



Jerome Township Division of Fire



Community Driven



Strategic Plan



Jerome Township Division of Fire



Introduction

The Jerome Township Division of Fire (JTFD) provides fire suppression, advanced life support emergency medical care, hazardous materials response, fire safety inspections, and fire prevention and safety education to the residents of Jerome Township and Millcreek Township in Union County Ohio.

The members of the Fire Division set out to develop the first ever Community Driven Strategic Plan. Members devoted their time and worked as a team to look at every aspect of the Division and division operations. They shared their values, beliefs, and expectations of what a model fire department could and should offer the citizens they serve. Their devotion to the communities they serve is evident in the plan.

Citizens from Jerome and Millcreek Townships gathered together to learn about their fire division, provide their expectations, and provide support for the overall development of the Community Driven Strategic Plan.

This plan will serve as the cornerstone and benchmark for the Jerome Township Division of Fire. It will be utilized as a tool for continuous quality improvement in all aspects of the Fire Division.



Jerome Township Division of Fire



Township Overview

Jerome Township is one of fourteen townships of Union County, Ohio, United States. The 2010 census found 7541 people in the township. Jerome Township consists of 36.37 square miles. Jerome Township is the fastest growing township in Union County and has a mix of rural farm land, residential, light commercial, and retail stores.

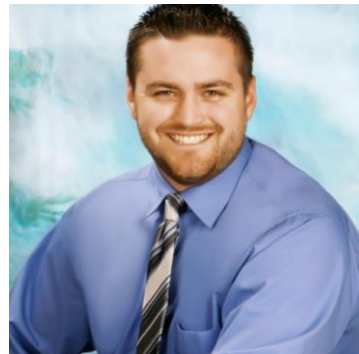
Jerome Township was organized on March 12, 1821. As of 1854, the population of the township was 1249. During the Civil War, 367 residents of Jerome Township enlisted to fight. This was a remarkably high level, 151 more than were recognized as voters (only 216) and fully 25% of the population of 1398. It included several boys aged 16 and one aged 14. 75 of those who enlisted died or were killed in the war. Those that sacrificed so much in the Civil War, the War of 1812, the Mexican War, and the War with Spain in 1898, are commemorated with a war memorial located in New California at the intersection of US Route 42 and Industrial Parkway.

Township Administration

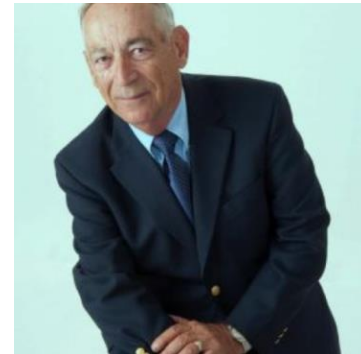
Jerome Township is governed by a board of 3 trustees that are elected and serve a term of 4 years. The current trustees are:



Joe Craft – Chairman



CJ Lovejoy – Vice Chairman



Ron Rhodes



Jerome Township Division of Fire



Division of Fire Overview

The Jerome Township Division of Fire was established in 1991 by a resolution of the Jerome Township Board of Trustees. Members of the Fire Division started providing Fire and EMS service to the citizens of the township in December 1992 as a combination department.

The Fire Division provides fire suppression, advanced life support medical services, hazardous materials responses, fire and life safety inspections, and fire prevention activities. The service area is comprised of Jerome Township and Millcreek Townships which encompasses an area of 55 square miles.

The Fire Division has a unique partnership with Millcreek Township to provide emergency services to their residents.

Fire Division Assets

Personnel (OUR NUMBER 1 ASSET)

The Fire Division has a number of assets, but without a doubt the most important asset is the great men and women that make Jerome Township Division of Fire what it is. The membership consists of 16 full-time personnel and 6-12 part-time personnel. Personnel are assigned to 1 of 3 shifts working a 24 hour on and 48 hours off rotating schedule. Currently, the Fire Chief is the only administrative person within the Fire Division.

Fire Chief

Douglas Stewart

Crew 1

Lt. French
FF/EMTB Crager
FF/Medic Converse
FF/Medic Page
FF/Medic Wihl
FF/EMTB Farbacher
FF/EMTB Dillahunt

Crew 2

Lt. Wilson
FF/Medic Adams
FF/Medic Crouso
FF/Medic Stricker
FF/Medic Steele

Crew 3

Lt. Billingsley
FF/Medic Hess
FF/EMTI Wilson
FF/Medic Wildman
FF/Medic Bebout

(Currently there are 5 open part-time positions)



Jerome Township Division of Fire



Fire Station

Emergency Services are provided from a single fire station located at 9689 US Route 42 N. Plain City, Ohio that was built in 1991-1992. The station location provides easy access to major highways and the industrial park. It should be noted that a majority of the maintenance and upkeep is performed by division members.



- Pictured are the 2017 Sutphen Pumper (Left) and the 1997 Sutphen Pumper (Right) in front of fire station 210.



Jerome Township Division of Fire



Apparatus

The Fire Division operates 2 engines, 2 medic units, a grass fighter, command vehicle, and 2 support vehicles.

Engine 210 – 2018 Sutphen Pumper

Engine 211 – 2002 Smeal Pumper

Medic 210 – 2015 Horton Medic Unit

Medic 211 – 2005 Horton Medic Unit

Grass Fighter 210 – 2018 Ford F350

Chief 210 – 2017 Ford F150

Utility 210 – 2006 Ford F350

Station Truck 210 – 2004 Ford F250 (Plow Truck)



- **E210 2017 Sutphen Pumper**



Jerome Township Division of Fire



Finances

The Fire Division is funded through property taxes, a service contract with Millcreek Township, grants, donations, and EMS billing. The annual operating budget is approximately 2,850,000. Below are the various sources of revenue for the Fire Division.

Finances for the Fire Division are managed by Jerome Township's Fiscal Officer Robert Caldwell who is an elected official.

1991 2.3 Mill Property Tax Levy with an effective rate of .73 = \$279,117.

1992 10 Mill Property Tax Levy with an effective rate of 3.2 = \$1,213,552.

2011 2.9 Mill Property Tax Levy with an effective rate of 2.34 = \$772,474.

Millcreek Emergency Services Contract = \$192,427.

EMS Billing Services = \$80,000. (varies based on number of transports)

Grants/Donations = Vary from year to year and is not guaranteed.

Millcreek Township contracts with Jerome Township to provide emergency services to the residents of Millcreek Township. The contract is a collective agreement between the board of trustees from Millcreek and Jerome Townships and is renewed every 3 years.



Jerome Township Division of Fire



Strategic Planning Process

Strategic Planning is not a requirement. Rather it is a necessity to gather information and establish a plan that will provide a roadmap for the Fire Division to follow to meet the challenges today and tomorrow.

The members of the Fire Division set out to develop a Community Driven Strategic Plan. This plan will be the cornerstone for the future of the Division and to establish benchmarks, goals, and objectives to ensure a continuous quality improvement process for the Division. The following steps have been taken to create a working document that is fluid in nature but provides guidance to build a strong and sustainable Fire Division.

Step #1 Internal Stakeholders Meeting/Work Session

The members of the Fire Division were gathered together for the common goal of making Jerome Township Division of Fire stronger and better as we face extensive growth in the area and increased demand for services.

Members spent the day conducting a SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) of the Fire Division from their own perspective. The members were broken down into small working groups to develop and record their finding and then share them with the entire group. All results of the SWOT are found on the following pages.

Members were also tasked with the development of the Division Mission Statement, Vision Statement, and the Core Values. The unique aspect was that members had to come to a consensus as 1 team in the development of the Mission, Vision, and Core Values.

The following pages outline the Mission Statement, Vision Statement, Core Values, and the results of the SWOT Analysis.



Jerome Township Division of Fire



Mission Statement

Committed to the enrichment of the communities of Jerome and Millcreek Townships by delivering exceptional Life Safety Services, Education, and Hazard Prevention.

Vision

The Vision of the Jerome Township Division of Fire:

Continuously strive to maintain excellence of our staff and our community.

Will be fiscally responsible while adapting to growth.

Provide professional and dedicated services.

Core Values

Integrity – Moral and Intellectual honesty

Accountability – being accountable, responsible for ones actions

Dedication – passionate belief in something

Professionalism – commitment to quality, pride in our work



Jerome Township Division of Fire



Strengths

Not in any specific order or priority

Self-motivated	Nice equipment
Experience level	Renewed focus/vision
Commitment to the job	Aggressive
Up-keep of the station and apparatus	Proactive
Group unity	Growth of personnel
Diversity of knowledge	Public perception
Adaptability	Potential
Aggressive EMS Protocol	Personalities
Technology	Facilities
Keenly aware of deficiencies	Compassionate
Service oriented	Adaptive/Resourceful

Weaknesses

Not in any specific order or priority

Living in the past	Training – fire/EMS
Age of personnel	Policies/Guidelines
Slower to progress	Funding/Levy supported
Social Media	Lack of a true town
Physical fitness/Health	Sign/Station marking
Training – mutual aid	Facilities
Pay rates	Shift differences
Relationship with Trustees	911 Communications
Personalities	Vision/Direction
Location	Mentorship
Focused/Meaningful PR	Fire Prevention
Buildings	Staffing
Human Resources	Meaningful training
ISO Rating	Lack of Community Expectations



Jerome Township Division of Fire



Opportunities

Not in any specific order or priority

- New funding options
- Growth of the department
- Improved ISO rating
- Proactive response to growth
- Professionally growth of personnel/department
- New approach to communicate with our community – renew impression
- Training – Tuition reimbursement – Incident Command Training
- Training – Maintaining certifications – Prevention training
- Promotions – staffing – stations
- Strengthen relationship with community new/existing
- Strengthen relationship with mutual aid departments
- Mentorship
- New impression with residents
- Improved safety
- Be leaders in community/fire service

Threats

Not in any specific order or priority

- Annexation
- Growth – Area growth
- Funding
- Perception
- Response Times
- Bad Blood – Community
- Failure to embrace/educate residents
- Politics
- Lack of preparation for growth Trustee/Elections
- Failure to embrace internal progress of leadership
- Retirement/Retention
- Growth - Organizational Culture
- Tax Abatements
- Staffing
- Uninformed tax payer
- Bad Blood – Mutual Aid
- Injury/Illnesses of members
- Dated History



Jerome Township Division of Fire



Step #2 External Stakeholder's Meeting/Work Session

On December 13, 2018 members of Jerome and Millcreek Townships gathered to learn about their Fire Division and to share their expectations of the services they desire now and in the future. The goal was to have a wide variety of community members and business owners from both townships participate. A special thanks to the following participants:

Barry Adler	Austin Alterburg	Bart Barok	Debbie Bollinger
David Bridgmann	Keith Conroy	Joe Craft	Andrew Diamond
Mary Durr	Bob Fry	Anthony Garcia	Greg Hamrick
Andy Herb	Jon Hjelm	Jim Mitchell	Donna Montgomery
Don Schleich	Aaron Siebuhr	Jim Teitt	Andy Thomas

Participants were provided with a brief overview of the history of the Fire Division, current operations of the Fire Division, and related items such as budgets, response area, and staffing. Participants were then asked to complete surveys related to the overall development of the strategic plan. The following are the results of those surveys.



Jerome Township Division of Fire



Service Priorities

A Service Priorities Exercise was used to gather information on what the participants felt are the services the Fire Division should offer, the top priority items or where the primary focus should be. Participants ranked the services they felt were the most important to the townships, residents, and business owners. The ranking/prioritization allows the Fire Division to focus on the priorities, desires, and expectations of the community. The chart below depicts the results of the exercise. Advanced Life Support (1), Fire Suppression (2), Technical Rescue (3), and Hazardous Materials Mitigation (4) are the top 4 priorities expressed by the participants.

Service Priorities from Participants #1 Being the most important and 10 being the least important!																	
Partipants Answers/Participant Number	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11	#12	#13	#14	Average	Sum	Rank
Fire Suppression	2	1	1	7	1	2	2	2	2	1	1	1	2	1	1.857143	26	2
Advanced Life Support	1	2	2	1	1	1	1	1	1	1	2	2	1	5	1.571429	22	1
Technical Rescue	7	3	3	4	3	5	5	6	4	1	6	4	9	2	4.428571	62	3
Hazardous Materials Mitigation	5	4	8	3	2	3	6	8	3	3	5	6	5	3	4.571429	64	4
Fire Prevention/Fire Code Enforcement	3	7	4	2	1	6	9	7	5	3	3	3	6	6	4.642857	65	5
Fire Investigations	8	6	7	6	3	8	10	10	9	3	4	9	7	7	6.928571	97	9
Public Fire/EMS Safety Education	9	8	5	8	2	7	7	3	7	2	8	7	3	8	6	84	7
Paramedicine	4	5	9	10	3	9	8	5	8	2	9	5	8	4	6.357143	89	8
Emergency Management Planning and Respo	6	9	6	5	2	4	3	4	6	2	7	8	4	9	5.357143	75	6
Other: Please Specify	10						4	9	10								10

Additional comments from the exercise were placed in the Additional Comments Section.



Jerome Township Division of Fire



Community Expectations

*Verbatim and in no particular order.

- EMS Advanced Life Support services with a response time of 6 minutes or less
- Fire Suppression services with a response time of 6 minutes or less
- Fully trained and experienced firefighters and EMS
- Emergency planning capabilities. I want an emergency plan for major disasters (weather, chemical spill, school shooting)
- If there is a fire or an emergency EMS response is the #1 expectation
- Everything else should support #1
- Staff needs to be well trained in all areas to help the community in an emergency
- Fire suppression and life support and emergency response are #1 across the board
- Other activities should support #1 to include training, prevention, education etc.
- Financial stewards – max \$ paid to support
- Expect staff to be well trained across the board
- Everyone wants quick response times of course. May want to consider satellite station that allows equipment to spread out across the region
- Should have community events at the firehouse such as ice cream social or event to bring community awareness
- Township trustees ought to support the fire department on events
- On levies, information should be laid out how the millage is being reduced over time
- Newsletter on fire website should be used to build public awareness
- When they show up at the scene, I just expect good qualified personnel to assess the situation and do the best job possible, time of essence
- More of what you already do well: response, professional, friendly, available
- Training at Jerome Church: CPR, Safety Team, Baby Sitting
- Keep coordinating and cooperating with other departments
- A second station strategically located
- Highly qualified and well-trained staff and well equipped for purpose
- <5-minute response time from initial time of contact with dispatch
- Fit for duty
- Fiscally responsible
- When I was a kid, every firefighter in my local area lived in the area and when an emergency occurred, a siren sounded, and they all scrambled to respond
- Is “living local” in order to cut response time if backup is needed, be a reasonable expectation these days
- Prevention & safety education
- I expect JTDOF to manage & execute leadership in Emergency situations, especially in schools, churches, or large hazards or acts of god that cause concern over safety & health of the community
- The JTDOF should continue to educate children & elderly on safety and prevention



Jerome Township Division of Fire



Community Expectations continued:

- Well trained rescue certification and paramedics that operate efficiently
- Response times of 4 minutes or less
- Continue the great work that you are doing
- Courteous and respectful responders that act professional
- Ability to communicate effectively, especially for emergency medical interventions
- High standards for hiring staff
- The fire department should expect adequate funding and support from the community and trustees for doing their jobs well. In other words the community should expect to pay for their services.
- Arrival time less than 4 minutes
- Current training and equipment
- Community involvement
- Fast
- Professional
- Continuous improvement
- Creative
- Trained
- Leveraged partnerships
- Competent, courteous and professional personnel
- Staff that understands my needs and is willing to attend to them
- A forward thinking, progressive department that plans and trains for potential issues
- Good people & leadership
- Timely response
- Pride in all they do
- Qualified firefighters/EMTs, well trained
- Quick response times
- Employee retention, good job
- Equipment and tools that meet highest standards
- Community involvement
- I have no issues, I think you and your team do wonderful work
- I checked my R.E. tax bill and discovered my contribution to fire/EMS is rolled up into Township taxes
- I feel I am paying my “Fair Share”
- I’m not sure that some of the new developments outside of Jerome Village pay their share
- I’m surprised your budget is so small



Jerome Township Division of Fire



Community Concerns

*Verbatim and in no particular order.

- I am concerned about lack of staffing and personnel
- I am concerned about emergency planning and response
- I am concerned about hazardous materials on US 33 and 42
- Response Times
- Growth
- Retirements and keeping good firefighters
- Staffing/funding
- Be seen out in the public more
- Funds and levy \$ being available to maintain excellent level of service in the growing community
- May want to consider hiring financial planner that specializes in fire department levy and financing.
- Build a 10-year financial plan to support growth and determine financing needed
- Annexation through Dublin
- Positioning the new fire departments and response times to the South and to the North Millcreek.
- Will we at Jerome lose Millcreek in future as a service
- Need to update station
- How can we help you get word out in the community about our fire department (Jerome Church Connection)?
- Improve 911 in Union Co.
- In 10 years with developments and mergers and city expansion: what is the future of Jerome Township & Jerome Township Fire Department? This quickly expands to Police/Sheriff and City/Twp. Services
- Response time should drive the full “buildout” of what the strategic plan places into action and on top of that Risk Management must balance the “buildout”. Priorities with a consequence of inaction (not acting on one priority item due to the expense of others for example)
- What effort does the increased number of rental units in the township have on “hidden demand” – the high demand for services they don’t pay for
- Funding to keep up the good work and upgrade equipment as needed
- Continued recruitment of qualified staff
- Continuing to have training as new technologies, techniques, & equipment become available
- New facilities to allow for use by small non-profit community groups
- Enhanced 911 systems with personal details of occupants
- Evacuation response plans for transportation of people & animals to emergency shelters
- Backup communications during outage of cell phone tower & electricity



Jerome Township Division of Fire



Community Concerns Continued:

- Response times to Jerome Village
- Need for ladder equipment to have quicker response to large commercial building fires
- Require standing wells be required for any new commercial buildings with adequate sized retention ponds
- It's great that Nationwide is contributing funds to a new facility
- Lack of community involvement
- Public perception that you do nothing until a call comes in
- Lack of outreach programs – CPR/1st aid and car seat installations
- Absence of more time to inspect & interact with businesses
- Training to keep skills up
- Are there opportunities to require dry hydrants in all commercial & industrial ponds
- Could there be incentives or grants to put in dry hydrants in appropriate ponds in the residential areas
- Cultural concerns: County/City/CIC are discussing having Columbus City Council on World Affairs
- Cultural training for public officials.
- FD should explore partnership



Jerome Township Division of Fire



Training Expectations for Fire Division Personnel

*Verbatim and in no particular order.

- EMS Training (Multiple Entries)
- Fire Training
- Fire Inspector (Multiple Entries)
- Rescue Technician (Multiple Entries)
- Firefighters and EMS personnel should have as much training as possible, so they are well trained in all areas to help in all situations.
- Know more than the residents expect you to know.
- Hazardous Materials (Maybe not all but one on each shift)
- Fire Officers
- All should have CPR training
- Fire Officer 1-4 based on rank
- I believe the Fire Chief should know what kind of training should be required to be in a professional manner
- I would depend on the Chief to do this
- Someone in the department who can serve as Chaplain role or have religious leaders on call
- All personnel should be minimally qualified in EMS response, fire suppression, fire prevention, driving safety, and physically capable of doing what necessary
- Extra training provided for building code requirements, haz-mat response, public safety enforcement, etc.
- Every staff should also have basic training on fire safety inspections and building code compliance, to supplement when available, others trained in these areas specifically
- I don't feel qualified to identify what should be a priority. However it makes sense that you would work with nearby departments to have a variety of training and certifications
- Childcare/Babysitting course
- Staying at home safety class
- Burning (at home) waste safety
- My expectation is that the fire department would stay informed regarding trends and needs of the community and trained employees appropriately, considering the culture and demographics of the current community
- Most All Staff
 - Rescue Technician
 - Hazardous Materials Technician
 - Emergency Management Training
 - Some college level certification or degree
 - Interpersonal skills training
 - Fire officer appropriate level
 - Farm/Trench Rescue Technician



Jerome Township Division of Fire



Training expectation continued:

- Next Level Up
 - Bachelor's degree or better
 - Fire Safety Inspector
 - EMS Instructor
- Upper Level
 - Executive Fire Officer Program
 - Ohio Fire Executive
 - Possibly Master's degree or similar certification
- Solar panel technical response training
- Hazardous Materials – All
- EMT – All
- Bachelors/master's degree for promotions chief
- New electric and gas cars
- Firefighter and Paramedic Certifications
- OFA
- Community Paramedicine
- Emergency management training
- Public education classes
- CPR/1st Aid Instructors
- Associates Degree for promotion to Captain or above
- I believe this should be left up to the chief and the department. I believe bench marking JTFD to another similar high growth community
- Not an expert on this topic. I would expect fire professionals to be top notch and to determine what training is needed. Community as a whole are not fire experts. You determine training need and then develop a concise communicated plan to tell residents what and why training is needed or better yet, how training will impact residents in time of need.



Jerome Township Division of Fire



Community Positive Feedback

*Verbatim and in no particular order.

- Friendly and open personnel
- High level of experience
- Genuine community concern
- Friendly professional
- Thankful for your services and risking your lives to save an individual or residence
- Thankful for risks you take to support others and community. First responders
- Friendly and professional
- They have always been professional in my presence
- Always quick to address situations
- Very professional, friendly, and available
- You have really helped Jerome Church in the last year with training, building inspections, vacation bible school
- Chief is available and helpful
- Love that you are staying ahead of this
- This exercise is excellent
- Your staff appear to be well trained and highly professional
- The increased coordination between and among other communities is much improved from what it once was
- Wonderful to work with
- Love the safety week
- Fantastic interactions with kids
- Care for elderly: respectful and caring
- You are doing a great job
- Involving the community more for education and planning sessions
- Appreciate the outreach to get public input
- More community events at the fire station to let public know what you are doing
- Friendly
- Willingness to go out in public
- Availability
- Overall a big thanks for everything you do every day
- FD team is always professional
- Need more positive press on social media – push it out
- The members are friendly and positive
- Chief seems eager for input from others
- Moving forward with modernizing the image of the FD
- Being aware of future needs and services
- Great employees
- Proactive department



Jerome Township Division of Fire



Community Positive Feedback Continued:

- Keep up the great work
- I would like the men to be in good shape
- I love what you are doing and how you are growing
- Get the men to stop smoking
- I have never met a Jerome Twp. Fire Department member who was not friendly, polite, and professional

Additional Comments

*Verbatim and in no particular order.

- The church could easily host more events for the FD for education and prevention. We'd be happy to partner with you
- The idea of reaching out to get feedback is an outstanding opportunity for growth of the FD/Public relations
- Just a few ideas for the new fire station and technical upgrades
 - Use of smart vehicle technologies to communicate with other vehicles on-board real-time traffic and fastest route mapping
 - Portable solar powered backup generators for long term power outages
 - Robots with infra-red sensors and video to enter hazardous environments
 - Use of all-weather bay or roof space for use of drones by drone operators that have emergency medical training. Drones with 2-way radio/audio comms capable of delivering epinephrine, defibrillator or oxygen tank and mask to get someone calling in that can assist onsite before emergency vehicles can arrive. Drones can also be used for more rapid on-site assessment to determine needed equipment
 - Remote fire detection sensors on cell towers or other high points for early fire detection



Jerome Township Division of Fire



Critical Issues and Service Gaps

A number of critical issues and service gaps were identified after a careful review and comparison of the internal stakeholder's SWOT analysis and the external stakeholder's feedback. The following critical issues and service gaps will provide key information to help establish strategic goals that will shape the future of Jerome Township Division of Fire and the services provided.

➤ **Community**

- External communications
- Cultural differences
- Community support
- Community growth

➤ **Division Operations**

- Excessive response times
- Lack of community risk assessment/Standard of Cover
- Emergency Management Planning
- Relationship with Mutual Aid Agencies
- ISO Rating
- Community growth without sustained service growth
- Information technology
- Staffing shortages
- Budget shortages
- Equipment

➤ **Division Personnel**

- Internal communications
- Cultural differences
- Health and fitness of personnel
- Training standards
- Promotional standards & succession planning
- Retention

➤ **Fire Prevention and Safety Education**

- Lack of a robust fire prevention program
- Community safety programs
- Community outreach programs
- Fire inspections/plan reviews



Jerome Township Division of Fire



Strategic Goals

Strategic goals have been established to provide a roadmap and to establish benchmarks for the division to follow and to provide an avenue to measure performance. The strategic goals were developed based on the input from internal and external stakeholders, National Fire Protection Association Standards, Insurance Services Office Rating Schedule, State of Ohio Training Standards, State and Federal Laws, annual budgets, tax levy information, and the needs and desires of the communities of Jerome and Millcreek Townships. Strategic goals have been broken down further into specific objectives and tasks.

The Fire Division will meet each of the following goals within the next 3-5 years. To ensure the goals are measurable and are being met, the goals have been broken down into multiple objectives and critical tasks. The objectives and tasks are specific and targeted to ensure we are taking a holistic look at the service gaps and critical issues.

Although, not all goals, objectives, and tasks have a defined time line, the goals have been developed to be fluid and flexible to ensure thoroughness rather than quickness of completion.



Jerome Township Division of Fire



Strategic Goal #1

Build upon and improve the relationship between the Jerome Township Division of Fire and the citizens of Jerome and Millcreek communities.

Objective #1: Improve external communications to the citizens of Jerome and Millcreek Townships.

Task #1: Utilizes social media to distribute fire prevention and safety messages.

Task #2: Continue to host Industrial Parkway Association Meetings at the fire station to provide fire safety information to residents and business owners.

Task #3: Partner with local businesses to host the Fire Division for fire prevention and safety talks and demonstrations.

Task #4: Host an open house at the Fire Station during Fire Prevention Week and other key times of the year to bring awareness to the community.

Task #5: Work with community leaders to breakdown the barriers to the cultural differences within each community.

Task #6: Market the Fire Division with a video highlighting the services provided to our community.

Task #7: Partner with the Union County Emergency Management Agency to install additional Emergency Warning Sirens in the response area.

Task #8: Develop a plan to implement a Fire District between Jerome and Millcreek Townships.

Objective #2: Improve community support through education, community involvement, regular strategic planning meetings, and community surveys.

Task #1: Develop and distribute a community survey by August 1, 2019.

Task #2: Conduct strategic planning sessions semi-annually to gather input for internal and external stakeholders.

Task #3: Conduct regular community CPR, 1st Aid, fire extinguisher, babysitting, and other safety classes to engage the community.



Jerome Township Division of Fire



Strategic Goal #2

Enhance the ability to prepare for, respond to, mitigate, and recover from emergencies and disasters by developing a community driven service delivery model.

Objective #1: Reduce overall response times within the communities of Jerome and Millcreek Townships.

Task #1: Coordinate with the Union County Sheriff's Office Dispatch Center to devise a plan to answer emergency calls, process emergency calls, and dispatch emergency calls that meet National Fire Protection Association Standard 1710.

Task #2: Conduct regular training and turnout drills with all personnel to ensure turnout times meet and exceeds the National Fire Protection Association standard 1710.

Task #3: Continue to develop plans for the construction of additional fire stations to provide faster responses, meet National Fire Protection Association standard 1710, and to become an integral part of the growing community.

Objective #2: Deploy resources in an effective manner throughout the communities of Jerome and Millcreek Townships.

Task #1: Finalize the Community Driven Strategic Plan by April 1, 2019.

Task #2: Finalize plans to build a 2nd Fire Station in the Northern part of response area to provide better access to both Jerome and Millcreek Townships by June 1, 2019.

Task #3: Partner with neighboring departments to develop innovative service agreements by sharing resources and reducing response times to our citizens.

Task #4: Utilizing response data, geographic data, and growth projections to develop initial plans for the location and construction of a 3rd fire station by January 1, 2021.

Task #5: Secure funding to match the needed and expected resources to the demand for service and growth in the response area by December 2019.

Task #6: Continuously seek out and secure grant funding through all available sources to offset the funding by residents.



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Task #7: Develop a Standard of Cover to evaluate the community risk and assign resources based on that risk by January 1, 2020.

Task #8: Continuously provide for safe staffing levels on apparatus and on responses to meet the National Fire Protection Association standard 1710.

Task #9: Partner with local businesses to deploy Automatic External Defibrillators (AED) within the community and train members of the community in CPR/1st Aid.

Task #10: Continue to coordinate with area departments for the development of a regional Hazardous Materials Response Team.

Task #11: Continue to coordinate with area departments to support and participate in the Upper Scioto Water Rescue Task Force.

Objective #3: Maintain facilities, apparatus, and equipment in a constant state of readiness.

Task #1: Implement a vehicle maintenance schedule to ensure all apparatus and equipment is maintained for peak performance.

Task #2: Implement a Capitol Improvements Budget and Replacement Schedule for all apparatus and equipment by September 1, 2019.

Task #3: Provide the highest quality of training to personnel to ensure facilities, apparatus, and equipment is maintained to the highest level.

Objective #4: Specify and purchase quality facilities, apparatus, and equipment.

Task #1: Ensure that when facilities, apparatus, and equipment is purchased it is of quality construction and material that will last.

Task #2: Purchase equipment and apparatus that are designed with the highest levels of safety for responders and those we serve.

Task #3: Specify and purchase facilities, equipment, and apparatus that meets and/or exceeds national standards and have been tested to those standards.

Task #4: Specify and purchase facilities, equipment, and apparatus that enhance the overall operational ability of the fire division.



Jerome Township Division of Fire



Strategic Goal #3

Develop our personnel to meet the challenges of our growing community, the types and diversity of responses, and the risks associated with each response.

Objective #1: Develop a recruitment platform that will attract new personnel that are dedicated and willing to support the Mission, Vision, and Core Values of Jerome Township Division of Fire.

Task#1: Evaluate current hiring practices to ensure we are attracting the best candidates possible for both full-time and part-time positions.

Task #2: Maintain an environment within the division to promote growth of all personnel that will allow them to achieve their goals.

Task #3: Evaluate the current recruit manual and update to reflect the changes in the division, training requirements, and priorities of the division.

Objective #2: Develop future and current division members to their fullest potential.

Task #1: Develop job descriptions for each position within the fire division.

Task #2: Develop performance objectives and minimum training standards for each position within the fire division.

Task#3: Develop a career track for members to follow for promotions and/or advancement opportunities within the division.

Task #4: Continue to support the use of Tuition Reimbursement for division members to obtain their college degrees.

Task #5: Develop a mentoring program for each position within the fire division.

Task #6: Utilizes outside resources such as the National Fire Academy and the Emergency Management Institute to provide enhanced training to members of the fire division.

Task #7: Develop and implement a succession plan for the fire division.



Jerome Township Division of Fire



Objective #3 Develop a physical and mental fitness program to ensure the health and safety of our most valuable resource.

Task #1: Develop an annual physical program to ensure each member's health is being monitored and treated accordingly.

Task #2: Develop a physical fitness program for all division members to ensure they are maintaining and improving the physical fitness ability and improving their safety.

Task #3: Conduct annual physical abilities test for all current members to ensure they can carry out assigned functions on emergency scenes.

Task #4: Work in a harmonious manner to implement programs within the Collective Bargaining Agreement.

Task #5: Conduct regular safety training for all fire division members.

Task #6: Partner with local resources to provide mental health services to protect members from the effects of emergency services.

Task #7: Provide annual cancer screenings for all division members.

Objective #4: Ensure the safest working environment for division members.

Task #1: Design and purchase apparatus that meet or exceed safety standards set forth by NFPA, BWC, USFA, and other resources pertinent to the apparatus.

Task #2: Design and build fire stations that keep contaminants out of living areas in the fire station.

Task#3: Develop best practices for the decontamination of personnel and equipment after emergency responses.

Task #4: Ensure facilities and equipment are maintained to the highest standard.

Task#5: Conduct annual safety inspections of apparatus, facilities, and equipment to ensure they are operating at 100% efficiency.

Task #6: Develop policies and procedures to ensure division members are not harassed, bullied, and threatened at work.



Jerome Township Division of Fire



Strategic Goal #4

Build upon and improve the relationship between members of the fire division and members of neighboring agencies.

Objective #1: Build upon the internal relationships of division members.

Task #1: Conduct a minimum of 2 department meetings each year to reinforce the Mission, Vision, and Core Values of the Division.

Task #2: Conduct regular team building exercises to build upon relations with crew members and other crews.

Task #3: Continually seek out empower members to lead projects to build the operations and readiness of the division.

Task #4: Support the members of the fire division in their goals.

Objective #2: Build upon the external relationships with neighboring departments and agencies.

Task #1: Hold regular planning meetings with area departments to share resources and ideas to improve operations.

Task #2: Conduct monthly drills with a minimum of 1 neighboring department to improve responses and relationships.

Task #3: Update automatic response agreements and mutual aid agreements.

Task #4: Participate in semi-annual emergency management drills for the coordination of resources and the development of division members.

Task #5: Seek out opportunities to share resources such as reporting software, pre-planning software, and vehicle specifications etc.

Task #6: Coordinate response plans and run cards with neighboring departments.



Jerome Township Division of Fire



Strategic Goal #5

Ensure the sustainability and the longevity of the Jerome Township Division of Fire.

Objective #1: Ensure fiscal responsibility of the fire division.

Task #1: Scrutinized budgets and spending to ensure the true needs of the division are being met.

Task #2: Continually match budgets to reflect the available financial resources.

Task #3: Seek out opportunities for grants to offset local funding.

Task #4: Ensure division members are conscientious of their spending to meet operational readiness needs.

Task #5: Continually identify opportunities to cut spending or reduce costs.

Objective #2: Ensure the sustainability of operations beyond the next budget year.

Task #1: Project needs-based assessments of the community to project future growth.

Task #2: Match adequate resources to meet the projected growth of the service area.

Task #3: Project funding needs to support the operational needs of the division and the service demands of the community.

Task #4: Propose and support funding requests with facts and data to illustrate the need for operations and safety.



Jerome Township Division of Fire



Strategic Goal #6

Develop and Implement a robust and safety driven fire prevention, fire education, and community safety program within the response area.

Objective #1: Focus on a fire safety inspection program for all commercial structures.

Task #1: Conduct a minimum of 1 fire safety inspection of all commercial building within the response area annually.

Task #2: Conduct plan reviews in a timely manner for all new commercial structures, planned unit developments, and major residential construction products.

Task #3: Coordinate regular fire/community safety education sessions for area businesses, residents, and the general public.

Task #4: Develop community safety presentations to be shared at public meetings or via social media to educate the community about fire and community safety.

Task #5: Partner with community leaders to develop and present community safety education at all levels of education and government.

Task #6: Partner with local schools to ensure fire and community safety programs are being implemented within all grades and schools.

Task #7: Develop a comprehensive data base of building diagrams and pre-incident plans for all commercial, multi-unit residential structures, and target hazards within the response area.

Task #8: Develop a self-inspection checklist for business owners to reduce the number of fire safety violations within their businesses/structures.

Task #9: Develop and implement community safety awards to showcase businesses and buildings that meet fire safety standards and the fire code.

Task #10: Utilize information from fire investigations to educate and promote fire and community safety in the response area and nationwide.

Task #11: Develop and implement a Continuity of Operations Plan and an Emergency Management Plan for the continued operations of the Fire Division in the event of a natural or manmade disaster.



Jerome Township Division of Fire



Strategic Goal #7

Ensure that every aspect of the Fire Division is in support of the Mission, Vision, and Core Values.

Objective #1: Simply put, everything we do supports the Mission, Vision, and Core Values.

Task#1: Always ask ourselves, if what we are doing is in support of the Mission, Vision, and Core Values of the Fire Division.

Task #2: Ensure Members embrace the Mission, Vision, and Core Values.

Task #3: Regularly evaluate the Mission, Vision, and Core Values to ensure they are appropriate for the Fire Division.



Jerome Township Division of Fire



Executive Summary

This strategic plan represents the work of the dedicated men and women of Jerome Township Division of Fire and their desires to provide the highest level of service possible. The strategic plan is a fluid document that provides seven goals to be accomplished over the next 3-5 years and can be updated and measured to ensure we are meeting the needs of the communities of Jerome and Millcreek.

The citizens of Jerome and Millcreek Townships have provided valuable information they feel is important in the development of an organization that is tasked with the safety of their family, their homes, their businesses, and their livelihood. All information provided was utilized to create this strategic plan and will be revisited continuously to ensure we meet the desires of the community.

The Jerome Township Division of Fire will be known as a service that placed high emphasis on Community Expectations and a high priority on the overall service delivery. The men and women of the Fire Division stand ready to meet the challenges head on and work to meet these expectations now and into the future. Without the support of division members, community representatives, and the Trustees from Jerome and Millcreek Townships, this strategic plan would not have been possible.

Respectfully

Douglas Stewart
Fire Chief