

## City of Perrysburg Fire Division Strategic Plan 2024 - 2028



Commission on  
Fire Accreditation  
International

City of Perrysburg, Ohio  
Fire Division  
10th Edition of the Commission on  
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(CFAI) Guidelines

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### **Executive Summary**

The Perrysburg Fire Division (PFD) is pleased to present its 2024-2028 Strategic Plan. Strategic Planning is defined as: “A continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.” PFD has set forth to develop a strategic plan that establishes a roadmap to accomplish the mission to provide the highest quality of EMS, fire protection, and education to the citizens which in turn reflects the Division’s vision of being a nationally accredited Fire Division.

This Strategic Plan re-affirms PFD’s mission, vision, and value statements which are the keystones of the organization. The Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T.) Analysis identifies key factors that affect organizational performance. When compared to the Core Programs and Services, this analysis will identify concerns and service gaps in PFD’s performance. From this analysis, PFD can establish initiatives with corresponding goals and objectives.

This Strategic Plan is submitted to the City of Perrysburg’s Mayor, City Administrator, Director of Public Safety, and City Council for awareness, support, planning and budgeting purposes.

### **Introduction**

The City of Perrysburg has a history of embracing and supporting the traditions of the fire service, as well as our value to the community. PFD's commitment to the community is reflected in the quality services provided; emergency medical services, fire suppression, technical rescue, hazardous conditions response, Community Risk Reduction, public education classes, and fire inspections/investigations to the residents, businesses, and visitors of the City of Perrysburg. Planning is critical to the success of both the city and PFD. The planning phase for the next five years (2024 – 2028) will focus on the following areas:

- Review previous strategic plan and accomplishments
- Identify new strategic initiatives
- Develop new strategic goals and objectives
- Publish a new five year strategic plan

The Strategic Plan is written in accordance with the guidelines established by the CFAI Accreditation Model Self-Assessment Manual 10th edition.

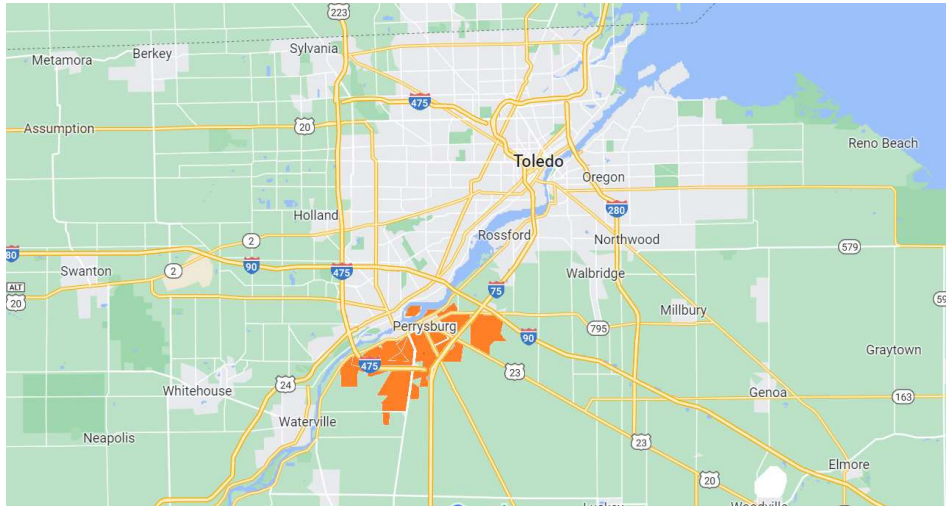
## Organizational Background

### About the City

The history of Perrysburg began with the construction of Fort Meigs. When the war of 1812 began to creep upon Northwest Ohio, fort construction began in February 1813 by soldiers under General William Henry Harrison. Fort Meigs was constructed on a bluff above the Maumee River and was created from a design by army engineer Captain Eleazer D. Wood, for whom the county would be named. Perrysburg was surveyed and platted in 1816 by Joseph Wampler and William Brookfield under the auspices of Alexander Bourne. Perrysburg is one of at least 12 other early towns or villages surveyed by the Federal Government. Founded in 1816, Perrysburg is named after Commodore Oliver Hazard Perry, naval commander during the War of 1812. With its location along the Maumee River, Perrysburg soon became a center for shipbuilding and commerce. Perrysburg Village obtained “City” status in 1965.

### About PFD

In 1838, the Village Council passed an ordinance creating the first Village Fire Department. The first fire station was located at the center of the Village (now 116 Louisiana Ave). Due to the need for additional room to house all the fire department’s equipment, the fire department moved to East Front Street in 1856, West Front Street in 1870, West Second Street in early 1900’s and then finally West Indiana Ave (present



*Fire Station 38 – West Indiana Ave*



*Fire Station 39 – Fort Meigs Road*

Station 38) in 1957. In 2019, PFD expanded by adding a second fire station on Fort Meigs Road (Station 39).

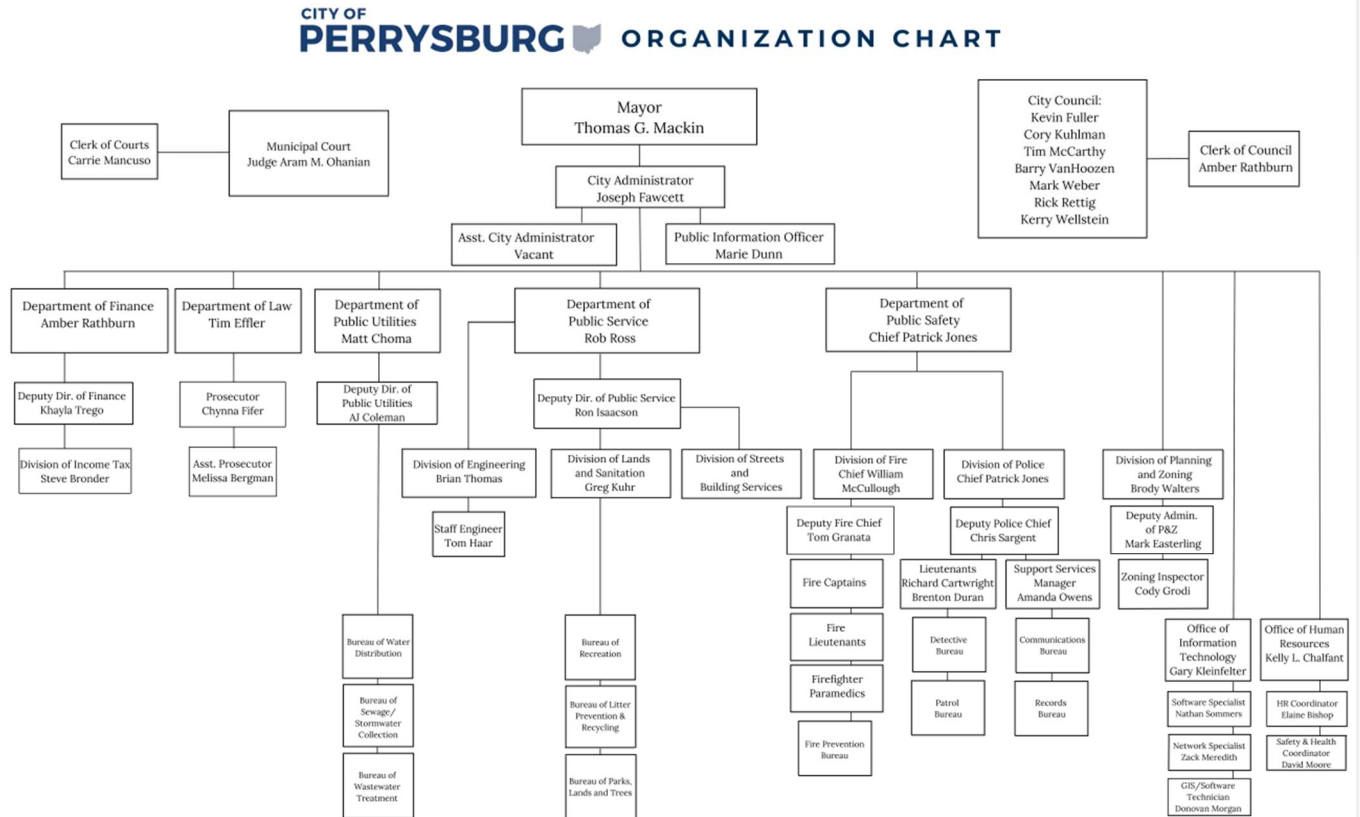
Today, PFD is a professional organization with full-time and several part-time members who operate out of two fire stations and provides fire and EMS services to 25,000+ residents. PFD provides coverage not only for the City of Perrysburg, but also provides contractual auto-aid and requested mutual aid services to/from adjacent cities and townships. PFD has three (3) Engines, one (1) Tower/Ladder, three (3) paramedic units, two (2) boats, and several utility vehicles in service every day to serve the City of Perrysburg. PFD responds to 3000+ incidents annually with over 80% of those incidents being EMS related. PFD currently has a Class 3 ISO rating.

PFD is working towards becoming an Internationally Accredited Agency by the Commission on Fire Accreditation International (CFAI) and the Center for Public Safety Excellence (CPSE). PFD is currently in “Applicant Agency” status.

## Organizational Structure

### City

The City of Perrysburg is a mayor-council form of government. The organization is outlined below.



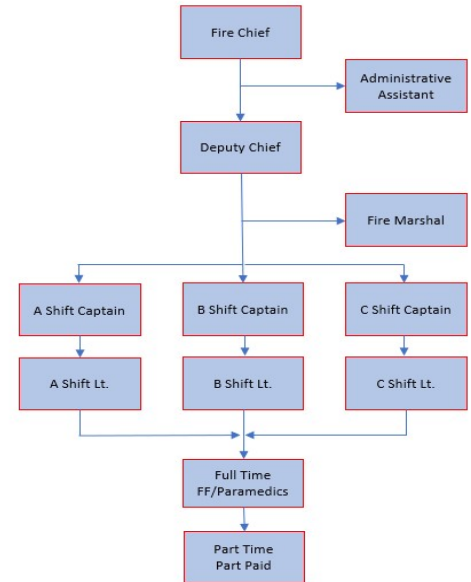


## PFD

PFD's administrative office is located at the Fire Headquarters (Station 39) located on Fort Meigs Road in Perrysburg, OH.

PFD is organized in a top-down hierarchy across three internal branches: Administrative (Fire Chief), Operations (Deputy Fire Chief) and Fire Prevention/Community Risk Reduction (Fire Marshal). The organizational structure is approved by the governing body (i.e., Fire Chief, City Administrator, Public Safety Director, and City Council) and is outlined in PFD Policy and Procedures.

PFD personnel are assigned to a shift, either "A", "B", or "C" Shift. Each shift works 24 hours on duty followed by 48 hours off (continually repeating shift rotation). Station 38 and Station 39 are both staffed with full-time firefighter/paramedics, including a shift Captain and Lieutenant, per 24-hour shift and supplemented with part-time staff.





## Mission Statement, Vision Statement and Core Values



### Mission

The Mission Statement defines the fundamental purpose of PFD, its reason for existence. The statement describes: Who we are, what we do and for whom.

*Mission Statement: The Perrysburg Fire Division is dedicated to providing the highest quality EMS, fire protection, and education to the citizens that we serve.*

### Vision

Serving as a guide in fulfilling PFD's mission, the Vision Statement provides the basic tenet of employee behavior and serves as inspiration for PFD to be at our best.

*Vision Statement: Our vision is to be a nationally accredited all-hazards emergency service provider to the citizens and visitors of Perrysburg. We will accomplish this by remaining mission focused, maintaining strategic community partnerships, developing our members for the future, and fostering an atmosphere of trust, innovation, creativity, and accountability.*

### Values

Expanding upon the Vision Statement, our values clearly state the shared beliefs that drive PFD's organizational culture.

- *Partnerships – Collaborate with public and private agencies to provide exceptional customer service.*
- *Respect – Maintain a high regard for our profession ourselves, and our community.*
- *Integrity – Truthfulness, transparency, and honesty in every action.*
- *Dedication – To safety and wellness in our community.*
- *Excellence – In all that we do.*

These statements provide the foundation for achieving organizational excellence while serving as the moral compass in every facet of PFD's operations. Every effort will be made to ensure that each remains current. The Mission, Vision, and Value Statements are posted at each station and is found in PFD Policies and Procedures Manual.

## Community Driven Strategic Planning

Public expectations demand that municipalities provide programs and services that meet community needs. Budgetary issues and limited resources drive organizations to implement strategic planning as a critical component of its management philosophy. Strategic planning is a structured process for developing plans by providing organizations with advantages that include short-term direction, organizational vision, organizational goals and objectives, and optimized use of resources.

PFD solicited input from the community and Fire Division. Twenty-two (22) external stakeholders (politicians, citizens, and business owners) and twelve (12) internal stakeholders (PFD members) agreed to participate in the planning process. Meetings were held at the Fire Division two times a month over a period of four (4) months. These meetings resulted in the development of PFD's Strategic Plan.

The Federal Benchmarking Consortium Study Report *Serving the American Public: Best Practices in Customer-Driven Strategic Planning* (1997), Goodstein, Nolan, & Pfeiffer defined strategic planning as a “*continuous and systematic process* where the *guiding members* of an organization make decisions about its future, develop the necessary *procedures and operations* to achieve that future, and determine *how success is to be measured*.” Within this definition are key words that are important and must be understood. These words are:

- *Continuous* refers to an ongoing process where the end result is not merely to produce a plan but rather a dynamic document that is flexible to change.
- *Systematic* recognizes a structured and deliberate effort with identified steps.
- *Process* recognizes the importance of thinking strategically about the future and how to get there.
- *Guiding members* include not only the decision makers but also employees and stakeholders who are affected by the decisions being made.
- *Procedures and operations* define the actions necessary to implement and execute the plan such as aligning organization efforts with clear goals and objectives, allocating resources, and developing the workforce to achieve the desired outcomes.
- *How success is to be measured* recognizes appropriate metrics that are put in place to determine success.

Public service organizations understand that community expectations dictate current services and greatly influence future direction. Therefore, community expectations must be considered in strategic planning. The Federal Consortium Benchmarking Study defined customer-driven organizations as those that "maintain a *focus* on the *needs and expectations*, both *spoken and unspoken*, of customers, both *present and future*, in the creation and/or improvement of the product or service provided." Again, key words must be understood:

- *Focus* means that organizations actively seek to examine its products, services, and processes through the eyes of the customer.
- *Needs and expectations* focus on customers' preferences, requirements, standards for performance, timeliness, and cost. These items are taken into consideration for the programs and services offered by the organization.
- *Spoken and unspoken* refers to not only the expressed needs and expectations, but also information developed independently about customers. The preferences, standards, and industry will be used as input to the organizational planning.
- *Present and future* recognizes customers presently using the programs and services as well as those that will in the future. Both groups factor into planning considerations.

The need for public service agencies to develop a community-driven strategic plan is readily apparent. As noted, strategic planning offers a structured process to follow. CFAI's Fire Service & Emergency Service Self-Assessment Manual identified these key steps as:

1. Define the programs provided to the community
2. Establish the community's service program priorities
3. Establish the community's expectations of the organization
4. Identify any concerns the community may have about the organization
5. Identify the aspects of the organization that the community views positively
6. Revise the Mission Statement
7. Revise the Values of the organization's membership
8. Identify the Strengths of the organization
9. Identify any Weaknesses of the organization
10. Identify areas of Opportunity for the organization

11. Identify potential Threats to the organization
12. Identify the organization's critical issues
13. Identify the organization's service gaps
14. Determine strategic initiatives for organizational improvement
15. Establish realistic goals and objectives for each initiative
16. Identify implementation tasks for the accomplishment of each objective
17. Determine the vision of the future
18. Develop organizational and community commitment to accomplishing the plan

By utilizing the community-driven strategic planning process, opportunities exist for the organization to bring together management, employees, stakeholders, and community through a mutual understanding of where the organization is going, how everyone involved can work towards that common purpose, and how success will be measured.

PFD formed a strategic planning team to create and implement a practical, useful blueprint to meet the community's current and future expectations for public safety. This document is the result of hours spent gathering information, analyzing data, and developing goals and objectives to address identified gaps in service to further organizational excellence.

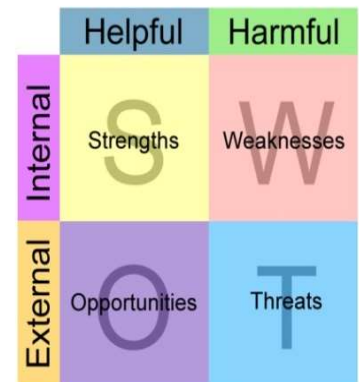
## Core Programs and Services

PFD supports and delivers the following programs and services to the citizens and visitors of Perrysburg.

Core Programs and Services of PFD		
Emergency Medical Services	Fire Suppression	Fire Inspections and Investigations
Technical Rescues	Hazardous Conditions	Community Risk Reduction
Community Education		

## S.W.O.T. Analysis

The S.W.O.T. Analysis is most often used to align an organization's resources and capabilities to the environment in which it operates. This analysis separates internal factors (strengths and weaknesses) that organizations have control over from its external factors (opportunities and threats) which it does not. Strengths and opportunities are seen as being beneficial to the organization while weaknesses and threats are seen as potentially harmful inhibiting success.



S.W.O.T. components include:

- Strengths are the attributes and characteristics that distinguish and enable PFD to accomplish its mission. An organization should focus its efforts on meeting community needs and providing core programs that match those strengths. Programs that do not meet these conditions should be reviewed. Equipment, personnel, programs, and services offered, and customer goodwill are examples of organizational strengths.
- Weaknesses represent the qualities that prevent PFD from achieving its mission or reaching its full potential. Weaknesses are considered factors which do not meet organizational standards. PFD performance is greatly influenced by its ability to identify and resolve weaknesses. Obsolete equipment, insufficient infrastructure, and inadequate or complex decision-making processes are examples of weaknesses.
- Opportunities represent the external environment in which PFD operates. Opportunities present conditions that have the potential to have a positive impact in PFD's operations in the next five years. Opportunities should be viewed as a chance to not only improve existing services but also expand beyond its traditional service area.
- Threats represent conditions or circumstances that have the potential to have a negative impact on PFD's operations. To limit or reduce loss, organizations must identify threats. Unrest among employees, changing technologies, and economic downturns are examples of environmental threats.

## PFD S.W.O.T. Analysis

The S.W.O.T. Analysis was completed using responses from the external and internal group discussions.

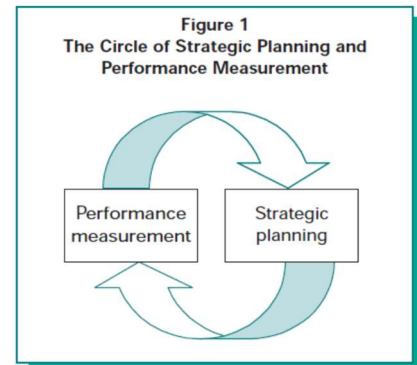
	Positive	Negative
<b>Internal</b>	<b><u>Strengths</u></b> <ul style="list-style-type: none"> <li>• Well trained firefighters</li> <li>• Multi-disciplinary</li> <li>• Diverse training/Job roles (quality)</li> <li>• Knowledge based</li> <li>• Quality equipment</li> <li>• Community respect</li> <li>• Engaged community involvement</li> <li>• Union participation</li> <li>• Problem solvers</li> <li>• Hold peers to high standards</li> <li>• Comradery/family atmosphere</li> <li>• Dependability</li> <li>• Cohesiveness of staff</li> <li>• Good customer service</li> <li>• Adaptable to new technology</li> <li>• Caring</li> </ul>	<b><u>Weaknesses</u></b> <ul style="list-style-type: none"> <li>• Equipment in for repair too often</li> <li>• Response time to incidents</li> <li>• Internal disconnect</li> <li>• Employee retention/morale</li> <li>• Staffing</li> <li>• Community growth outpacing division</li> </ul>
<b>External</b>	<b><u>Opportunities</u></b> <ul style="list-style-type: none"> <li>• Additional prevention &amp; education staff</li> <li>• Firefighter knowledge of local businesses (ie. Pre-planning and surveys)</li> <li>• Restructure administration, training, maintenance, &amp; shift officers</li> <li>• Car seat checks</li> <li>• Grants procurement</li> <li>• Community training (ie. expand CPR)</li> <li>• Follow-up with customer feedback</li> <li>• Improve internal communications</li> <li>• Community Paramedicine</li> </ul>	<b><u>Threats</u></b> <ul style="list-style-type: none"> <li>• Public image</li> <li>• Increased population and housing as related the city's growth</li> <li>• Funding</li> <li>• Increased traffic volume</li> <li>• Highways, railways, and waterways</li> <li>• Resistance to change</li> </ul>



## Performance Measurements

The effectiveness of strategic planning would be significantly lessened without establishing some type of performance measure that allows the organization to distinguish success from failure. Performance measurements allow an organization to “manage-for-results” using defined criteria reflecting:

- How well an organization is doing
- If an organization is meeting its goals
- If customers of service are satisfied
- If and where improvements are necessary



PFD plans to address these criteria inputs by asking for and receiving input from not only internal Fire/EMS staff, but via a “customer satisfaction” community survey. The results of these inputs will be analyzed and used for ongoing performance measurements, defining goals and objectives, and future strategic planning.

## Financial Planning

PFD recognizes that a commitment of financial resources is necessary to accomplish this plan. The Perrysburg City Council approves the current programs/services goals and objectives offered by PFD through the annual budget review and approval process. This budget is established each year through revenue projections from income taxes, local property taxes and EMS transport fees.

The Fire Chief, with input provided by the Command Staff, allocates funding necessary to support PFD's Programs/Services Goals and Objectives. Each allocation is based on a prioritized needs assessment remaining consistent with projected budget funding and PFD's mission.



## **Strategic Plan Implementation and Success**

The success of the plan will not be measured strictly by the implementation of goals and objectives. The success of the plan will also be measured from the support received by the city elected officials, PFD members, and the community. It is this vested interest and support that will ultimately enable PFD to successfully carry forth this plan.

To be held accountable to delivering on the Strategic Plan, the Fire Chief will appoint a PFD plan committee made up of fire division members, no more than five members including either the Fire Chief and/or Deputy Fire Chief, to oversee its implementation and success. The plan committee will meet quarterly to monitor whether strategies, goals and objectives are being accomplished. The PFD plan committee appointed by the Fire Chief will also be responsible for keeping all PFD members updated on overall progress.

## PFD Strategic Initiatives

The Strategic Planning Team developed the following strategic initiatives based upon the critical issues and service gaps (see PFD’s Performance Gaps/Concerns document) that were identified. The strategic initiatives serve as the basis for establishing goals and objectives with the results of the S.W.O.T. analysis in mind.

Previous strategic plans focused on training, employee wellness and partnerships initiatives. While these three (3) initiatives are very important to the fire division and will continue to be included in the strategic plan, the 2024-2028 strategic plan will add a fourth initiative to include a focus on Fire/EMS operational related activities.

City of Perrysburg Fire Division - Strategic Initiatives			
Training	Employee Wellness	Partnerships	Operational
When the citizens of Perrysburg place a call for help, they expect and deserve the very best from PFD when we respond. To provide the very best services to our community, the importance of fire and EMS training is paramount. PFD must always provide fire and EMS training that consistently maintains and enhances the knowledge, skills, and abilities of our firefighters/paramedics. PFD will train with the principles of safety, effectiveness, efficiency, and relevance. Training will include swift water rescue, live fire training, and confined space training.	Firefighter health and safety are top priorities for PFD. In addition to following safety regulations like OSHA and standards like NFPA, it is also important to promote a culture of well-being. Firefighting is a strenuous job, and data from the United States Fire Administration identifies heart attacks as a leading cause of death for active-duty firefighters. Wellness programs for PFD will include exercise/nutrition, cancer awareness, mental health awareness, and health initiatives.	Partnerships can help PFD become more efficient and responsive to the needs of our community. Strategic partners within the City of Perrysburg include but are not limited to schools, community visibility, local businesses, and many other local organizations who can provide PFD with partnerships that can result in community education, Community Risk Reduction, sound advice and sometimes financial assistance.	Operational plans allow PFD to align the fire division’s resources (i.e. equipment, apparatus, and personnel) requirements with the annual budgeting process. In this way, the operational plan clarifies how the organization will achieve and fund these goals and objectives.

## SMART Principle

Goals and objectives were developed for each strategic initiative. Effective goals and objectives will enable PFD to achieve its mission and vision while focusing on values. Goals were written to meet the initiatives then the objectives for each goal was developed. The objectives were created using the SMART principle; Specific Measurable Attainable Relevant Time-bound. The Strategic Planning Team established goals for each strategic initiative as well as identifying specific objectives, critical tasks, and initial completion benchmarks.

### Specific

Objectives should address the five W's...Who, What, When, Where, & Why. Use action verbs...create, develop, implement, produce, etc.

### Measurable

Objectives should include numeric or descriptive measures that define quantity, quality, etc. How will you and your team know when the goal has been successfully met? What do you need to measure, and can it be easily measured?

### Attainable

Objectives should always be within the grasp of the individual for whom it is assigned. Unreachable goals ultimately lead to frustration.

### Relevant

Objectives should be relevant to the broader organizational mission, and this relevance should be communicated.

### Time-bound

Objectives should identify a definite target date for completion and/or frequencies for specific action steps that are important for achieving the goal.

## Completed Initiatives, Goals and Objectives 2019-2023

Initiative: Training				
Goal	Objective	Ownership	Timeframe	Status
Swift Water Rescue	Awareness training for all members	Operations	2022	Completed
	Ensure PFD has sufficient and appropriate equipment for swift water rescue	Operations	2023	Completed
Live Fire Training	Training with automatic aid partners	Operations	2021	Completed
	Collaborate with the State Fire Marshal and BGSU Fire School for training opportunities	Operations	2021	Completed
	Create partnerships with organizations that have live fire training facilities	Operations	2021	Completed
Confined Space Training	Register a member for a Train-the-Trainer (T-t-T) Program	Operations	2021	Completed
	Awareness training for all members	Operations	2021	Completed
	Provide sufficient and appropriate equipment	Operations	2021	Completed
Boat Operations	Train all personnel on basic boat operations.	Operations	2023	Completed

**Completed Initiatives, Goals and Objectives 2019-2023**

<b>Initiative: Employee Wellness</b>				
<b>Goal</b>	<b>Objective</b>	<b>Ownership</b>	<b>Timeframe</b>	<b>Status</b>
Cancer Awareness	Create a post-incident decontamination plan	Administrative	2021	Completed (Hot box w/exercise bicycles installed/implemented)
	Update Station 38 to be more conscious of cancer-causing carcinogens	Administrative	2021	Completed
Health Initiatives	Provide Posttraumatic Stress Disorder (PTSD) information	Administrative	2021	Completed
	Create awareness for suicide prevention	Administrative	2021	Completed
	Provide information on the importance of mental health	Administrative	2021	Completed



## Completed Initiatives, Goals and Objectives 2019-2023

Initiative: Partnerships				
Goal	Objective	Ownership	Timeframe	Status
Schools	Continue active shooter awareness training and Stop the Bleed training	Fire Prevention and Community Risk Reduction	2022	Completed
	Student/Staff safety to include fire safety and kitchen safety	Fire Prevention and Community Risk Reduction	2019-2022	Completed
	Continue to meet regularly with the school safety committee	Fire Prevention and Community Risk Reduction	2019-2022	Completed
	Fire career recruitment	Fire Prevention and Community Risk Reduction	2019-2022	Completed
Community Visibility	Provide education on our higher risk community locations	Fire Prevention and Community Risk Reduction	2019-2022	Completed
	Participate in community events and open house with an education component	Fire Prevention and Community Risk Reduction	2019-2022	Completed
Business Partnerships	Hazard Mitigation and Identify training equipment to address Hazards	Fire Prevention and Community Risk Reduction	2019-2022	Completed
	General education to meet the needs of the community	Fire Prevention and Community Risk Reduction	2019-2022	Completed

## Initiatives, Goals and Objectives 2024-2028

Initiative: Training				
Goal	Objective	Ownership	Timeframe	Comments
Swift Water Rescue	Train-the-Trainer (T-t-T) Program	Operations Deputy Chief	2024	Support one to three members to attend and then bring program back to PFD.
Live Fire Training	Partner with other agencies (i.e., State, BGSU Fire School, other local fire departments) for live fire training	Operations Deputy Chief	2024-2028	
Confined Space Training	Awareness training	Operations Deputy Chief	2024	Possibly host a training session.
	Sufficient and appropriate equipment	Operations Deputy Chief	2024-2027	

*Assumption: All goals and objectives will have an assigned PFD member as owner of the objective, a documented business case showing the need and planned approach, benefits/risks, return on investment to the department, final recommendation, and all associated costs. The business case document will be used as input to the annual budget cycle.*

## Initiatives, Goals and Objectives 2024-2028

Initiative: Employee Wellness				
Goal	Objective	Ownership	Timeframe	Comments
Exercise/Nutrition	Fitness plan or peer fitness program	Operations Deputy Chief	2024-2025	Non-mandatory fitness program for all members
	Healthcare partnerships with local providers	Administrative Chief	2024-2025	
Cancer Awareness	Sufficient and appropriate equipment	Administrative Chief	2024-2025	Consider recommendations from IAFF and IAFC

*Assumption: All goals and objectives will have an assigned PFD member as owner of the objective, a documented business case showing the need and planned approach, benefits/risks, return on investment to the department, final recommendation, and all associated costs. The business case document will be used as input to the annual budget cycle.*

## Initiatives, Goals and Objectives 2024-2028

Initiative: Partnerships				
Goal	Objective	Ownership	Timeframe	Comments
Schools	Student/Staff safety to include fire safety and kitchen safety	Community Risk Reduction Fire Marshal	2024-2028	Program for Fire and Kitchen Safety for school students and staff. Meet regularly with School Safety Committee.
	Active Shooter Awareness training and Stop the Bleed training	Administrative Chief	2024-2028	PFD with the Police Division an annual basis to ensure proper skill levels.
	Fire Career Recruitment	Administrative Chief	2024-2028	Partner with the Schools and Career Centers.
Community Visibility	Community Events and Open Houses with an Education Component	Community Risk Reduction Fire Marshal	2024-2028	Presence within community.
	Fire OPS 101	Community Risk Reduction Fire Marshal	2024-2028	Coordinate with the IAFF to host a Fire Ops 101 class for elected officials, appointed officials and other.
<u>Business Partnerships</u>	Healthcare Summit	Community Risk Reduction Fire Marshal	2024-2025	Ongoing working relationship with skilled nursing facilities.
	Pre-plan Facilities	Community Risk Reduction Fire Marshal	2024-2028	Ensure proper documentation of the preplans on all commercial buildings.
	Partner with Local Hospital	Operations Deputy Chief	2024-2028	Partner with hospitals for ways that will benefit both entities
	Partner with Chamber of Commerce	Administration Chief	2024-2028	Remain active with the Chamber to establish and evolve business partnerships.

*Assumption: All goals and objectives will have an assigned PFD member as owner of the objective, a documented business case showing the need and planned approach, benefits/risks, return on investment to the department, final recommendation, and all associated costs. The business case document will be used as input to the annual budget cycle.*

## Initiatives, Goals and Objectives 2024-2028

Initiative: Operational				
Goal	Objective	Ownership	Timeframe	Comments
Automatic Aid	EMS Automatic Aid agreement with Perrysburg Township	Administrative Chief	2024	Reduce on-scene response times for EMS services
Apparatus	EMS apparatus Replacement/Upgrade	Administrative Chief	2024-2025	Two Medic units on order.
	Fire apparatus Replacement/Upgrade	Administrative Chief	2024	One engine on order
	In-Service Medic Units to handle increased service capacity	Administrative Chief	2025	
	Technical Rescue Vehicle	Administrative Chief	2025	Convert existing apparatus to a technical rescue vehicle
Staffing	Fire/EMS staffing levels	Administrative Chief	2024-2027	Based on data
	Staffing for Community Risk Reduction (CRR)	Administrative Chief	2024-2025	Community paramedicine and additional fire safety inspector
Fire Stations	Study for Third City Fire Station	Administrative Chief	2026-2027	Create a formal committee.
Communications	Standardize communications and incident command	Operations Deputy Chief	2024-2025	Include all personnel and dispatchers on a standard incident command system.
	Reduce Call Processing Times	Operations Deputy Chief	2024-2025	Improve CAD system. Calls dispatched from where received.

*Assumption: All goals and objectives will have an assigned PFD member as owner of the objective, a documented business case showing the need and planned approach, benefits/risks, return on investment to the department, final recommendation, and all associated costs. The business case document will be used as input to the annual budget cycle.*