

LIBERTY TOWNSHIP FIRE DEPARTMENT

2022-2027 STRATEGIC PLAN





Introduction

The Liberty Township Fire Department provides fire suppression, emergency medical services, hazardous materials mitigation, fire inspection, fire investigation, and public education for the City of Powell and Liberty Township in Delaware County, Ohio. The Department is consistently working to maintain the highest level of professionalism and efficiency on behalf of the community it serves and is currently modeling itself and exploring accreditation through the Commission on Fire Accreditation International (CFAI).

The current strategic plan is written in accordance with the guidelines set forth in the CFAI Fire and Emergency Service Self-Assessment Manual and is intended to guide the organization using established parameters.

The Community-Driven Strategic Planning Process was used in the development of this document. The involvement of staff and external stakeholders helped create a document that reflects the views and expectations of the community and that will guide future decisions and planning.

This Strategic Plan relates to the core values that embody how the agency's members, individually and collectively, fulfill the department's mission. This document identifies goals, objectives, and strategies that will allow the department to realize its vision along the path of continuous improvement.



Organizational Background

Settlers from Middlebury, Connecticut first arrived here in 1801. They immediately fell in love with the area and named it Middlebury. However, in 1857, Judge Thomas Powell established the Village's first post office and the townspeople decided to rename the village in his honor. In 1947, the Village of Powell was recognized as a municipality and nearly 400 residents called it home.

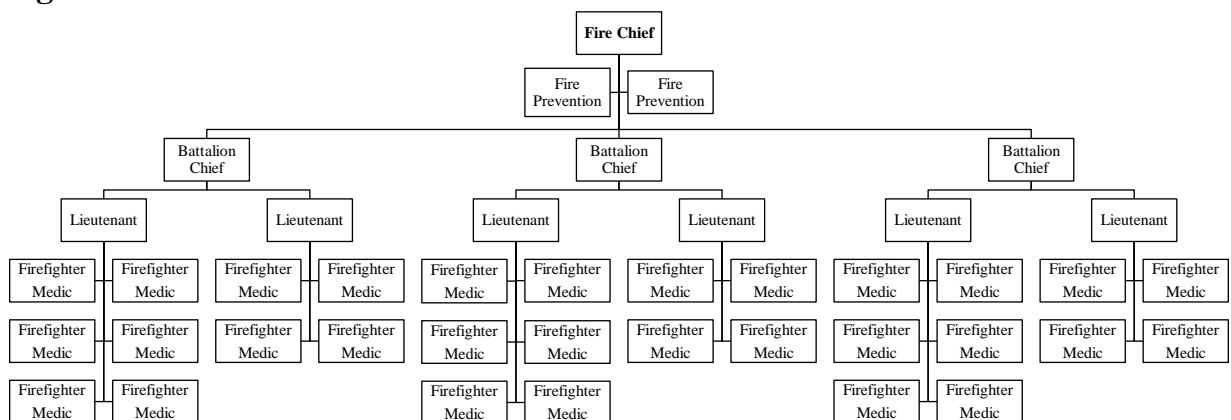
The population remained stable until the early 1980s, when the Greater Columbus metropolitan area began exploring residential development in our village. A trend emerged, as the appeal of living in a semi-rural setting amidst the scenic countryside drew new residents to our quaint town.

In 2000, Powell outgrew its village status and matured into the prospering City of Powell. Today, Powell is home to over 13,000 residents, more than double the population from just a decade ago.

Liberty Township is in Delaware County, one of the fastest growing counties in Ohio. It is also home to the nation's largest zoo, the Columbus Zoo and Aquarium. With more than 9,000 animal species, the zoo attracts more than 2.3 million visitors annually.

The department includes two fire stations and serves citizens in a 34-square-mile area. It is fully integrated with its own Emergency Medical Services (EMS) Division. Its 54-plus firefighters are cross trained as paramedics. Most of them are certified in advanced rescue techniques and can respond to a wide range of emergencies.

Organizational Structure





Community Driven Strategic Plan

To ensure that community needs were incorporated, the Community–Driven Strategic Planning Process was used to develop the Strategic Plan. The Strategic Plan is a process that can be used by an organization to define its direction, and to make decisions on the allocation of human and financial resources in pursuit of its desired strategic goals. Strategic planning became common in the 1960s and remains a very important aspect of strategic management.

Effective strategic planning benefits from a consistent and cohesive process employed across all levels of the organization. Planning is a continuous process—one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important. The planning process should be flexible and dynamic. To be successful, new information from stakeholders, like-providers, and economic conditions is to be factored into the planning process. The Strategic Plan also needs to be an operationally useful document.

Successful organizations, from government agencies to Fortune 500 companies, have recognized that attaining customer focus is essential. Being aware of this necessity, public safety agencies must strategically plan how they will deliver high-quality services to the public, and to their other stakeholders through effective and efficient programs.

When the organization’s strategic goals are established, the Fire Leadership Team must identify performance measures. Members of the Fire Leadership Team are fully accountable for ensuring that their departments are delivering on the commitments made in their strategic plans.

Most importantly, strategic planning can be an opportunity to bring together the corporate leadership team, department management, staff, and stakeholders, through a common understanding of where the organization is going, how everyone involved can work toward that common purpose, and how progress will be measured.



The Community–Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

1. Define the services provided to the community and determine the community's service priorities.
2. (Re)Develop the mission statement, paying careful attention to the services currently provided and the services that can logically be provided in the future.
3. (Re)Establish the values of the agency's membership.
4. Identify the strengths and any weaknesses of the agency, along with areas of opportunity and potential threats to the agency.
5. Establish goals for the future, along with associated objectives and critical tasks.
6. Develop a vision for the future.
7. Develop organizational and community commitment to the plan.

The department would like to acknowledge our external and internal stakeholders for their participation and input into the Community–Driven Strategic Planning Process.

The agency would like to extend a special thank you to the following community members who contributed to the evaluation of this Strategic Plan.

Steve Hyrtzik	Sean Miller	Gary Johnson	Patrick Brandt
John Bennehoof	Joe Ponzi	John Donahue	Bill Eddy

Community Group Findings

A key element of the departments organizational philosophy is having a high level of commitment to all stakeholders, as well as recognizing the importance of stakeholder satisfaction. Therefore, the agency asked representatives from the community to participate in a session, which would focus on their needs and expectations of the agency. Discussions centered not only on the present services provided, but also on priorities for the future. (See Appendix 1)



Community Priorities

To dedicate time, energy, and resources on services most desired by its customers, the department needs to understand what customers consider being their priorities. The external stakeholders were asked to prioritize the services offered by the agency through a process of direct comparison. Each number represents the rankings of service priority as defined by the respondents.

Programs	Ranking	Score
Emergency Medical Service	1	60
Fire Response	2	54
Emergency Preparedness	3	38
Rescue – Basic & Technical	4	37
Fire Prevention	5	36
Hazardous Materials	6	25
Public & Life Safety Education	7	22
Fire Investigation	8	16

Department Stakeholder Group Findings

The internal stakeholder work sessions are conducted annually over the course of numerous meetings and involved about ten staff. The internal work sessions served to discuss the department's approach to Community-Driven Strategic Planning, with a focus on the departments mission, values, core programs, and supporting services. The planning session also reviewed the agency's perceived strengths, weaknesses, opportunities, and threats.

The work sessions generate a high level of discussion by the participants. This participation and invaluable insights are essential to developing an accurate snapshot of the current environment that is impacting the department's operations.



Liberty Township Fire Department Internal Stakeholders		
Thomas O'Brien <i>Fire Chief</i>	Ray Friesner <i>Lieutenant</i>	Duane Price <i>Battalion Chief</i>
Jim Reardon <i>Battalion Chief</i>	Chad Marohl <i>Lieutenant</i>	Ryan Hanf <i>Lieutenant</i>
Ben Lovell <i>Lieutenant</i>	Brian Niemet <i>Lieutenant</i>	Scott Simmons <i>IAFF</i>
Tim Oberle <i>Lieutenant</i>		

Mission

The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

A working group of internal stakeholders met to review its existing statements, which are noted below. The vision, mission and values are the foundation of any successful organization. Every effort is made to keep these current and meaningful, so that the department's members are well guided in the accomplishment of day-to-day tasks, and the goals and objectives of the organization.

The Liberty Township Fire Department is here to protect the quality of life for our residents, employees and those who visit our community by providing the highest quality Emergency Service Management for Fire, Hazardous Materials, Emergency Medical Services and Disaster Emergencies. Preserve the quality of life through the effective and efficient delivery of emergency services in the assigned mission areas of fire suppression, rescue services, emergency medical support, and the mitigation of special hazards that threaten public safety. Prevent or minimize harmful effects of fire, medical emergencies, and other types of dangerous events through education.



Values

Values embraced by all member of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A Workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group.

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the staff of Liberty Township Fire Department are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

Liberty Township Fire Department Core Values are to serve our community through:

- Professionalism
- Respect
- Integrity
- Dedication
- Excellence

Vision

The Fire Department's current vision is:

Our vision is to focus on quality, cost-effective, all-risk service delivery. We are a responsive and progressive organization with a commitment to excellent leadership and professional accountability. We will achieve this through effective training, technology and adapting to the changing needs of the community.

Programs and Services

The fire department stakeholders identified the core programs provided to the community, as well as many of the services that enable the organization to deliver those programs. The department's core programs are provided below. (See Appendix 2)

Core Programs of Liberty Township Fire Department	
Emergency Medical Service	Fire Suppression
Emergency Preparedness	Rescue – Basic & Technical
Fire Prevention	Hazardous Materials
Public & Life Safety Education	Fire Investigation



S.W.O.T. Analysis

The strengths, weaknesses, opportunities, and threats (SWOT) analysis is designed to have an agency identify its positive and potential areas for improvement. The agency participated in this analysis and recognized its strengths and weaknesses, as well as possible opportunities and potential threats. Information gathered through this analysis provides guidance toward the larger issues and gaps that exist with the agency. The information gleaned assists the agency in finding its broader critical issues and service gaps. (See Appendix 3)

Critical Issues and Service Gaps

After reviewing the department's core services, the organizational strengths and weaknesses, and the opportunities and threats posed by industry and the community environment in which the agency operates, the internal work group identified some general topic areas of opportunity. These topics provide the foundation for the stated goals that will enable the department to achieve its mandate and fulfill its long-term mission of effective and efficient service to the community.

Strategic Initiatives

The department has taken the comments from the SWOT exercise and grouped them into common themes. These themes are then ranked per the number of inputs or comments collected during the SWOT exercise.

Fire Department Strategic Initiatives		
Staffing	Professional Development	Community Outreach
EMS Program	Facilities	

Goals and Objectives

The Community-Driven Strategic Planning Process has helped to re-focus and review the department's mission and values. The internal strengths and weaknesses, as well as the external opportunities and threats, have again been reviewed and validated using this prescribed process.

To achieve the department's mandate and mission, realistic goals and objectives must be established. Goals and objectives are imperative to enhance strengths, to address identified weaknesses, to provide team members with clear direction, and to address



concerns of city residents. All city (city township or both?) departments are required to conduct planning sessions as part of the annual budget process. Business plans, or more recently referred to as “action plans,” are developed each year. This Strategic Plan will now be added to the department’s annual reporting cycle.

As goals and objectives are management tools, they require annual updating to identify accomplishments, and to identify changes within the organization and the community. Timelines have been established for the noted objectives and the department will continue to monitor progress. The creation of action items (goals, objectives, or initiatives) is, and will continue to be, an important aspect of the department’s action and strategic plans. In cases where financial resources are required to complete action goals, the required documents will be included into the annual budget planning cycle.

Strategic Plan Vision

It is important for all organizations to understand their mandate and how their services will be effectively delivered. It is critical that organizations, including municipal fire services, understand their current environment and identify potential future impacts through planning and engagement with its stakeholders. The department developed its vision statement to address the needs for ongoing commitment to our community and to provide exceptional service now and in the future. Similarly, the department’s mission and values have been the framework and foundation of the department’s progress in achieving its goals and objectives. The department continues to serve the community effectively as demonstrated by the community stakeholder feedback.

Our vision is to ensure a safer environment for everyone, with the intent to set a standard of excellence that will make a difference. We aim to set the best example of citizenship through prevention education and community involvement.

Performance Measurement

Performance measurement can be described as the use of statistical evidence to determine progress toward a specified defined organizational goal or objective. This is normally achieved through a process of collecting and analyzing, and usually requires reporting information to a governing body. Performance is best measured against recognized industry standards, and



normally commences with achievement at the baseline level, often advancing to industry benchmarks or a higher level of achievement over time. These performance measures are often described within continuous improvement models.

To ensure that the department Strategic Plan is achieving results, a performance measurement component will be implemented and integrated as part of the plan. An integrated process, known as “Managing for Results,” is based upon the following:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

The criteria that is utilized in this performance measurement approach include:

- Inputs – value of resource used to produce an output.
- Outputs – quantity or number of units produced which are activity-oriented and measurable.
- Efficiency – inputs used per output(s) (or output(s) per input).
- Service Quality – the degree to which stakeholders are satisfied with a service, or how accurately or timely a service is provided.
- Outcome – qualitative consequences associated with a program/service i.e., the ultimate benefit to the stakeholder. Outcome focuses on the ultimate “why” of providing a service.

To effectively manage for results, performance measures need to be established for each goal and objective within the Strategic Plan. Performance measures should also be established for each of the program areas. The department has been providing measures for its goals and for the performance measurement of its services.



The Success of the Strategic Plan

The department has approached the development of the Strategic Plan by asking for, and receiving input from, the community and members of the department during the development stage of the planning process. The success of the Strategic Plan will not depend upon implementation of the goals and their related objectives, but upon support received from the authority having jurisdiction, membership, and the community at large.

Provided the Community-Driven Strategic Planning Process is kept dynamic and supported by effective leadership and active participation, there will be considerable opportunity to unify internal and external stakeholders. This is achieved through a jointly developed understanding of organizational direction; how all invested parties will work to achieve the mission, goals, and vision; and how the organization will measure, and be accountable for, its progress and successes.

The final step in the Community-Driven Strategic Planning Process is to develop organizational and community commitment to the plan. Everyone who has a stake in the present and future of the department also has a role and responsibility in this plan.

S.W.O.T. Analysis

The strengths, weaknesses, opportunities, and threats (SWOT) analysis is designed to have an agency identify its positive and potential areas for improvement. The agency participated in this analysis and recognized its strengths and weaknesses, as well as possible opportunities and potential threats. Information gathered through this analysis provides guidance toward the larger issues and gaps that exist with the agency. The information gleaned assists the agency in finding its broader critical issues and service gaps. (See Appendix 3)

Critical Issues and Service Gaps

After reviewing the department's core services, the organizational strengths and weaknesses, and the opportunities and threats posed by industry and the community environment in which the agency operates, the internal work group identified some general topic areas of opportunity. These topics provide the foundation for the stated goals that will enable the department to achieve its mandate and fulfill its long-term mission of effective and efficient service to the community.



Strategic Initiatives

The department has taken the comments from the SWOT exercise and grouped them into common themes. These themes are then ranked per the number of inputs or comments collected during the SWOT exercise.

Fire Department Strategic Initiatives		
Staffing	Professional Development	Community Outreach
EMS Program	Facilities	

Goals and Objectives

The Community-Driven Strategic Planning Process has helped to re-focus and review the department's mission and values. The internal strengths and weaknesses, as well as the external opportunities and threats, have again been reviewed and validated using this prescribed process.

To achieve the department's mandate and mission, realistic goals and objectives must be established. Goals and objectives are imperative to enhance strengths, to address identified weaknesses, to provide team members with clear direction, and to address concerns of township and city residents. All township departments are required to conduct planning sessions as part of the annual budget process. Business plans, or more recently referred to as "action plans," are developed each year. This Strategic Plan will now be added to the department's annual reporting cycle.

As goals and objectives are management tools, they require annual updating to identify accomplishments, and to identify changes within the organization and the community. Timelines have been established for the noted objectives and the department will continue to monitor progress. The creation of action items (goals, objectives, or initiatives) is, and will continue to be, an important aspect of the department's action and strategic plans. In cases where financial resources are required to complete action goals, the required documents will be included into the annual budget planning cycle.



LIBERTY TOWNSHIP FIRE DEPARTMENT

2022-2027 STRATEGIC PLAN

Goal 1	Create the appropriate staffing model to fulfill the needs of the department and best serve the community.	
Objective 1A	Determine if current staffing levels are adequate.	
Timeframe	Due 6/22	Assigned to: Lt Lovell
	<ul style="list-style-type: none"> Internally create and complete a workload capacity study for each Fire Department division. 	
Critical Tasks	<ul style="list-style-type: none"> Obtain and create a work needs assessment from each Fire Department division. Reference a job assessment for each job specification from 2018 through human resources. 	
Funding Estimate	Capital Costs:	Consumable Costs:
	Personnel Costs:	Contract Services Costs:
Objective 1B	Analyze the current data to evaluate the need for staffing adjustments.	
Timeframe	Due 6/22	Assigned to: Lt Lovell
	<ul style="list-style-type: none"> Determine the optimum level of each position for organizational efficiency and effectiveness. 	
Critical Tasks	<ul style="list-style-type: none"> Identify if any deficiencies exist through data obtained from the workload capacity study, the work needs assessment, and the job assessment tool. Conduct the analysis to develop recommendations. Report all findings to the leadership team for further action. 	
Funding Estimate	Capital Costs:	Consumable Costs:
	Personnel Costs:	Contract Services Costs:
Objective 1C	Prioritize the staffing needs for each division.	
Timeframe	8/22	Assigned to: Lt Hanf
	<ul style="list-style-type: none"> Determine staffing needs of each division. 	
Critical Tasks	<ul style="list-style-type: none"> Prioritize the needs based on the greatest impact on the Department mission. Create a report of the findings and recommendations. Report all findings and recommendations to the leadership team for further action. 	
Funding Estimate	Capital Costs:	Consumable Costs:
	Personnel Costs:	Contract Services Costs:
Objective 1D	Implement the necessary changes to the staffing model after governance approval.	
Timeframe	Due 1/23	Assigned to: Lt Hanf
	<ul style="list-style-type: none"> Seek approval for the staffing model change through the governance system. 	
Critical Tasks	<ul style="list-style-type: none"> Review, edit or create job specifications based on the staffing model. Conduct the department's process for reallocation, promotion, and hiring to meet the new staffing model. 	
Funding Estimate	Capital Costs:	Consumable Costs:
	Personnel Costs: Dependent on outcome 1C	Contract Services Costs:
Objective 1E	Provide new orientation for the approved positions.	
Timeframe	In Review	Assigned to: Lt Marohl
	<ul style="list-style-type: none"> Coordinate with human resources to conduct any required township orientation. 	
Critical Tasks	<ul style="list-style-type: none"> Conduct departmental orientation to include the required probationary status as applicable to the approved positions. Monitor the probationary status of those placed in the approved positions. Appropriately transition from probationary to normal status. 	
Funding Estimate	Capital Costs:	Consumable Costs:
	Personnel Costs:	Contract Services Costs:



Goal 2	Enhance the professional development of our personnel to meet the needs of our organization and community.	
Objective 2A	Identify and evaluate organizational programs and requirements	
Timeframe	Ongoing	Assigned to: Battalion Chiefs
	<ul style="list-style-type: none">• Review the requirements/recommendations for fire operations training (ISO, NFPA, OSHA, CFAI, departmental, DOT, DMV).• Review the requirements for EMS (NREMT, ODEMS, departmental).• Review the requirements for technical rescue/USAR (NFPA, OSHA, departmental).• Review requirements for HazMat (NFPA, OSHA, departmental).• Review the requirements for emergency communications (EMD, EFD, departmental).	
Critical Tasks	<ul style="list-style-type: none">• Review the requirements for fleet maintenance (EVT, DOT, NFPA, manufacturers, OSHA, departmental).• Review requirements for the Fire Prevention Bureau (NFPA, OSFM, departmental).• Review the requirements for emergency management (NIMS, OEMA, DCEMA, departmental).• Review any ancillary organizational requirements (human resources, information technology, OSHA).	
Funding Estimate	Capital Costs: Implementation Personnel Costs: Implementation	Consumable Costs: Contract Services Costs:
Objective 2B	Evaluate the strengths and weaknesses of programs and organizational wants and needs.	
Timeframe	On-going	Assigned to: Lt Jensen
	<ul style="list-style-type: none">• Compare the findings from the different program reviews with current organizational programs.	
Critical Tasks	<ul style="list-style-type: none">• Identify any gaps found after the comparison.• Identify the relevant departmental wants and needs.• Develop a report of the findings and submit to the leadership team for further action.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Goal 3	Improve the Community outreach programs to promote our message to the community.	
Objective 3A	Identify and analyze delivery methods to promote our message.	
Timeframe	Initial report 3/22	Assigned to: Inspector Gilbert
	<ul style="list-style-type: none">• Identify current delivery methods.• Analyze effectiveness of current delivery methods.	
Critical Tasks	<ul style="list-style-type: none">• Maintain our alter methods that are determined to be effective.• Eliminate methods that are determined to be ineffective.• Identify new and alternative methods of communications.• Identify external organizations that can be utilized to strengthen outcomes.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



LIBERTY TOWNSHIP FIRE DEPARTMENT

2022-2027 STRATEGIC PLAN

Objective 3B	Identify Outgoing message and community needs.	
Timeframe	Ongoing	Assigned to: Insp Gilbert
Critical Tasks	<ul style="list-style-type: none"> Analyze call data and community risk assessment data. Identify population groups (demographics). Compile a list of points of contact for groups. Engage Community Leaders within demographic areas. External stakeholders – survey message ideas and initiatives. Assess results for new methods of communication. Correlate data to community needs and expectations. Engage internal stakeholders to gain message info and obtain appropriate authorization. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs: \$1000.00
Objective 3C	Evaluate the message delivery and health of the program.	
Timeframe	Ongoing	Assigned to: Insp Gilbert
Critical Tasks	<ul style="list-style-type: none"> Obtain the feedback from the groups involved in the message. Collect the data from call data and community leaders. Measure the effectiveness of the outcomes utilizing the data collected. Reevaluate the programs as needed. Report all findings to the appropriate personnel/department head. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3D	Identify and develop new ways to serve vulnerable or at-risk member of the community	
Timeframe	Ongoing	Assigned to: Insp Gilbert
Critical Tasks	<ul style="list-style-type: none"> Strengthen reporting mechanisms to identify at-risk member of the community. Utilize actual call data to identify call types for community risk reduction (e.g., fall prevention). 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Goal 4	Develop facilities plan to ensure existing and future buildings are code compliant and sustainable for future service delivery	
Objective 4A	Develop and maintain facilities plan.	
Timeframe	11-21 ongoing	Assigned to: BC Reardon
Critical Tasks	<ul style="list-style-type: none"> Perform an assessment of all fire department facilities. Determine code, and safety, technology, maintenance, and efficiency issues. Identify items for renovations and new facilities that includes male/female facilities. Identify products and designs that are sustainable and efficient. Explore alternative funding options. Submit budget request per priorities, community needs, and department policy. 	
Funding Estimate	Capital Costs: \$7,000,000.00 Personnel Costs:	Consumable Costs: Contract Services Costs: \$100,000.00



LIBERTY TOWNSHIP FIRE DEPARTMENT

2022-2027 STRATEGIC PLAN

Objective 4B	Determine where and when growth in business and residential areas will occur.	
Timeframe	Ongoing	Assigned to: Lt Saunders
Critical Tasks	<ul style="list-style-type: none">• Analyze call volume and look for changing trends in specific areas (City of Powell, Sawmill Parkway, etc.)• Partner with zoning and economic development organizations to determine future growth in population and structures.	
	<ul style="list-style-type: none">• Develop Standard of Cover document and determine current and projected response needs.• Analyze need to relocate/construct new facilities.• Analyze current and future apparatus (equipment) locations.	
	Funding	Capital Costs:
Estimate	Personnel Costs:	Consumable Costs:
		Contract Services Costs:



Appendix 1

Community Expectations (Internal and External)

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill customer needs. In certain areas, education on the level of service that is already available may be the solution. The following are the expectations of the community's **external stakeholders** overall:

Community Expectations	
Emergency Medical Service	1
Fire Response	2
Emergency Preparedness	3
Fire Prevention	4
Rescue – Basic & Technical	5
Public and Life Safety Education	6
Hazardous Materials	7
Fire Investigation	8

- To continue to keep our community safe.
- Well trained personnel, adaptive to the community needs and risks, regionalization, fast response times and sustainable funding.
- The public safety forces work together and support the missions of police, fire, and EMS.
- Prompt, professional response when called upon for service.
- Fast and professional.
- To meet the needs of a growing and evolving township and to work collaboratively with partner agencies.
- To provide a very high level of service in a very cost-efficient manner
- There's a division between expectations and the communities. As I age, I feel that fire and rescue become more and more important. My expectations are relatively high. I am 56. However, I think someone in their 20-40's doesn't see it the same way as I do.
- My expectation would be for a full-service public safety agency that can provide a professional, well-trained, and well-equipped staff when called upon.



Areas of Customer Concern

The Community–Driven Strategic Planning Process would fall short and incomplete without an expression from the stakeholder regarding concerns about the department. Some areas of concern may in fact be a weakness within the delivery system; however, some weaknesses may also be misperceptions from a lack of information or incorrect information.

- Continue with trend of improving collaboration with partner agencies.
- As the township grows in population, are the resources (staffing/equipment) keeping up?
- Rolling the fire engine on a medic response should be evaluated on a case-by-case basis- sometimes three police cars and a half dozen firefighters on a car crash may not always be the best option. The supervisors of both police and fire should share the goal of opening the roadway as soon as safely possible. On scene coordination continues to improve for the betterment of everyone.
- Trustees not working for the betterment of the Township, its citizens, and the Fire Department.
- Liberty Township, DelCo and Powell jurisdictions and overlaps.
- I have witnessed very busy days and slow days. My fear is that as the community grows, especially with the high increased occupancy in senior living facilities, the weakness will be maintaining adequate response times. Is this a staffing issue? A vehicle issues? Or both?
- As with any department, staffing is always a challenge and concern. Many are similar in that they reduce staffing at one station which can present a response issue. This response issue can have an impact on neighboring agencies either when receiving or giving aid. Again, that is a problem many share as I don't believe there are many that don't require assistance from our neighbors.



Positive Community Feedback

The external stakeholders provided the following verbal feedback when asked to identify the positive aspects of the department.

- Awesome community presence, enrichment, and education at the schools.
- Support of Little League.
- Rapid response to all related emergencies.
- Very positive influence and partner in the community.
- Personnel are extremely professional and friendly.
- Confident in the role they are performing and the job they provide.
- Continue to support ourselves as great community ambassadors.
- Great to see personnel out in the neighborhoods at functions (block parties, etc.)
- Always helpful.
- Liberty Township Fire has always been willing to assist with trainings and exercises.
- I believe the department is providing one of the highest levels of service in a very cost-effective manner.
- I am very appreciative of the Fire Chief's forward thinking to evaluate the best and most cost-effective way to maintain at near state of the art fashion and to be prepared for the growth that will occur.
- They are dedicated, friendly, smart and have a true passion to serve the community. I wish Liberty Township citizenry could experience what I have over the last couple of years. They need to understand the training, hours of paperwork, technology, and workload.
- They need to understand more about the staff, and how challenging the job really is and how fire and safety plays an important role in their lives.



Other Thoughts and Comments

The external stakeholders were asked to share any other comments they had about LTFD or its services. The following written comments were received.

- As with any organization, professional development of personnel and continuing education are extremely important. Investing in education and leadership can pay large dividends for the organization in terms of functionality, morale, and efficiency.
- We would welcome more collaboration, looking for ways to get the department more opportunities to know our organization.
- I encourage Liberty Township Fire Department to seek accreditation through the Commission on Fire Accreditation International (CFAI).
- Great job in pursuing the Strategic Plan. Continue to work with other Fire Departments to improve effectiveness and efficiency.
- We have peace of mind knowing you are there.
- We appreciate the difficulties and challenges that come with this growing community.
- We would love to help in any way we can to further the mission of the department.
- Thank you for all you do.
- As a taxpayer, I appreciate the departments evaluation and consideration of optimizing available services from partners and other agencies as equal, but more cost-effective methods to provide the high level of service to our community.
- I would recommend more community visibility. Visit the retirement centers. Meet those residents. Go to all public events. Chamber Farmers' Market, Meet and Greats, Rotary meetings, all non-profit groups.



Appendix 2

Support Programs

Supporting Service/Programs of Fire Department		
Delaware County Health Department	City of Powell	Ohio State Fire Marshal
Ohio Department of Transportation	Vendors	National Fire Academy
Liberty Township Board of Trustees	Federal Agencies	Civic Groups
American Red Cross	Human Resources	Fiscal Office
School Districts	Source Point	NFPA
Information Technology	Hospital Systems	Mutual Aid Departments
Liberty Township Firefighters Association	Department of Natural Resources	AEP
Columbia Gas	Law Enforcement	Neighborhood Associations
DelComm	Delaware County Emergency Management Agency	DelCo Water



Appendix 3

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services mandated by legislation, as well as to continue to deliver services to the community and ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths can lead to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time.

The department has identified its strengths, weaknesses, opportunities, and threats (SWOT), and will strive to build on these strengths, address weaknesses, maximize its response to opportunities, and overcome any threats that may be encountered. The below was distilled from the department's SWOT exercises.

- A broad age range of residents
- Ability to obtain grant funding
- Adaptable
- Adequate funding
- ALS capable engines
- Annual awards banquet
- Annual Fire Prevention Open House
- Annual Physicals
- Car seat Installation available for the public
- Children's Education in the schools
- Community oriented Fire Prevention Bureau
- Community support is strong and growing
- Constantly invest in education of members
- Cost efficient prevention department – doing more with less
- Cultural diversity within the community
- Fast growing community
- Fire skills through repetition and regular practice.
- Fiscally secure
- A good working relationship with the City of Powell and the police department and DCSO.
- Good equipment



LIBERTY TOWNSHIP FIRE DEPARTMENT

2022-2027 STRATEGIC PLAN

- Good relations between IAFF and Chief
- Great school district
- Leading the county with starting and training for Active Shooter
- Led the way for County wide special needs registry
- Location within central Ohio
- Low annual fire loss
- Many department awards and recognition over the past decade
- Many ER options and trauma centers available
- Many years of experience represented by the members
- Multiple Fire Investigators
- New drug machine for inventory
- New EMS cots
- New Engine and Medic
- Opticom GPS System
- Organizational structure has improved
- Our focus on family first, taking care of our own
- Performance on calls.
- Provide both swift water and cold-water rescue
- Regional leader in EMS training.
- Responds well with mutual aid departments
- Response times for both fire & EMS.
- Short transport time to nearest emergency department
- State of economy in Liberty Township/Delaware County.
- Strong working relationship with the Columbus Zoo and Zoombezi Bay
- Supportive Board of Trustees
- The use of new software to improve our “data in”.
- Training with mutual aid department
- Tremendous growth in the Township & Powell
- Two Fire Stations
- Very few complaints.

Weaknesses

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization’s overall concerns, it is unusual for organizations to identify and deal with these issues effectively on their own.

For any organization to either begin, or to continue to, move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to identified later in this



document; rather, they are day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the **internal stakeholders** as weaknesses.

- Facility updates needed.
- Little training for computers and or software.
- Political uncertainty
- Public education and programs
- Rescue needs an identity. We do not have the space, nor the manpower/necessary continuing training for an all-encompassing rescue truck. Water, rope, and auto extrication is what we should focus on and provide the public.
- Small number of new candidates testing for staff
- Special teams/training could be expanded.
- Technology for training.
- The Fire Prevention Bureau needs more training/involvement with shifts

Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The **internal stakeholders** identified the following potential opportunities:

- Aging station 321 could become costly
- An aging population equals more stress on our EMS resources.
- Apply and compete for more grant funding
- Better relationship between fire department and administration
- Collaboration
- Community Paramedicine
- Continue to improve fire department relationship with the residence of Liberty Township and City of Powell throughout reach programs
- Continue to seek out new revenue opportunities such as billing for special duty, offering educational/training classes to the public/outside agencies
- Continue to train with neighboring departments.
- Continuing to secure additional funding through Grants
- Council for Older Adults programs
- Create a mentor program for new hires and officers to properly ensure they are trained.
- Creating new ways to receive input from the men/women firefighters who are on the street everyday doing the job and then actually using that input in positive way.
- Creativity
- Educating the public and B.O.T. on the need for more manning.



LIBERTY TOWNSHIP FIRE DEPARTMENT

2022-2027 STRATEGIC PLAN

- Education for firefighter and officer development.
- EMS Billing.
- Enhance business relationship with local hospital
- Expand wellness program with built in incentives
- Fire levy renewal
- Fleet assessment Program.
- Growth in Township and City of Powell
- Growth within the department – promotions
- Implement EMS Officer at the shift level who can assist coordinator.
- Increase community partnerships.
- Increase in run volume due to population growth.
- Increase in the growth of elderly population.
- Increase manpower.
- Looking at new and different funding sources.
- More training opportunities outside of our department.
- Newer technology with DelComm
- Other department relationships – Fire, Ems, Columbus Zoo, Powell Building Department
- Planning for Station 323
- Revenue generation
- Secure Land for a third station.
- Seek additional funding through the application for various grant programs
- Social Media posting
- Standalone Emergency Room in Liberty Township.
- Training opportunities with outside agencies and other fire departments
- Use of Face book or Twitter to inform and educate the public
- Vehicle replacements
- Working more with City of Powell for future growth and opportunities

Threats

To draw strength and gain full benefit from any opportunity, threats to the organization, including new risks and challenges, must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some current and potential threats identified by the **internal stakeholders** are listed below.



- Annexation of Liberty Township areas, i.e., Delaware City from the north.
- City of Powell: Annexation, TIFF
- Elected Official changes.
- Hazardous materials being transported through Liberty Township and City of Powell
- Heightened security threats will impact current operational strategies and responses
- New building construction techniques and materials (more dangerous to firefighters and civilians' safety).
- The never ending (unfunded mandates) increase in standards, rules, and laws that we must comply with.
- Traffic congestion