



Strategic Plan FY 2018-2020

Cherry Hill Fire District #13

Cherry Hill, NJ

BOARD OF FIRE COMMISSIONERS

Hugh “Skip” H. Gibson, IV – Chairperson
Robert A. Campagna – Secretary/Clerk
William P. Kelly – Treasurer
Kellie Montana – At Large
William T. McCargo – At Large

OFFICE OF THE FIRE CHIEF

Thomas E. Kolbe – Fire Chief
Chris Callan – Assistant Fire Chief
Ken Baum – Assistant Fire Chief
Thomas L. Fiorentini – Principal Staff Assistant / Capital Assets Command

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 and equipment. 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 completed the accreditation process through the Center for Public Safety Excellence (CPSE) in August of 2016. The Cherry Hill Fire Department is an Internationally Accredited Agency for the period of 2016 to 2021. This will be the first Strategic Plan for the Department since receiving Accredited Agency Status and an ISO Class 1 Fire Department designation in 2016. Many of the ongoing improvements related to these two (2) accomplishments will be addressed as part of this plan and future plans.

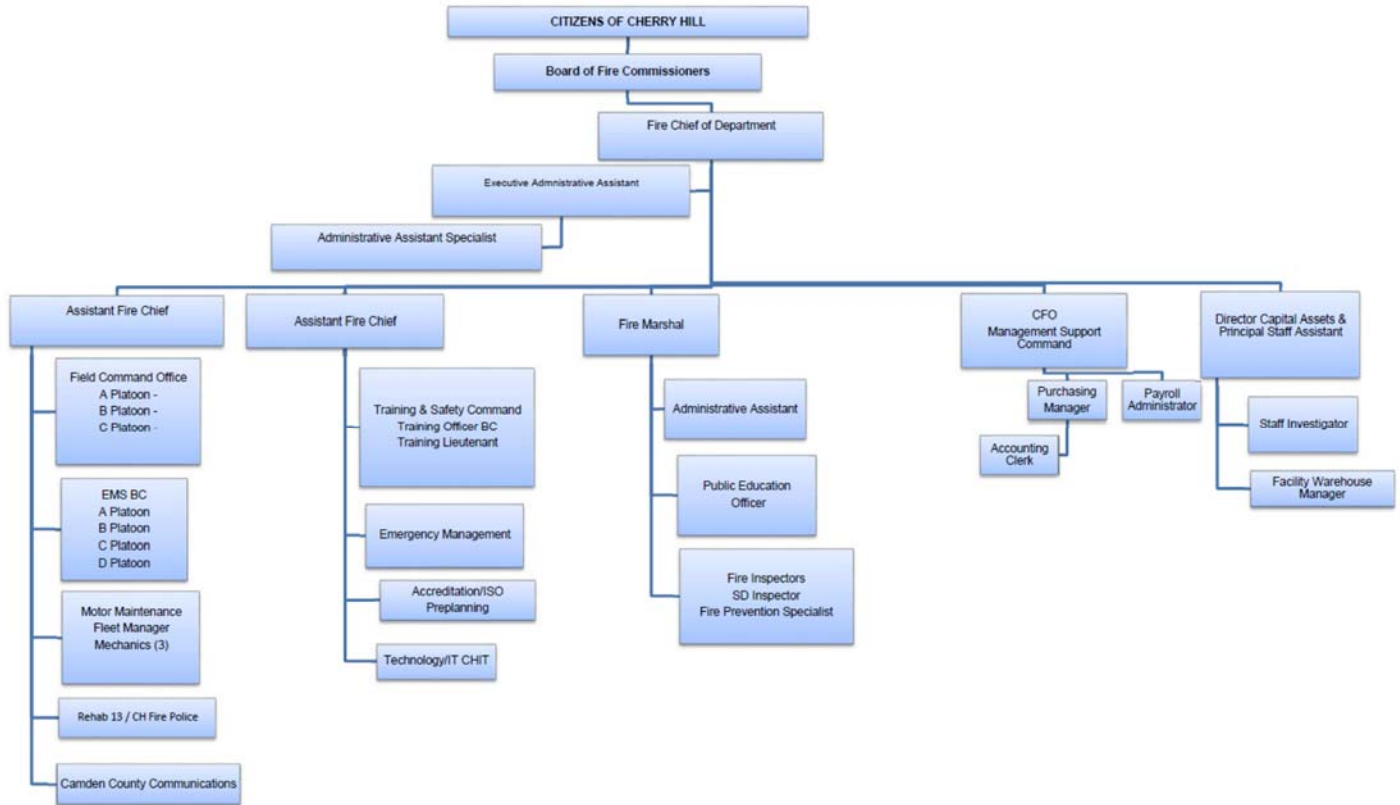
As an organization, we are responsible for the ongoing efficient use of the public funds that support our department and its mission. The leadership within the CHFD is committed to serving our residents and visitors with the level of service required in a community such as Cherry Hill.

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.

TABLE OF CONTENTS

Page

Introduction	2
Table of Contents	3
Organization Chart	4
Budget	5
Cherry Hill Fire District History	6
Department Overview	8
Department Mission, Values and Goals	9
Department Strategic Initiatives	10
Administration Goals – FY 2018 to FY 2020	14
Field Command Goals – FY 2018 to FY 2020	15
Emergency Medical Services Goals – FY 2018 to FY 2020	16
Management Support – FY 2018 to FY 2020	17
Fire Marshal & Community Education Goals – FY 2018 to FY 2020	18
Training & Safety Goals – FY 2018 to FY 2020	19
Motor Maintenance Goals – FY 2018 to FY 2020	20
Capital Asset Goals – FY 2018 to FY 2020	21
2015 to 2017 Strategic Plan Status Report	21
Summary	24



CHERRY HILL FIRE DEPARTMENT OPERATING BUDGET

FISCAL YEAR 2017

Operating Budget	\$27,560,903
Capital Budget	\$ 130,000
TOTAL	\$27,690,903

CHERRY HILL FIRE DEPARTMENT

3 YEAR BUDGET HISTORY

	FY 2014	FY 2015	FY 2016
Operating Budget	\$25,691,709	\$25,760,817	\$26,819,496
Capital Budget	\$2,273,474	\$1,670,000	\$818,571
TOTAL	\$27,965,183	\$27,430,817	\$27,638,067

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 in 2002 to replace older apparatus that did not meet the service needs of the department and in 2008 three (3) Engines and one (1) Ladder Truck were also added to the fleet. These new apparatus are part 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 – 2014: 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 the 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).
- 2015 to Present: A Squad/Engine and Ladder Truck were purchased and placed into service as part of the fleet replacement program. In addition two (2) BLS Ambulances were added in 2015, 2016 and one (1) BLS Ambulance was added in 2017. This will now place all ambulances on a four (4) year replacement schedule. A second power shift BLS Ambulance was added to the department's response model in 2015 due

to the continued increase in EMS calls for service. During the winter of 2016 the department underwent a third ISO evaluation and was completing its self-assessment as part of the accreditation process with the Commission of Fire Accreditation. In August 2016 the Cherry Hill Fire Department was approved as an Accredited Agency for a 5 year period (2016 – 2021) and in December of 2016 was upgraded to a Class 1 Fire Department under the ISO. Planning was undertaken in 2017 for future fire apparatus and a new fire station on the western side of the Township. Today's CHFD continues to be a well-trained and efficient "All-Hazards" organization of one-hundred (100) full-time firefighters, twenty-one (21) 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 that include fire prevention and suppression, the mitigation of medical emergencies, community risk reduction, 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 Cherry Hill Fire Department now uses a three (3) year strategic plan model which identifies and assesses by division the direction the department takes to achieve its mission. Some of the items are short and long-term in nature. The Office of the Fire Chief uses an internal action plan that provides a quick snapshot of current initiatives and their status which are then incorporated into the goals and objectives section of this document.

The Commission on Fire Accreditation (CPSE/CFA) will require the Cherry Hill Fire Department to complete and submit an annual report for the next five (5) years to show the department's continual improvement process. For 2017, this report was submitted on July 15 and received a favorable review from the CFAI Evaluator with a recommendation for continued accreditation status.

The following department representatives were asked to review the current Strengths, Weakness, Opportunities and Threats (SWOT) Analysis on the organization to see if any changes have occurred over the last three (3) years:

- Office of the Fire Chief: Fire Chief, Assistant Fire Chief and Principal Staff Assistant
- Field Command Office: Battalion Chiefs and EMS 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)

In addition to ISO Class 1 and Accreditation achievements within the strength category, we still 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. Seven (7) ambulances will now be on four (4) 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 first table below summarizes the results from the 2015 SWOT Analysis and the second table shows the results of the 2017 SWOT Analysis:

2015 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			

2017 SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITY	THREATS
ISO Class 1 FD	Time Management	CFAI and ISO Performance Measurements	Financial-Budget Approval, Economy, State & Federal Mandates
CFAI Accreditation	Location of Fire Station 5	Regionalization of Fire Resources	Uninformed Special Interest Groups
Facilities, Apparatus & Equipment	Funding from CCOEM for HazMat Response	Relationships – Marketing and Social Media	Changing State & Federal EMS Regulations
Deployment & Personnel	Funding from CCOEM for Technical Rescue (RUST)	Fitness/Wellness Program	Retirement of Senior Staff
Training		Community Risk Reduction	Terroristic/Active Shooter Event
Relationships: Fire, EMS, Police, OEM, Township Government		Professional Development Succession Planning	
Budget Management		Changing Demographics/New and Redevelopment Projects	
Organization Structure, Policies & Leadership			

The Cherry Hill Fire Department distributed a 2018 – 2020 Strategic Plan – Public Comment Survey via social media asking the following questions:

1. As a citizen in Cherry Hill dialing 911 for a fire or medical emergency, what type of time frame would you expect the fire department to arrive at the scene of your emergency? Of the responses recorded; under 4 minutes: 50%, 4 to 7 minutes: 46%, and over 7 minutes: 4%.

2. As a property owner/business located in Cherry Hill, what is the level of Fire, Rescue and EMS service that you expect from the Fire Department? Check all that apply. Of the responses recorded;

- Trained Personnel – 96%
- Prompt Response - 94%
- Professionalism - 89%
- Technical Expertise - 86%
- Command and Control of Emergencies – 84%
- Efficient Use of Funds - 83%

3. The Department has instituted many community risk reduction efforts in the community such as smoke alarm inspections and installations, babysitter safety courses, community CPR, Adopt-A-School Program, College Campus Fire Safety, Car Seat Inspections, Home Safety Inspection and Neighborhood Follow-Ups after serious fires,. To name a few. What other community programs would you like to see offered by the CHFD?

- Junior Fire Academy
- Home Safety Inspections/Evacuation Planning
- Assist Residents in Carbon Monoxide Detection
- Emergency/Disaster Preparedness Training
- Drug & Alcohol Safety
- Bike Safety
- First Aid

4. Have you ever experienced an emergency that required the response from the CHFD and if so what was your service experience with us?

- Excellent 85%
- Good 13%
- Fair 2%
- Poor 0%

The Department also scheduled two (2) civilian forums on October 18 and 20, 2017. The purpose of the forums were to review Fire and EMS operations, the ISO grading system, community risk reduction, the accreditation process.

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: 2018 - 2020

- a. Add second Assistant Fire Chief Position - 2018
- b. Incident Management System (IMS) Incident Sets and Reps Fire Simulations for Fire Officers and Acting Company Officers (ACO's). (2018–2020)

Goal 2: Monitor Accreditation Actions: 2018–2020

- a. Assign CFAI recommendations for action (2018–2020)
- b. Update Standards of Cover (2019–2020)

Goal 3: ISO Class 1 Grade: 2018 - 2020

- a. Monitor Public Protection Classification Schedule (2018 – 2020)
- b. Improve Earned Credit Areas (2018 - 2020)
- c. Maintain ISO Class 1 Classification (2020)

Goal 4: Fire Officer Testing: 2018

- a. Advertise for testing process (Spring 2018)
- b. Conduct testing (Fall 2018)
- c. Establish eligibility list (Fall 2018)

Goal 5: Succession Management Program: 2018-2020

- a. Begin Implementation (2018 – 2020)
- b. Monitor Program (2018-2020)
- c. Revise Policy as Needed (2018-2020)

Goal 6: Firefighter Testing

- a. Conduct written test (Fall 2017)
- b. Conduct agility test (Spring 2018)
- c. Conduct Interview Process (Spring 2018)
- d. Establish List (Summer 2018)

Goal 7: Career Planning: 2018 – 2020

- a. Work with Battalion Chief's in their development plan (2018)
- b. Rotate Captains into FCO; XO training position (2018 – 2020)

FIELD COMMAND OFFICE

Goal 1: Pre-Planning: 2018–2020

- a. Continue to update all target hazard preplans (2018–2020)
- b. Conduct quarterly tabletop tactical training of high hazard buildings using pre-planning information (2018–2020)

Goal 2: Platoon Training: 2018–2020

- a. Identify areas where improvement is needed (2018)
- b. Develop lesson plans for ongoing use (2018–2020)
- c. Deliver training across all 3 platoons (2018–2020)
- d. Train more routinely with automatic and mutual aid partners (2018 – 2020)

Goal 3: Career Planning and Leadership Development (2018 – 2020)

- a. Work with Company Officers in their subordinates development plan (2018)
- b. Work with Company Officers in their development plan (2018)
- c. Conduct Small Group Leadership Training with CO's (2018 – 2020)

EMERGENCY MEDICAL SERVICES

Goal 1: Per-Diem EMT Recruitment: 2018–2020

- a. Advertise for quarterly hiring process (2018–2020)
- b. Conduct testing (2018–2020)
- c. Process for Hiring (2018–2020)
- d. Initial Training (2018–2020)

Goal 2: EMS Officer Testing: 2018

- a. Select Outside Testing Authority (Fall 2017)
- b. Advertise for testing process (Winter 2018)
- c. Conduct testing (Spring 2018)
- d. Establish eligibility list (Summer 2018)

Goal 3: EMT Training Site: 2018–2020

- a. Re-establish EMT Training (Fall 2017)
- b. Run 1 EMT Class a year (2018 - 2020)
- c. Run Winter, Spring and Fall Refresher Training (2018 – 2020)
- d. Expand delivery of EMS education courses to first responders and the Cherry Hill Community (2018 - 2020)

Goal 4: Expand Rescue Task Force Capability: 2018–2020

- a. New and Refresher training to members (2018 – 2020)
- b. Conduct departmental hands-on training (2018 - 2020)
- c. Conduct on-going training with CHPD (2018–2020)
- d. Work with County OEM Program (2018 – 2020)

MANAGEMENT SUPPORT

Goal 1: Administration of Affordable Care Act/National Healthcare Proposals: 2015–2017

- a. Remain current on all healthcare legislation (2018 – 2020)
- b. Attend training seminars (2018–2020)
- c. Develop internal policy/procedures (2018–2020)
- d. Ensure compliance (2018–2020)

Goal 2: Develop Staff for Succession Responsibilities of QPA: 2018-2020

- a. Transition into new role (2018 – 2019))
- b. Attend continuing education training (2018–2020)
- c. Apply training in work experiences (2018–2020)

Goal 3: PFM Budget Projection Model: 2018–2020

- a. Continually update model (2018 - 2020)
- b. Identify areas of savings/increases (2018–2020)
- c. Make recommendations to BOFC/OFC (2018–2020)

Goal 4: Financial: 2018-2020

- a. Ensure compliance with all Generally Accepted Accounting Principles (GAAP) and Governmental Accounting Standards Board (GASB) regulations
- b. Insure CHFD maintains Aa1 bond rating
- 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: 2018-2020

- 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.)

Goal 6: Recruit and Hire New Accounts Payable Clerk: (2018)

- a. Revise current job description
- b. Post job opportunity/interview candidates
- c. Develop benchmarks and train new hire

FIRE MARSHAL

Goal1: Fire Investigation Support: 2018–2020

- a. Material and Equipment Evaluation (2018–2019)
- b. Conduct in-service professional development training to Company Officers at CHFD Training Academy (2018–2020)

Goal 2: Community Education Programs: 2018–2020

- a. Community Risk Assessment Training (2018 - 2020)
- b. Community Risk Assessment (2018–2020)
- c. Monitor current programs (2018–2020)
- d. Develop programs to meet current needs (2018–2020)

Goal 3: Community Outreach: 2018–2020

- a. Develop and implement a service delivery survey (2018)
- b. Develop and Implement non-traditional Fire and EMS service practices to the community (2018–2020)

Goal 4: Code Enforcement: 2018 – 2020

- a. Implementation and enforcement of revised N.J. State Fire Code (2018)
- b. Implementation and enforcement of revised Municipal Fire Prevention Ordinance (2018)
- c. Research & Develop technology options for conducting inspections (2018 – 2019)

TRAINING & SAFETY

Goal 1: Cherry Hill Fire Department Safety and Health Program Compliance

- a. Conduct facility self-inspections using SHARPS Model (2018 – 2020)
- b. Comply with findings and correct deficiencies in accordance with SHARPS Model. (2018 – 2020)

Goal 2: Organize Training Records to meet Commission on Fire Accreditation

International/Insurance Service Office (CFAI/ISO): (2018–2020)

- a. Institute Target Solutions RMS: (2017)
- b. Update Monthly Reporting: (2018 – 2020)
- c. Quality Control Training Reports: (2018–2020)
- d. Oversee and Encourage Fire and EMS Officer Credentialing Process: (2018 – 2020)

Goal 3: Ongoing Fire Officer Professional Development Curriculum: (2018–2020)

- a. Deliver training outlined in PD1217 (2018 – 2020)
- b. Update and Conduct Fire Officer Apprenticeship Program (FOAP) Training (Winter 2018)
- c. Use International Association of Fire Chiefs (IAFC), National Fire Protection Association (NFPA) 1021 and other Educational Resources to develop Fire Officer CE (2018–2020)

Goal 4: Prepare an annual training schedule: 2018–2020

- a. Conduct an annual needs assessment (2018 - 2020)
- b. Create monthly schedule (2018–2020)
- c. Prepare lesson plans for classroom and live burn training (2018–2020)

Goal 5: Develop EMS Professional Development Curriculum: 2018

- a. Revise PD 1217 to include EMS Officers (2018)
- b. Create EMSOAP similar to FOAP (2018)

Goal 6: Revise Probationary Standards for Fire and EMS Personnel: 2018 - 2020

- a. Revise requirements (2018)
- b. Revise per diem EMT orientation program (2018 – 2019)

- c. Update Probationary Training Manuals and 1st Year Assignments (2018)

Goal 7: Increase EMS Training 2018 – 2020

- a. Provide Target Solutions on-line EMS CEU's (2018 -2020)
- b. Provide Rehab training for EMS Personnel (2018 – 2020)
- c. Provide Quarterly Sim-Man and AED Training (2018-2020)

Goal 8: Conduct Engine and Ladder Chauffeur/Operator training program 2018 - 2020

- a. Revise training program curriculum (2018 – 2020)
- b. Establish Qualified Instructors (2018 – 2020)
- c. Conduct training program for engine operators in 2018 and ladder operators in 2019

MOTOR MAINTENANCE

Goal 1: CHFD Preventive Maintenance Program: 2018 - 2020

- a. Develop efficiencies in program (2018)
- b. Apply efficiencies to Shop Operations (2018 - 2020)
- c. Train shop technicians on new efficiencies (2018 - 2020)
- d. Evaluate improvements (2020)

Goal 2: Shared Service Work: 2018–2020

- a. Access current labor rate, parts pricing and service levels (2017)
- b. Implement new labor rates (2018 – 2020)
- c. Develop legal agreements between agencies (2018–2020)
- d. Schedule work (2018–2020)
- e. Record work and generate invoice (2018–2020)
- f. Build relationships (2018–2020)
- g. Access work load for part-time technician (2018)

Goal 3: Apparatus Replacement: (2018–2020)

- a. Evaluate Spec Components (2017 - 2018)
- b. Spec Writing (2017 – 2020)
- c. Schedule Apparatus Fit Outs (2018 – 2020)

CAPITAL ASSETS

Goal 1: New Fire Station: 2018 - 2020

- a. Acquire land parcel (2018)
- b. Prepare site for future construction (2018)
- c. Begin planning and design phase (2018 – 2019)
- d. Construction Phase (2020)

Goal 2: Light Duty Vehicle Replacement: 2018–2020

- a. Review status of vehicles (2018)
- b. Determine financing and budget (2019–2020)

Goal 3: Heavy Apparatus Replacement: 2018–2020

- a. Rescue and Engine (2018)
- b. Ladder (2019)

Goal 8: Ambulance Replacement: (2018–2020)

- a. Develop Spec and Bid Units (2018 - 2020)
- b. Take delivery of Units (2018 - 2020)
- c. Decommission 5 Units (2018 – 2020)

2015 to 2017 Strategic Plan Status Report

Office of the Fire Chief

Goal 1: Command Structure Revisions – Completed: Incident Management System training will continue into 2018 – 2020

Goal 2: Accreditation – Completed: Department received Accreditation status in August 2016.

Goal 3: ISO Evaluation – Completed: Department received ISO Class 1 designation in December 2016.

Goal 4: Fire Officer Testing – Completed: New testing will take place in 2018.

Goal 5: Succession Management Program – Completed: Comprehensive written Career Development plan was put into place.

Field Command Office

Goal 1: Preplanning – Partially Completed: Preplanning is an ongoing process and will continue into 2018 – 2020.

Goal 2: Platoon Training – Completed: Platoon training is an ongoing process and will continue into 2018 – 2020.

Goal 3: Procurement of New Battalion Chief Vehicle – Completed: New vehicle placed into service; old vehicle placed into secondary use; older vehicle will be sold.

Emergency Medical Services

Goal 1: Per Diem EMT Recruitment – Completed: Per Diem Recruitment will continue into 2018 – 2020.

Goal 2: Medical Service Officer Testing: Completed: New testing will take place in 2018.

Goal 3: Designation as EMT Training Site: Completed: EMT and Refresher training will continue into 2018 – 2020.

Goal 4: Rescue Task Force Training: Completed: CHFD worked with Camden County to implement a County wide policy. This training will continue into 2018 – 2020.

Management Support

Goal 1: Administration of the Affordable Care Act – On Going: This will continue into 2018 -2020.

Goal 2: Develop Staff for Qualified Purchasing Agent position – Completed: Personnel completed required training and passed NJ State examination.

Goal 3: Budget Projection Model – On Going: This will continue into 2018 – 2020.

Goal 4: Financial – On Going: This will continue into 2018 – 2020.

Goal 5: Pension/Benefits – On Going: This will continue into 2018 – 2020.

Fire Marshal

Goal 1: Fire Investigation Support – Completed: Two (2) Battalion Chief's received Criminal Justice Basic Fire Investigation training. 1 Firefighter was also promoted to Fire Prevention Specialist position. In-service training will continue into 2018 – 2020.

Goal 2: Community Education Programs – Ongoing: This will continue into 2018 – 2020. Adopt a School Program was implemented into public elementary schools.

Goal 3: Community Outreach – Completed: Customer Service Survey implemented. This will also continue into 2018 -2020.

Training & Safety

Goal 1: PEOSHA Sharps Program – Not Completed. NJ PEOSHA discontinued this program for fire service agencies. CHFD will continue self-inspections into 2018 – 2020 using the SHARPS model.

Goal 2: Organize Training Records for Accreditation – Completed: Target Solutions RMS was implemented. This will continue into 2018 – 2020.

Goal 3: Fire Officer Professional Development – Completed – Fire Officer Apprenticeship Program was delivered. This training is ongoing and will continue into 2018 – 2020.

Goal 4: Prepare annual training schedule – Partially Completed – This will need to continue into 2018 – 2020.

Motor Maintenance

Goal 1: Fleet Manager Succession – Completed: Mechanic promoted to Fleet Manager and a new mechanic was hired.

Goal 2: Shared Service Work: - Completed: 10 agreements in place with various Camden County Fire Departments. This is an ongoing process and will continue into 2018 – 2020.

Goal 3: CHFD Preventive Maintenance Program – Ongoing and will continue into 2018 – 2020.

Capital Assets

Goal 1: Construct Burn Building – Project Revised: Training Props were installed instead of constructing a building..

Goal 2: Construct Motor Maintenance Support Building – Not Completed. This project will be re-evaluated at a future date.

Goal 3: Fire Station 5 Lavatory Upgrade – Completed.

Goal 4: Fire Station 5 Bunkroom/Gym Upgrade – Not Completed. This project will be re-evaluated at a future date.

Goal 5: Relocation of Station 5 – Currently in planning stages. Response data was analyzed during accreditation process in conjunction with identifying a possible land parcel. This will be ongoing into 2018 – 2020.

Goal 6: Light Duty Vehicle Replacement – Completed. EMS 13 replacement vehicle, 2 Ford Explorers and 1 pick-up truck were purchased and will be placed into service.

Older vehicles will be sold.

Goal 7: Heavy Apparatus replacement – In progress: Committees are conducting research and development. This will continue into 2018 – 2020.

Goal 8 Ambulance Replacement – Partially Completed: 2 new ambulances were placed into service, a 3rd is being ordered and 2 were decommissioned.

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 and future plans 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, twitter and Facebook).