructed to improve resource deployment Township-wide. Two (2) Ladder Trucks were added to the fleet to replace older apparatus that did not meet the service needs of the department. This new apparatus was the start of the department's fleet replacement schedule program that continues today. In 2003, Emergency Medical Services were merged from the Township (Police Department) into the Fire Department with an associated operating cost of \$2.5M. The department was evaluated a second time by the ISO and maintained the ISO rating of 2 it received in 1999.
- 2010 – Present: Capital Facility improvements at Fire Station's 3, 4, 6 and Central Command were completed in 2010. In collaboration with Township Officials and Cherry Hill Police, the Township's Emergency Operations Center (EOC) was incorporated into the construction of Central Command allowing for a state-of-the-art EOC. In December 2014, the department's Training Academy was approved by New Jersey Office of Emergency Services (NJOEMS) as a designated Emergency Medical Technician (EMT) training site to compliment the Division of Fire Safety's Tier 1 firefighting training site (1994). Today's CHFD is a well-trained and efficient "All-Hazards" organization of ninety-eight (98) full-time firefighters, twenty (20) full-time and thirty-five (35) per-diem EMS personnel and thirty-one (31) volunteer Rehab/Fire Police personnel providing firefighting, EMS, fire prevention and education, technical rescue and HazMat services to our community. Our purpose is to ensure the protection of the citizens and businesses of Cherry Hill. We continue to develop new traditions based on an ever-changing Emergency Services environment.

DEPARTMENT OVERVIEW

The Cherry Hill Fire Department responds to emergencies from six (6) fire stations, comprised of four (4) engine companies, two (2) ladder companies, and five (5) Basic Life Support transport ambulance units. It also has hazardous materials (Station 6) and technical rescue (Station 3) teams operating out of two (2) different locations. To carry out its mission effectively, the CHFD is organized into five (5) divisions: Administration, Operations, Emergency Medical Services/Information Technology, Fire Prevention/Public Education, and Training and Safety. The CHFD also partners with the Cherry Hill Police Department in staffing and coordinating Emergency Management functions for the Township.

- Administration provides direction and policy for the entire department and includes human resources and financial management components, labor management as well as facility maintenance. This division also supports the department by procuring and distributing supplies, apparatus and equipment to all personnel and facilities. Administration is also responsible for writing and administering all policies and procedures.
- The Operations Division is responsible for the protection of lives, property and the environment by responding to fire, EMS and all-hazard emergencies. They perform pre-fire planning inspections, and assist in presenting public education programs to increase fire and life safety awareness. To ensure the safe response for personnel to emergencies, the Operations Division is also responsible for ensuring that all equipment and vehicles are safe and in proper working condition at all times. Operations coordinate all emergency communications with the Camden County Communications Center. Our Volunteer Units (Rehab and Fire Police) also report to Operations.
- The Emergency Medical Services/ Information Technology Division handle the administrative and operational aspects of our emergency medical service delivery system. The CHFD provides Basic Life Support (BLS) response and transport services utilizing trained EMT's. Advanced Life Support (ALS) services are hospital-based systems. Virtua is the ALS provider for Cherry Hill Township. This division is also responsible for the research and purchase of all Information Technology programs. There is a shared service agreement with Cherry Hill Township to provide IT support and technical support to the CHFD.

- The Training and Safety Division provides all-hazards and EMS training for new and existing Fire Department personnel to ensure all members are well-trained in the skills needed to keep the public protected. The Safety and Wellness Section works to prevent or reduce the severity of injuries and exposures to contagious diseases, while enhancing the overall health and wellness of all Department members.
- The Fire Prevention/Public Education Division promotes public safety by administering fire codes and standards, conducting commercial building inspections, enforcing fire code requirements and investigating fires. The Public Education Section provides public education on fire, EMS and life safety practices to the community through social media, school programs and other community outreach programs throughout the year. We also administer the Camden County Fire Watch Program.

DEPARTMENT MISSION, VALUES and GOALS

DEPARTMENT MISSION STATEMENT

"We Deliver Excellence"

The mission of the Cherry Hill Fire Department is to provide quality Emergency Services in a professional manner to all within the Township of Cherry Hill—specifically, through the timely and efficient delivery of such services as fire prevention and suppression, the mitigation of medical emergencies, the control of hazardous material incidents, rescue operations, confined space, trench, water, high angle and building collapse and the resolution of all types of disasters, be they natural or man-made. The Department's goal is to provide both emergency and public service to the community in a timely fashion and courteous manner 24 hours per day, seven (7) days a week. We are dedicated, caring professionals protecting the community.

DEPARTMENT VALUES STATEMENT

HONOR

- The inner force that drives one to exemplify the ultimate in ethical and moral behavior and to hold one's colleagues to the same standard.

COURAGE

- Mental, moral and physical strength that enables one to do what is right and necessary regardless of the dangers or outcomes.

COMMITMENT

- A spirit of unrelenting determination and dedication that drives one to achieve a standard of excellence in every endeavor.

DEPARTMENT GOALS

1. Prevent and reduce the loss of life and property within the Cherry Hill community through fair and consistent administration of the fire code and pro-active public education programs.
2. Provide rapid, effective emergency response to our community through appropriate deployment, staffing, apparatus and equipment.
3. Improve our internal and external customer service through continuous assessment, progressive management and quality personnel practices.

STRATEGIC PLANNING

The Office of the Fire Chief has been using a two (2) year "Action Plan" for many years which identifies and assesses by division the direction the department takes to achieve its mission. Some of the action items are short and long-term in nature. This Action Plan provides a quick snapshot of current initiatives and their status. Some of these initiatives will be incorporated into the goals and objectives section of this document.

In 2015, the Cherry Hill Fire Department began the accreditation process through the Center for Public Safety Excellence and the Commission on Fire Accreditation (CPSE/CFA). The purpose of this self-evaluation is to ensure that we continue on a path of providing a service that makes efficient use of public funds that supports our mission of protecting the citizenry and visitors of Cherry Hill during an emergency or crisis situation.

In preparation of developing a strategic plan for the accreditation process, the following department representatives were asked to complete a Strengths, Weakness, Opportunities and Threats (SWOT) Analysis on the organization:

- Office of the Fire Chief: Fire Chief, Assistant Fire Chief/Fire Operations, Assistant Chief/EMS Operations, and Principal Staff Assistant
- Field Command Office: Battalion Chiefs and Medical Service Officers
- Training & Safety: Battalion Chief and Lieutenant
- Unit Leaders: Fire Marshal, Chief Financial Officer, and Procurement Manager
- Station Captains: 6 Captains
- Labor Presidents: IAFF Locals' 2663 (Firefighters), 3198 (Fire Officers), and 3249 (EMS)

The results of the completed SWOT Analysis were broken down by category. Each of the participants' ideas were included, even if the idea was a stand-alone or duplicate. Below are the results:

- Strengths – 158
- Weaknesses – 168



- Opportunities – 109
- Threats – 131

The Field Command Office staff (Battalion Chiefs/Medical Service Officers) manages the day-to-day activities of the department's Field Operations (Fire and EMS). They were asked to review the completed SWOT Analysis results and determine the seven (7) areas of each section that they felt should be addressed as part of the initial strategic planning process. The Office of the Fire Chief was tasked with the same assignment and then asked to develop a list by category from the SWOT Analysis that would be included in the strategic plan.

Within the strength category, we feel it is important to draw attention to our infrastructure and personnel. The analysis shows that the organization's facilities, apparatus and equipment are in excellent condition. Central Command and three (3) fire stations are new construction as of 2010, one (1) fire station is new construction as of 2006 and one (1) fire station was renovated in 2005. All department facilities are inspected annually for proper upkeep. Fire Apparatus are on a ten (10) year front line service and a five (5) year reserve service schedule. Three (3) front line engines and one (1) front line ladder are new as of 2008 and one (1) front line engine and one (1) front line ladder are new as of 2015. Six (6) ambulances are on a three (3) year leasing cycle. All firefighting and emergency medical equipment is evaluated every year for upkeep and replacement.

In any organization, personnel resources and their deployment/use are invaluable to either the success or failure of the organization. CHFD Fire and EMS personnel are prepared and trained for the multi-discipline work they engage in. These men and women have pride in their jobs, accomplishing many tasks outside their normal scope of duties. The Cherry Hill Fire Department has modified their hiring practices over the years to ensure the candidates chosen meet the department's values statement.

The table below summarizes the results from the SWOT Analysis:

STRENGTHS	WEAKNESSES	OPPORTUNITY	THREATS
Facilities, Apparatus & Equipment	Fitness/Wellness Program	Accreditation & ISO Evaluations	Financial – Budget Approval, Economy, State & Federal Mandates
Deployment & Personnel	Professional Development & Succession Planning	Regionalization	Uninformed Special Interest Groups
Training	Time Management	Relationships – Marketing & Social Media	Changing State & Federal EMS Regulations
Relationships: Fire, EMS, Police, OEM, Township Government	Community Risk Reduction, Planning & Outreach	Outreach Programs: Fire & EMS Training, Community Meetings	Retirement of senior staff
Budget Management	Performance Measurements of Personnel & Operations	Growth: Property Redevelopment, Population/Demographics	Terroristic/Active Shooter Event
Organization Structure, Policies & Leadership			

The Cherry Hill Fire Department held a forum discussion with members of Cherry Hill Township Citizen Cabinet and Business Coalition. A PowerPoint presentation was delivered providing an overview of fire department operations. The group was provided with a public input questionnaire which included the Cherry Hill Fire Department mission statement. The questionnaire contained seven (7) questions that were answered in an open discussion; in addition to the group completing the below questionnaire.

Below are the answers provided by the group:

1. What services are you aware of that the CHFD provides to you?
 - Fire Response
 - Educational Awareness in Schools
 - Business Inspections
 - EMS Response
 - Smoke Alarm Program
 - Rescue Response
 - Educational Programs in Community
2. What community programs would you like to see offered by the CHFD?
 - Notifications of emergencies (Code Red)
 - Preparedness training for residents (responsibility/interface)
 - Safety training in high density living, i.e. condos/apartments
 - Active shooter training for business community
 - Home safety inspections (fireplaces, dryer vents)
 - BBQ grill/fire pit safety information
3. What are your general expectations of the CHFD when you call 911?
 - Prompt/quick response
 - Thorough investigation
 - Mitigate problem
 - < 5 Minute response
 - Professionalism
 - Well-trained personnel
 - Appropriate care
 - Incident command expertise
 - Sensible questions from dispatcher

4. What type of information would you expect to see or receive from the CHFD on an annual basis?
 - Annual report: Responses, Budget Data, Community Programs Delivered
 - Safety information: Storage, Household Accidents, Tool/Power Equipment
 - Practical Demonstrations
5. Have you had a positive or negative experience as a result of using the CHFD during an emergency?
 - Positive: Immediate Response, Professionalism, Caring
6. As a citizen dialing 911 for a fire or medical emergency, what type of time frame would you expect the fire department to arrive on scene of your emergency?
 - < 4 minutes
 - Effective Service
 - Prompt Response
7. As a property owner/business located in Cherry Hill, what concerns would you have about Fire and EMS services?
 - Community Outreach
 - Email Information to Residents/Business
 - Equipment Replacement Plan
 - Motor Maintenance Shared Services
 - Number of Personnel
 - Upcoming Challenges – Relocation of Station 5

GOALS AND OBJECTIVES

Organizational goals should be established to implement the department's mission to include short and long range plans. The Cherry Hill Fire Department's goals should be broad enough to allow for attainable objectives and should use the "SMART" acronym:

- Specific – Use the six "W" questions: Who, What, Where, When, Which, Why
- Measurable – Establish criteria to measure progress
- Attainable – Can it be achieved
- Realistic – Must represent something that can be completed
- Timely – Set a time frame to meet; 6 months, 1 year, 2 years

OFFICE OF THE FIRE CHIEF

Goal 1: Command Structure Revisions: 2015 - 2017

- a. Provide portable radios to Fire Captains for Incident Management Team (IMT) call back (2014)
- b. Operating Guideline 2001, 2006, 2011 revisions (2015)
- c. Incident Management System (IMS) Incident Sets and Reps Fire Simulations for Fire Officers and Acting Company Officers (ACO's). (2015–2017)

Goal 2: Complete Accreditation Process: 2015–2017

- a. Internal Analysis (2015–2016)
- b. Standards of Cover (2015–2016)
- c. Self-Assessment (2016)
- d. Peer Review (2016–2017)

Goal 3: Complete ISO Evaluation: 2016

- a. Request evaluation (2015)
- b. Field Work (2016)
- c. Maintain ISO Class 2 or obtain Class 1 Classification (2016)

Goal 4: Fire Officer Testing: 2015–2016

- a. Select outside testing Authority (2015–2016)
- b. Advertise for testing process (Spring 2016)
- c. Conduct testing (Fall 2016)
- d. Establish eligibility list (Fall 2016)

Goal 5: Succession Management Program: 2015-2017

- a. Research and Analysis (2015)
- b. Prepare a Career Development Guide (2015-2016)
- c. Implement Program (2016-2017)

FIELD COMMAND OFFICE

Goal 1: Pre-Planning: 2015–2017

- a. Policy Directive 1214 revision (2014)
- b. Upgrade Fire Zone software (2015)
- c. Update all target hazard preplans (2015–2017)
- d. Conduct tabletop tactical training using pre-planning information (2015–2017)

Goal 2: Platoon Training: 2015–2017

- a. Identify areas where improvement is needed (2015)
- b. Develop training lessons (2015–2016)
- c. Deliver training across all 3 platoons (2015–2017)

Goal 3: Procurement of New Battalion Chief Vehicle: 2016

- a. Review State contract specification (2015)
- b. Make adjustments for CHFD needs (2015)
- c. Place order for vehicle (2015)
- d. Fit-out vehicle (2016)
- e. Place vehicle in-service (2016)

EMERGENCY MEDICAL SERVICES

Goal 1: Per-Diem EMT Recruitment: 2015–2017

- a. Advertise for hiring process (2015–2017)
- b. Conduct testing (2015–2017)
- c. Process for Hiring (2015–2017)
- d. Initial Training (2015–2017)

Goal 2: Medical Service Officer Testing: 2015

- a. Advertise for testing process (Summer 2015)
- b. Conduct testing (Fall 2015)
- c. Establish eligibility list (Winter 2015)

Goal 3: Designation as EMT Training Site: 2015–2017

- a. Complete pilot EMT program (2015)
- b. Receive formal approval from OEMS (2015)
- c. Expand delivery of EMS education courses to first responders and the Cherry Hill Community (2015–2017)

Goal 4: Expand Rescue Task Force Capability: 2015–2017

- a. Deliver classroom training to members (2015)
- b. Conduct hands-on training (2015)
- c. Conduct on-going training with CHPD (2015–2017)

MANAGEMENT SUPPORT

Goal 1: Administration of Affordable Care Act: 2015–2017

- a. Remain current on all healthcare legislation
- b. Attend training seminars (2015–2017)
- c. Develop internal policy/procedures (2015–2017)
- d. Ensure compliance (2015–2017)

Goal 2: Develop Staff for Succession Responsibilities of QPA: 2015-2017

- a. Determine education path (2015)
- b. Attend necessary training (2015–2017)
- c. Use training in work experiences (2015–2017)

Goal 3: Budget Projection Model: 2016–2017

- a. Populate line item budget (2015)
- b. Project future costing (2016–2017)
- c. Identify areas of savings/increases (2015–2017)
- d. Make recommendations to BOFC/OFC (2015–2017)

Goal 4: Financial: 2015-2017

- a. Ensure compliance with all Generally Accepted Accounting Principles (GAAP) and Governmental Accounting Standards Board (GASB) regulations
- b. Insure CHFD maintains bond rating of at least A1/Aa2
- c. Remain current in National and New Jersey Government Finance Officers Association (GFOA)
- d. Maintain appropriate level of reserve fund balance per GFOA, Fitch and Moody's standards (10 to 18 percent)

Goal 5: Pension/Benefits: 2015-2017

- a. Remain current on all Certifying Officer Letters issued by the Division of Pensions and Local Finance Notices issued by the Department of Community Affairs
- b. Evaluate new/other health insurance opportunities
- c. Evaluate professional services relative to Management Support Command (i.e. banking services, payroll services, auditors, bond counsel, etc.)

FIRE MARSHAL

Goal1: Fire Investigation Support: 2015–2016

- a. Battalion Chiefs to attend Department of Criminal Justice (DJC) Basic Investigation Training (2016–2017)
- b. Select Field Personnel to receive fire investigation training (2016)
- c. Conduct in-service professional development training to Company Officers at CHFD Training Academy (2016–2017)

Goal 2: Community Education Programs: 2015–2017

- a. Community Risk Assessment Training (2015)
- b. Community Risk Assessment (2015–2017)
- c. Monitor current programs (2015–2017)
- d. Develop programs to meet current needs (2015–2017)

Goal 3: Community Outreach: 2015–2017

- a. Develop and implement a service delivery survey (2015)
- b. Develop and Implement non-traditional Fire and EMS service practices to the community (2015–2017)

TRAINING & SAFETY

Goal 1: Public Employees Occupational Safety and Health Act (PEOSHA)/Safety and Health Achievement Recognition Program (SHARPS): 2015

- a. Conduct facility self-inspections (2015)
- b. Comply with findings (2015)
- c. Obtain PEOSHA SHARP recognition (2015)
- d. Maintain Certification (2015–2017)

Goal 2: Organize Training Records to meet Commission on Fire Accreditation International/Insurance Service Office (CFAI/ISO): 2015–2017

- a. Revise Policy Directive 1301 (2015)
- b. Format Fire House software (2015)
- c. Quality Control Training Reports (2015–2017)

Goal 3: Develop Fire Officer Professional Development Curriculum: 2015–2017

- a. Deliver training outlined in PD1217 (2015)
- b. Conduct Fire Officer Apprenticeship Program (FOAP) Training (2015–2016)
- c. Use International Association of Fire Chiefs (IAFC), National Fire Protection Association (NFPA) 1021 and other Educational Resources to develop Fire Officer CE (2015–2017)

Goal 4: Prepare an annual training schedule: 2015–2017

- a. Conduct needs assessment (2015)
- b. Create monthly schedule (2015–2017)
- c. Prepare lesson plans (2015–2017)

MOTOR MAINTENANCE

Goal 1: Fleet Manager Succession: 2015

- a. Advertise for position (Summer 2015)
- b. Review candidate resumes (Fall 2015)
- c. Conduct interviews of top 5 candidates (Fall 2015)
- d. Select candidate and on-board (Fall 2015)

Goal 2: Shared Service Work: 2015–2017

- a. Advertise services (2015)
- b. Develop legal agreements between agencies (2015–2017)
- c. Schedule work (2015–2017)
- d. Record work and generate invoice (2015–2017)
- e. Build relationships (2015–2017)

Goal 3: CHFD Preventive Maintenance Program: (2015–2017)

- a. Build schedule (2014)
- b. Keep vehicles on schedule (2015–2017)
- c. Record work into database (2015–2017)

CAPITAL ASSETS

Goal 1: Construct Burn Building: 2015–2016

- a. Obtain Zoning Board approval (Spring 2015)
- b. Develop specification and bid project (Summer 2015)
- c. Obtain financing (Fall 2015)
- d. Obtain Local Finance Board approval (Fall 2015)
- e. Award bid and construct building (Fall 2015/Winter 2016)

Goal 2: Construct Motor Maintenance Support Building: 2015–2016

- a. Modify previous construction drawings (Summer 2015)
- b. Develop specification and bid project (Fall 2015)
- c. Award bid and construct building (Fall 2015/Winter 2016)

Goal 3: Fire Station 5 Lavatory: 2015

- a. Develop specification (Summer 2015)
- b. Request proposals for work (Summer 2015)
- c. Award bid/monitor progress (Fall 2015)

Goal 4: Fire Station 5 Bunkrooms/GYM: 2016

- a. Re-evaluate need
- b. Determine plan/costs

Goal 5: Re-location of Station 5: (2015–2018)

- a. Evaluate response data (2015)
- b. Locate potential land parcels (2015)
- c. Determine finance ability (2015 -2016)
- d. Acquire land parcel (2016–2017)
- e. Design/Build Fire Station (2018)

Goal 6: Light Duty Vehicle Replacement: 2015–2017

- a. Review status of vehicles (2015)
- b. Determine financing and budget (2015–2017)
- c. Procure vehicles (2016–2017)

Goal 7: Heavy Apparatus Replacement: (2016–2018)

- a. Convene Apparatus Committee (2016)
- b. Research and Development (2016–2017)
 - Engine
 - Ladder
 - Rescue
- c. Determine budget, develop spec and bid units (2017)
- d. Take delivery/Train/Place in-service (2018)

Goal 8: Ambulance Replacement: (2015–2017)

- a. Convene Ambulance Committee (2015)
- b. Develop Spec and Bid Units (2015)
- c. Take delivery of Units (2015)
- d. Decommission 2 Units (2015)
- e. Evaluate next leasing cycle (2015–2017))

SUMMARY

The Fire District model we operate under provides two (2) of the three (3) emergency services (Fire & EMS) in the Township.

The success of this plan relies on the support of the internal stakeholders (CHFD Members) and external stakeholders (Citizens and Cherry Hill Government Officials).

This strategic plan will provide the foundation that the organization will work under over the next three (3) years. It will also provide general information to the public to help them understand the direction and projects their fire department is undertaking.

Processes to inform internal and external stakeholders of our progress will include: community group meetings, internal staff meetings and posting information to the department's social media sites (website, blog and Facebook).