

Rochester Hills Fire Department



STRATEGIC PLAN 2019-2029



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Rochester Hills Mayor

Bryan K. Barnett

Rochester Hills City Council

Mark S. Tisdell, Council President

Stephanie Morita, Council Vice President

Susan Bowyer Ph.D., Councilwoman

Ryan J. Deel, Councilman

Dale Hetrick, Councilman

James Kubicina, Councilman

David Walker, Councilman

Fire Department Command Staff

Sean M. Canto, Chief of Fire and Emergency Services

Todd Gary, Deputy Fire Chief-Operations

William Cooke, Assistant Chief-Fire Marshal

Rogers Claussen, Battalion Chief

Timothy Quaine, Battalion Chief

Jerry Yurgo, Battalion Chief

Fire Department Chief's Staff

Larry Gambotto, Captain-Training, Health, and Safety

Timothy Matz, Captain-Emergency Medical Services

Lee Mayes, Captain-Assistant Fire Marshal

Deborah Happy-Staff Administrator

Rochester Hills Fire Department Strategic Plan

Official Sign Off

This **2019 Strategic Plan** was developed by the strategic planning workgroup made up of ten (10) members of the Rochester Hills Fire Department.

It reflects the organization's process of defining its strategy, goals, objectives, short and long-term direction, and decision making toward allocating its available financial and personnel resources to effectively serve the community. This document is presented to City Administration, City Council, and the Public Safety and Infrastructure Committee.

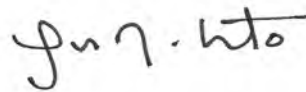
Additionally, several areas identified in the 2017 Rochester Hills Fire Department's Organization Survey were taken into consideration in the creation of this document.

The Chief's Staff would like to thank everyone who participated in the survey as well as in the creation of this document.

Chief's Staff

Sean Canto
Fire Chief

Signature: _____



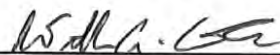
Todd Gary
Deputy Fire Chief

Signature: _____



William Cooke
Assistant Fire Chief

Signature: _____



Strategic Plan Approval

The community driven strategic plan along with the standards of cover are key documents not only in providing organizational direction for the next 8-10 years but also in the accreditation process. Under the Accreditation Manual from the Center of Fire Accreditation International, the department's strategic plan must be approved and submitted to the governing body and administrative officer with responsibility over the fire agency and to whom the chief fire official reports.

This section acknowledges the provisions and serves to support the City of Rochester Hills commitment to the this Strategic Plan and as well as the International Accreditation Process.

Rochester Hills Mayor

Bryan K. Barnett
Mayor

_____ Date

Rochester Hills City Council

Mark S. Tisdell
President

Date

Stephanie Morita
Vice President

Date

Susan Bowyer Ph.D.
Councilwoman

Date

Ryan J. Deel
Councilman

Date

James Kubicina
Councilman

Date

Dale Hetrick
Councilman

Date

David Walker
Councilman

Date

MESSAGE FROM THE CHIEF

The Rochester Hills Fire Department uses our strategic plan as an organizational blueprint to set priorities, goals, and resources; to focus our efforts toward a common goal; to assess our efforts and adjust our direction based upon the changing environment and demographics. The Rochester Hills Fire Department's philosophy is to apply best practices within our industry, focusing on meeting the service needs of our community in the most efficient and effective manner possible. Recognizing the need to develop a 10-year strategic plan, the committee focused on critical areas of concern that directly affect the delivery and quality of public safety service the community has come to expect, as well as meeting the City Council's Goal#1 of providing "High Quality Public Safety".

The economic situation resulting from the deep recession in 2008 has re-defined the level of service provided by Fire Departments. As we continue to emerge from the recent economic setback, we must plan for the future and determine what is needed to "Keep Rochester Hills the Preeminent Place to Live, Work and Raise a Family." With a significant upsurge of new building permits, continued interest from major national retailers, businesses, and corporations, we must prepare our department for the impending changes these developments will bring. We must also plan for the projected change in our community's population.

The newly proposed Rochester Hills Master Plan identifies a growing and dynamic community. As the community grows and changes, the service requests from the fire department will continue to increase. Rochester Hills aging population will increase the demand for Advanced Life Support services from our Firefighter/Paramedics. The Southeast Michigan Council of Governments (SEMCOG) estimates Rochester Hills residents in the age group of "65 & Over" will increase by 43% by 2040 to almost 14,000 individuals. The community's expected increase in daytime population from the new commercial and industrial businesses will also result in the need for additional medical and fire services.

Forecasting the fire department's future also includes strategic planning. The foundation of services provided by the fire department has always been based on responding to the adapting and changing needs of the community. By examining and evaluating the data extracted from our respective SWOT (Strengths, Weaknesses, Opportunities and Threats) analyses as well as the information provided by multiple resources, we have identified a variety of recommended strategies contained in this plan for the fire department. This proposed strategic plan aligns the changing needs of the community, our goals, tactics, and strategies with a purpose-driven, performance-oriented and principles-led approach, in an effort to support the department's ability to provide the level of service expected by the community and supported by the elected officials.

Thank you for your continued support and welcome to the Rochester Hills Fire Department's Strategic Plan.

Sean M. Canto
Chief of Fire and Emergency Services



EXECUTIVE SUMMARY

The purpose of a strategic plan is to define an organization's strategy or direction and to assist in making decisions on allocating its resources in order to accomplish the strategy. Through the process of developing a strategic plan, the following secondary tasks are identified, developed, and documented in the final project:

- Understanding and applying the values of the organization;
- Re-Emphasizing the mission and vision of the organization;
- Assessing the challenges and opportunities of the external environment;
- Assessing the weaknesses and strengths of the internal environment;
- Identifying the strategic issues faced by the organization;
- Creating strategic goals for strategic issues; and
- Creating the organization's ideal future through proactive planning.

At the conclusion of developing the written plan, it is important to remember that this does not define the end of the strategic planning project. The written plan is one step in the process of strategic planning and must be evaluated and reviewed on a frequent basis to ensure that the organization remains focused on the goals and objectives, while at the same time defining new goals which become incorporated into future revisions of the strategic plan.

Throughout the remainder of this document, the reader will find the adopted mission, vision, and value statements, a detailed SWOT analysis, goals, objectives, and tasks with associated timelines along with considerations for future direction. This strategic plan encompasses a ten (10) year period beginning in 2019. However, it is important to remember that strategic planning is an on-going and dynamic process, therefore it is anticipated that significant revisions will likely occur during this process.

Successful organizations, from government agencies to Fortune 500 companies, have recognized that attaining customer focus is essential. Aware of this necessity, public safety agencies must strategically plan how they will deliver quality services to the public through better, faster, and more effective programs and technologies. Once their strategic goals are established, agency leaders must establish performance measures, for which they are fully accountable, to assess and ensure that their departments and agencies are indeed delivering on the promises made in their strategic plans. Most importantly, strategic planning can be an opportunity to unify the leadership, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.



KEY ASSUMPTIONS

Planning Assumptions

In developing a long-term strategic plan for the future, it is necessary to rely on certain assumptions based on statistics and information that is currently available. Upon accessing information which reflects the community, there are key assumptions that can be formulated. The following are key assumptions and challenges that have been identified to exist by the Rochester Hills Fire Department over the next eight to ten years.

Key Assumptions

1. The Rochester Hills Fire Department will continue to be first responders to emergencies of all types. There will be no substantial change in the type and quality of services.
2. The department will continue to operate with due compliance to applicable laws, regulations and policies. Additionally, the department will consider applicable reference documents, adopt or amend "best practices" and review national standards in formulating strategies to accomplish the mission.
3. Rochester Hills will continue to grow and emergency call volume for the City will continue to increase in relation to population.
4. Changes in call volume are affected by the changes in the number of jobs, age, and many other demographic factors.
5. The age group of "65 and over" will continue to increase, and as residents age they will require more Fire/EMS services.
6. Both Elected Officials and Citizens will continue to demand a high level of service as measured by independent performance measures.
7. The community will continue to seek balance between funding public safety needs and funding other quality of life priorities.
8. To provide a full range of services with our equipment based on community risk, the department will need a complement of firefighting or ambulance crews to staff and operate vehicles and equipment.



Assumption #1:

The Rochester Hills Fire Department will continue to be first responders to emergencies of all types (All Hazards). There will be no substantial change in the type and quality of services the department provides. However as the City continues to grow and demands on Fire and Emergency Services continue to evolve, the Rochester Hills Fire Department **must** remain flexible and adapt to the community's ever growing needs.

Assumption #2:

The department will continue to operate with due compliance to applicable laws, regulations and policies. Additionally, the department will consider applicable reference documents, adopt or amend **"best practices"** and review national and local standards in formulating strategies to accomplish our mission in the most effective manner possible.

The fire department's authority and practices derive their legitimacy from a number of mandates. These mandates take the form of charters, laws, regulations, policies and best practices. Many of these mandates are adopted by the local unit of government, while others become mandates through regulatory authorities of the State and Federal government, or determined via legislation. Still other mandates are the result of contractual relationships. These are considered to be formal mandates. Examples of formal mandates are:

The Rochester Hills Municipal Code, Part One, Chapter 8 Section 8.9. which creates and grants formal authority to the Fire Department

Michigan Department of Health and Human Services rules regulating Paramedic licensure

MABAS agreements obligating the department to support large-scale emergencies when practicable

Collective Bargaining Agreement with the firefighters' union. (IAFF Local#3472 and MAFF Local#50)

Federal laws

It is also common for the department to review and compare standards and best practice documents, as well as consider community expectations, when implementing strategies to meet its mission. These are generally considered to be informal mandates because there is no specific legal obligation to adhere to all elements of informal mandates. However, the department recognizes that these informal mandates may be perceived as **critical** by the community. Indeed blatant disregard of informal mandates can increase overall liability for the department or reduce department effectiveness and credibility. These informal mandate considerations include: employee expectations through past practices, references such as National Fire Protection Association standards, community perceptions, organizational culture and values.

ROCHESTER HILLS FIRE DEPARTMENT STRATEGIC PLAN 2019-2029

Assumption #3: Emergency call volume for the City will continue to increase in relation to population. The City's 2018 Master Plan and the Southeast Michigan Council of Governments estimate the population in Rochester Hills will be almost 80,000 by 2045. From 2000-2010 the City had a 3.2% increase in population and a 5% increase from 2010-2018.

Population and Households	Census 2010	Change 2000-2010	Pct Change 2000-2010	SEMCOG Jul 2018	SEMCOG 2045
Total Population	70,995	2,170	3.2%	74,556	79,709

Assumption #4: Changes in call volume are affected by the changes in the number of jobs, age, and many other demographic factors.

Research suggests that other demographic factors, such as age of residents, income levels, family structure, education, etc. can affect emergency call demands. For example, income affects the likelihood of an individual having insurance coverage, therefore the access to routine medical care. Access to routine care would diminish the likelihood of needing emergency medical services. Calls for service projection numbers do not include demographic impacts and extra-ordinary events that may skew demand for service.

Assumption #5: As residents age, they will require more Fire/EMS services.

Rochester Hills will continue to grow, as well will the number of persons "65 and Over" within the next few years. A key assumption in Fire and EMS services planning is that population changes can be directly correlated to emergency service demands. This suggests that per capita calls for service are constant. A recent internal study found that senior populations in our community demand more of the department's EMS services than the population as a whole. In 2015, SEMCOG census data estimated that 8,083 of Rochester Hills population is 65 years of age or more. This population represent more than 64% of the patients seen by EMS. Department statistics also show that approximately for every two (2) individuals in the 65+ demographic, result in one (1) incident. Overall response data (both Fire and EMS Incidents) indicates approximately 9.5 incidents per 100 residents in Rochester Hills.



ROCHESTER HILLS FIRE DEPARTMENT

STRATEGIC PLAN 2019-2029

Assumption #6: Both Elected Officials and Citizens will continue to demand a high level of service as measured by independent performance measures.

Rochester Hills citizens ***demand*** a high level of service from its public servants. The department expends resources commensurate with demonstrated risk and desired service levels to ensure compliance with nationally recognized standards. To provide measurable results, the department should also accrue and analyze performance measures such as our ISO Rating and Response Times, that are non-biased and results focused to ensure quality service. The fire department also expects local government leaders to want objective measures of productivity and effectiveness. The City of Rochester Hills will continue to demand a high level of accountability for the use of tax dollars.

Assumption #7 The community will continue to seek balance between funding public safety needs and funding other quality of life priorities.

Resources for public safety needs will be ***balanced*** against other quality of life priorities such as infrastructure improvements to include roads, sewer and water utilities. Therefore, diversified funding streams have considerable merit. In the age of accountability and transparency, the public scrutiny of our operations has never been higher – both in the planning efforts and justification, as well as in response. By adopting and communicating sustainable service objectives and outcome measures, a balance can be found between fiscal constraints and community expectations.

Assumption #8: To provide a full range of service with its equipment based on community risk, the department will need a complement of firefighting and ambulance crews to staff and operate vehicles and equipment. The goal of the Rochester Hills Fire Department is to respond to 90% of all Fire and EMS incidents within six (6) minutes measured from the receipt of call to the arrival of the first fire department unit. This response goal is critical as the ability of the Rochester Hills Fire Department to control a Fire or EMS situation is based on several key factors:

- The nature and extent of the fire upon arrival

FIRES - Adequate fire flow to control the fire

- The existence of sufficient personnel and apparatus to apply the required fire flow

- The nature and extent of the Medical or Trauma Emergency

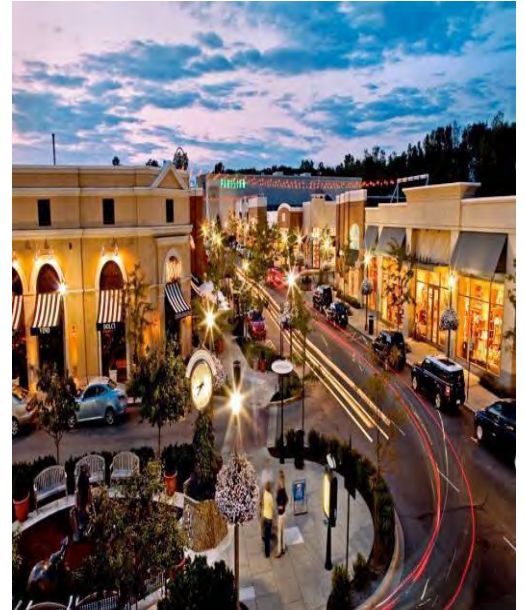
EMS - The ability to assure early defibrillation for Cardiac Arrest

- The ability to transport a patient within the "Golden Hour" for traumatic injuries

CITY OVERVIEW

The City of Rochester Hills is located approximately 20 miles north of Detroit, Michigan. The 32-square-mile-city is located within Oakland County and is an ethnically diverse and culturally rich city with a residential population of approximately 75,000. Rochester Hills is a nationally recognized destination city for employment, innovation, recreation, education, living, arts & entertainment, and is regularly **ranked among the “Top Ten” small- to mid-sized cities** in the nation in many categories, especially for its livability, quality of life and safety.

The City takes immense pride in maintaining its legacy character and high standard of living while working hard toward a sustainable future with the right balance of commercial, residential and retail development. The Village of Rochester Hills shopping and dining district is a classic example of the City’s success in balancing architectural and historical preservation with smart economic growth and suburban living in a walkable, pedestrian and bicycle-friendly environment.



Rochester Hills is a zoned community and has a Master Land Use Plan, which has been implemented for its orderly development. A wide variety of industries, such as computer technology, electronic research, development and manufacturing, plastic injection molding, tool and die, precision machine tool fabrication, structural engineering, warehousing and distribution have chosen Rochester Hills as their corporate headquarters.

The City of Rochester Hills has a strong Mayor-Council government. The Rochester Hills City Council consists of seven Council Members; four district members and three at-large members. They are elected to four-year terms and, due to term limiting, can serve no more than two terms for a maximum of eight years. The City has benefited from a consistently strong and stable elected leadership committed to enhancing public safety—one of its strategic goals. The City’s Annual Budget proposed to City Council for 2018 was \$129 million, with 223 employees.



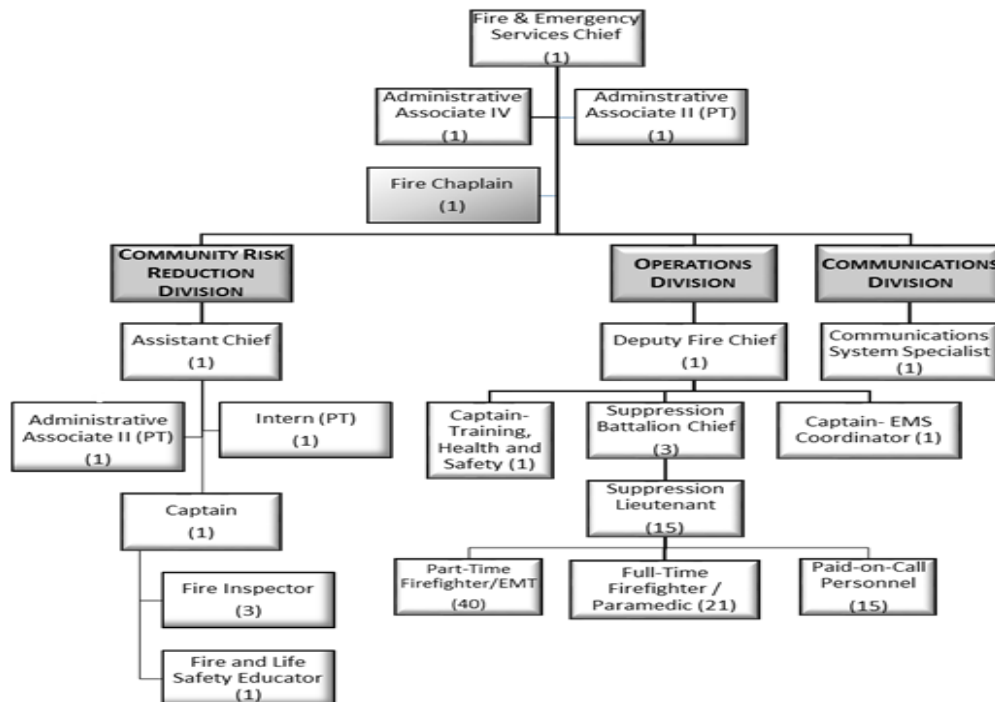
DEPARTMENT OVERVIEW

The Rochester Hills Fire Department is a full-service all-hazards Insurance Service Office (ISO) Class 2 fire department, with the responsibility of responding to and mitigating incidents involving fires, medical emergencies, hazardous materials, and technical rescues. The Department also provides a full range of support and/or administrative services including fire prevention, community risk reduction, fire and life safety education, and professional development just to mention a few. The following organizational chart represents the current structure of the department and budgeted positions.



The Department operates five (5) fire stations from which it deploys two (2) engine companies, two (2) truck companies, one (1) quint company, one (1) rescue company, five (5) Advanced Life Support ambulances, and a Battalion Chief. Companies at full staffing are cross-staffed (responding to first

emergencies first) with three (3) personnel consisting of a full-time Lieutenant/Paramedic, a full-time Firefighter/Paramedic, and a part-time Firefighter/EMT when available. Department personnel responded to approximately 7,100 calls in 2017. In addition, the Department maintains mutual aid agreements with all of its neighboring agencies, in trying to support a boundary drop system that sends the closest most appropriate unit to the emergency. The Department also participates in the MABAS System, which facilitates the sharing of specialized resources and ideas to provide members with a trained, equipped, and coordinated response for all hazards and technical operations beyond their local capabilities.



ROCHESTER HILLS FIRE DEPARTMENT STRATEGIC PLAN 2019-2029

FINANCIALS

The primary source of Fire Department funding was established with the adoption of the City Charter in 1984 as voters approved 2.5000 mills as a maximum Charter millage rate for the operation of the Fire Department. In 2014, a ballot initiative was approved by the voters to increase the fire charter millage to 3.0000 mills (limited to 2.9373 mills per Headlee Rollback). For FY 2015-2018, Fire millage was levied at 2.7000 mills. The millage rate is held constant at 2.7000 mills for the remainder of the forecast period (FY 2019-2021).

With the increased Fire Millage in 2015, the Department was able to add nine (9) additional Full-Time Firefighter positions and redesign its Paid-On-Call Firefighter system to a Part-Time Firefighter/EMT system which allows the City to staff each of the City's five (5) fire stations 24-hours per day/7 days per week.

In 2017 the department hired an additional four (4) Full-Time Firefighter/Paramedics. These new positions were funded through a decrease in budgeted Firefighter overtime with minimal impact on the bottom line expenditure budget.

The Fire Department continues to evaluate its current performance levels to benchmark with target standards. Any excess revenue over expenditures in the Fire Department Fund (206) is transferred out to the Fire Capital Fund (402) on an annual basis to fund future Fire Capital Equipment and Vehicle replacements. It has been determined that the Fire Capital fund will be solvent through 2030.

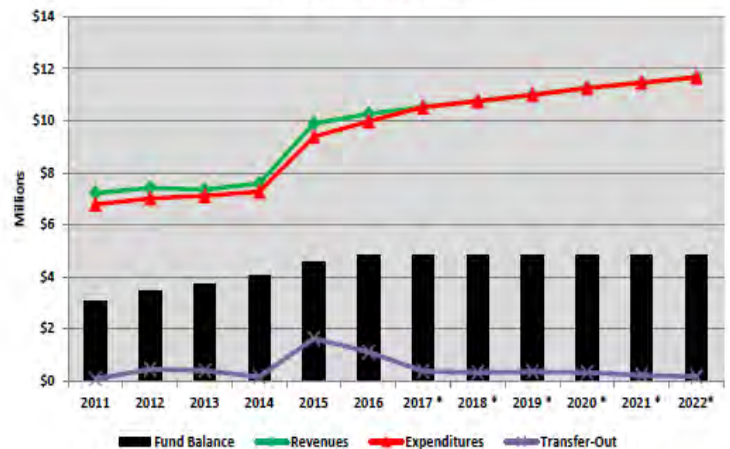
	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015	Actual 2016
REVENUES						
City Taxes	\$ 5,667,027	\$ 5,775,345	\$ 5,747,352	\$ 5,821,723	\$ 8,221,014	\$ 8,486,635
Fines & Forfeitures	3,621	20,412	4,504	3,057	3,350	3,235
Service Charges	1,485,634	1,566,709	1,565,041	1,565,537	1,639,091	1,664,434
Investment Earnings	17,358	19,097	14,949	14,702	17,723	44,937
Other Revenue	34,561	27,127	9,348	5,419	11,071	9,722
Transfers - In	9,470	5,756	10,355	179,022	-	57,710
TOTAL	\$ 7,217,671	\$ 7,414,446	\$ 7,351,549	\$ 7,589,460	\$ 9,892,249	\$ 10,266,673
EXPENDITURES						
Personnel	\$ 4,865,125	\$ 4,749,403	\$ 4,829,670	\$ 5,037,844	\$ 5,539,490	\$ 6,420,923
Supplies	94,896	79,732	79,654	110,309	142,197	107,795
Professional Services	1,670,041	1,703,658	1,783,887	1,936,042	2,011,622	2,307,409
Other Services	83,118	39,967	28,818	44,095	67,011	37,633
Capital Outlay	-	-	-	-	-	-
Transfers - Out	65,160	439,110	389,926	145,860	1,621,890	1,102,050
TOTAL	\$ 6,778,340	\$ 7,011,869	\$ 7,111,955	\$ 7,274,150	\$ 9,382,210	\$ 9,975,810
Excess Revenue Over / (Under) Expenditures	\$ 439,331	\$ 402,577	\$ 239,594	\$ 315,310	\$ 510,039	\$ 290,863
Beginning Fund Balance	\$ 2,634,010	\$ 3,073,341	\$ 3,475,918	\$ 3,715,511	\$ 4,030,822	\$ 4,540,861
Ending Fund Balance	\$ 3,073,341	\$ 3,475,918	\$ 3,715,511	\$ 4,030,822	\$ 4,540,861	\$ 4,831,724

	Amended 2017	Adopted 2018	Projected 2019	Projected 2020	Estimated 2021	Estimated 2022
REVENUES						
City Taxes	\$ 8,751,860	\$ 8,934,920	\$ 9,118,720	\$ 9,311,980	\$ 9,486,420	\$ 9,678,810
Fines & Forfeitures	3,500	3,500	3,500	3,500	3,500	3,500
Service Charges	1,701,960	1,751,960	1,801,960	1,851,960	1,870,490	1,889,210
Investment Earnings	60,000	60,400	72,480	84,560	96,630	96,630
Other Revenue	5,500	5,500	5,500	5,500	5,500	5,500
Transfers - In	-	-	-	-	-	-
TOTAL	\$ 10,522,820	\$ 10,756,280	\$ 11,002,160	\$ 11,257,500	\$ 11,462,540	\$ 11,673,650
EXPENDITURES						
Personnel	\$ 7,425,170	\$ 7,655,090	\$ 7,858,480	\$ 8,072,020	\$ 8,315,770	\$ 8,544,190
Supplies	136,000	157,220	165,780	175,380	178,890	182,460
Professional Services	2,548,520	2,579,750	2,577,690	2,614,220	2,677,140	2,710,180
Other Services	50,410	54,060	55,570	84,230	85,880	87,550
Capital Outlay	-	-	-	-	-	-
Transfers - Out	362,720	310,160	344,640	311,650	204,860	149,270
TOTAL	\$ 10,522,820	\$ 10,756,280	\$ 11,002,160	\$ 11,257,500	\$ 11,462,540	\$ 11,673,650
Excess Revenue Over / (Under) Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Fund Balance	\$ 4,831,724	\$ 4,831,724	\$ 4,831,724	\$ 4,831,724	\$ 4,831,724	\$ 4,831,724
Ending Fund Balance	\$ 4,831,724	\$ 4,831,724	\$ 4,831,724	\$ 4,831,724	\$ 4,831,724	\$ 4,831,724

Governmental Funding Uses



Fire Operating Fund



INTRODUCTION

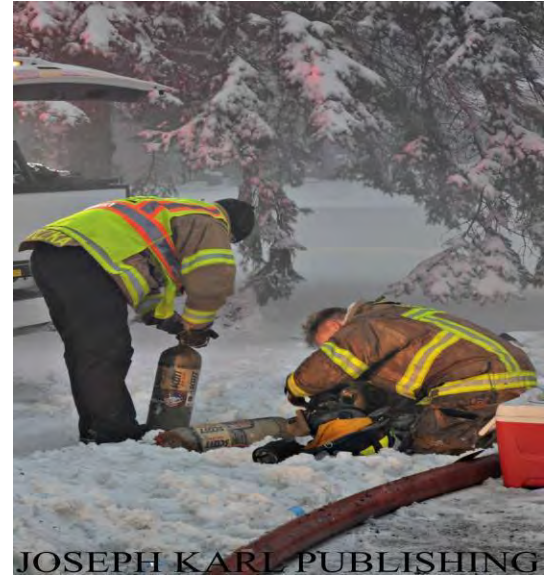
If any organization is to improve in its continuous drive for excellence, it must determine the organizational direction for excellence and develop a strategy for getting there. A properly developed strategic plan steers an organization from “business as usual” towards the attainment of excellence by tackling areas needing improvement. Strategic planning can be 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”** (emphasis added). In order to fully understand this definition, further explanation is offered for the keywords in bold type above;

- **Continuous** refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan and put it on a shelf;
- **Systematic** recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **Process** recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than the production of a document;
- **Guiding members** identify not only senior department executives but also employees from the department;
- **Procedures and Operations** means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **How success is to be measured** recognizes that strategic planning must use appropriate measures to determine whether the organization has achieved success.



Mission Statement

The mission of the Rochester Hills Fire Department is to protect and preserve life, property, and the environment through a highly trained and dedicated team.



Vision Statement

The Rochester Hills Fire department will continue to provide the best emergency services and community risk reduction through innovative training, education, and equipment. We are committed to developing all of our resources, both internal and external, to their fullest potential, while empowering each member with the authority needed to effectively and efficiently perform the duties in which we are entrusted.



VALUES STATEMENT

The core values of the Rochester Hills Fire Department are those which the department recognizes and forms the foundation on which the operations of the department are grounded in. The core values also reflect the ethical and philosophical assumptions upon which the members of the department are encouraged to recognize and practice in order to provide a framework in accomplishing the mission of the organization.

These values are not descriptions of the actions performed by the Rochester Hills Fire Department, however, the values underlie our mission and define how the department interacts and collaborates with our **citizens and** visitors of the City of Rochester Hills.

Representatives of public safety agencies are held in high esteem as they are entrusted by society to react instantly, unselfishly, compassionately and professionally when tasked with mitigating an emergency. Society expects these individuals to be guided by certain principles to ensure their excellence, therefore the following core values have been identified with the acronym "**TRAIN US**":

- **Teamwork:** We are supportive of each other's efforts, loyal to one another, and care for each other both personally and professionally.
- **Respect:** We honor and respect the rights and beliefs of our fellow members, employees, officers, elected officials, community residents and visitors, and treat them with the highest degree of dignity, equality, and trust.
- **Accountability:** We accept our individual and team responsibilities and take responsibility for our performance and actions in all of our decisions.
- **Integrity:** We employ the highest ethical standards, demonstrating honesty and fairness in every action we take and decision we make.
- **Never:** We will never accept status-quo and will be advocates for better, faster, and safer approaches for delivering quality emergency services to our customers.
- **Unity:** We are one department and one team. We believe that succeeding as one department is as important as succeeding independently.
- **Safety:** We will do everything in our power to keep our members safe and healthy with superior training, up to date equipment, and follow the latest industry health and safety guidelines.

The Rochester Hills Fire Department bases our decision-making process on three (3) ideals in the following order:

- ✓ ***What is best for the community we serve?***
- ✓ ***What is best for the Rochester Hills Fire Department?***
- ✓ ***What is best for the member?***

SWOT ANALYSIS

A SWOT analysis is the most renowned tool for audit and analysis of the overall strategic position of the organization and its environment. Its key purpose is to identify the strategies that will create a firm, specific **business model that will best align an organization's resources and capabilities to the requirements** of the environment in which the organization operates.

The SWOT analysis helps strategic planning in the following manner:

- It is a source of information for strategic planning;
- **Builds an organization's** strengths;
- Reverses its weaknesses;
- Maximizes its response to opportunities;
- Overcomes the **organization's** threats;
- Helps identify core competencies of the organization;
- Helps in setting objectives for strategic planning; and
- Helps in knowing **the** past, present and future so that by using past and current data, future plans can **be** developed.

An overview of the four factors which define the analysis are summarized below:

- **Strengths** are the qualities that enable an organization to accomplish the defined mission in a way that best serves the needs and service demands of the community. These tangible or intangible characteristics are what the organization is well-versed in, the traits and qualities that the members and employees possess, and the distinct features that give the organization its consistency. It is important for any organization to identify and measure its strengths to ensure they are in line with the service needs of the community and consistent with the issues facing the organization.
- **Weaknesses** are the qualities that prevent the organization from accomplishing the mission and achieving full potential. These weaknesses deteriorate influences on the organizational success and growth and must be controlled in a way to be eventually minimized and eliminated. Weaknesses may be more important for an organization to identify and measure than strengths to ensure that they are not impacting the service needs of the community negatively. The performance or lack of performance within an organization can depend greatly on how we identify and confront our weaknesses.
- **Opportunities** are presented by the environment within which the organization operates. Opportunities arise when an organization can take benefit of conditions in the environment to plan and execute strategies that enable it to become successful. In order for an organization to realize their opportunities, they must first identify their strengths and weaknesses and develop a plan for enhancement. The focus on opportunities is not solely on existing service delivery models and levels, but on expanding them and developing new possibilities. In order for the department to progressively move forward, it must identify its opportunities.
- **Threats** arise when conditions in the external environment jeopardize the reliability of the organization. Threats are uncontrollable and the stability and survivability of the organization are at stake. In order to draw strength and fully benefit from opportunities, an organization must identify the possible threats, risks, and challenges facing them. By recognizing these possible threats, an organization can greatly reduce the potential for loss and learn to turn threats into opportunities to continue moving in a forward direction. It is important to realize that not all threats are completely or directly controllable by the department or organization.

PROGRAM AREA #1- ADMINISTRATION

STRENGTHS

- Focus and Vision
- Motivated and Consistent Leadership
- **Stable** and forward-thinking leadership
- Budget / Fiscal Management
- Labor / Management Relationship
- Hiring Practices
- Positive Influence
- Data and Statistic Driven

WEAKNESSES

- Communication not always clear
- Workload
- Lack of Social Media use
- Succession Planning

OPPORTUNITIES

- Collaboration with surrounding communities
- Continuing professional development for staff
- Community Involvement
- Interns

THREATS

- Change in expectations by **Community**, City Council or Mayor
- Budget
- Workload
- Community Service Demands
- **Developmental Impact on Fire and Emergency Services**
- Change in political climate (Mayor and City Council)

PROGRAM AREA #2 - APPARATUS/EQUIPMENT

STRENGTHS

- Quality of new apparatus and equipment
- All required equipment per Insurance Services Office (ISO) and the National Fire Protection Association (NFPA)
- Standardized apparatus and equipment
- Usability
- Preventive Maintenance Programs
- Long Range Purchasing Process
- Learned from past mistakes in the purchase of equipment and apparatus

WEAKNESSES

- Required training associated with apparatus and equipment
- Understanding extense of apparatus/equipment usability
- Replacement schedule at the same time in future

OPPORTUNITIES

- Consistency
- New Technology (ever changing)
- City Administration continued support (Mayor and City Council)
- Cooperative bidding processes with neighboring communities

THREATS

- New Technology (ever changing)
- Cost replacement
- Change in political climate (Mayor and City Council)
- Catastrophic loss
- Repeating past mistakes in purchasing of equipment and apparatus

PROGRAM AREA #3 - EMERGENCY SERVICES

STRENGTHS

- Personnel
- Quality of patient care
- Service Level
- Safe, but aggressive operations
- Improved Staffing Levels from previous years
- Training
- Apparatus and Equipment
- Operational Direction
- Standard Operating Guidelines

WEAKNESSES

- Staffing
- Growing call volume
- Keeping up with community growth and demands
- **Availability of hireable qualified candidates**
- Automatic/Mutual Aid (unavailable **and inconsistent**)
- Radio coverage
- **Citywide Continuity of Operations Plan (Individual City Departments)**

OPPORTUNITIES

- Staying competent, well trained, and educated **through quality training**
- Cooperative Services (Consolidation **and Collaboration**)
- New Technology
- Community Paramedicine Program
- Administration Support (Mayor and City Council)

THREATS

- Call Volume continues to grow
- **Neighboring departments requesting more mutual/automatic aid due to their low staffing issues.**
- Aging population
- Recruitment of quality candidates
- Automatic/Mutual Aid (unavailable **and inconsistent**)
- Change in political climate (Mayor and City Council)
- Privatization
- Agency cooperation (**other Fire Departments**)

PROGRAM AREA #4 - FACILITIES

STRENGTHS

- Newly updated facilities
- Designed for future **staffing** growth of **the** department
- Technologies incorporated into **building design**
- Consistent station amenities
- Completed projects provided safe Facilities for staff

WEAKNESSES

- More funds required to maintain updated facilities
- Building sites limit the availability of any possible future needs
- HVAC system at Fire Station 1

OPPORTUNITIES

- Shared facilities with **a** neighboring department
- **A** rebuilding of Facilities Capital Fund related to Fire Stations

THREATS

- Catastrophic Loss
- Community Growth

PROGRAM AREA #5 - HEALTH & SAFETY

STRENGTHS

- Proactive Administration
- Dedicated Health and Safety Officer
- Fireground Accountability System
- Additional personnel on-scene
- Exercise Equipment at all Stations
- Health Physicals (fulltime personnel)
- City Health and Safety Committee
- Equipment
- Gear Inspections
- Critical Incident Stress Debriefing / Fire Department Chaplain
- Peer Fitness Trainers **assigned** on **each shift**

WEAKNESSES

- Developing published Standard Operating Guidelines as related to Health and Safety
- Rapid Intervention Team consistency from neighboring department
- Personal Accountability (Weight Management, Health, Diet, Smoking)
- Only one (1) set of turnout gear for personnel
- Automatic/Mutual Aid (**unavailable and inconsistent**)
- Heart Smart Station Alerting System
- Lack of Health Physicals (part-time)
- Radio coverage

OPPORTUNITIES

- Develop and implement fitness and nutritional programs
- More in-depth use of **department** Peer Fitness Trainers
- Fireground Rehabilitation
- Expanded Wellness Program
- Guest Lectures on wellness, diet, exercise and nutrition
- Suicide Prevention
- Cancer Awareness Programs

THREATS

- Health and age-related injuries
- Disability claims
- Cancer and Heart Disease
- Fitness of Personnel
- Budget
- Fear of Change

PROGRAM AREA #6- PERSONNEL

STRENGTHS

- Leadership
- An attitude of "Getting the Job Done"
- Engaged Staff
- Training
- Education
- Dedication
- Job Security
- Benefits
- Increased staffing levels from previous years

WEAKNESSES

- Habits and Attitudes
- Experience Gap
- New Generation
- Limited Number of quality applicants (Both Full Time and Part Time)
- Paramedic shortage (locally, state, and nationally)

OPPORTUNITIES

- Succession Planning
- Members moving into leadership roles
- Advancement
- Recruitment
- Administration Support (Mayor and City Council)
- Community Support

THREATS

- Economic Downturn
- Growth of Community
- Change in political climate (Mayor and City Council)
- Retention of good employees
- Part-Time staffing (number of personnel needed) unavailable during high volume call times
- Union Contracts (IAFF and MAFF)
- Privatization

PROGRAM AREA #7 - COMMUNITY RISK REDUCTION

STRENGTHS

- Certification of Personnel
- Desire and Motivation
- Knowledgeable
- Good Fire and Life Safety Programs
- Pre-Planning
- Innovative Technology

WEAKNESSES

- Staffing Level
- New Fire Inspectors with limited experience
- A learning curve with ever-changing **industry** code and standards
- Required fire service related training **and emergency response** taking away from primary job functions in **Community Risk**
- No False Alarm policy **or Fire Inspection Fee Schedule**
- Old Fire Code
- Statistics
- **Citywide Continuity of Operations Preparedness**

OPPORTUNITIES

- Community Education Programs
- **Improve relationships and communications with other City Departments**
- Revise outdated programs
- Technology
- Social Media as related to Fire Department
- Revision of City Ordinance as related to Fire Code
- Additional staffing in Community Risk Reduction **Division**
- Collaborate with neighboring communities
- Ability to generate revenue with permits outlined in Fire Code

THREATS

- Workload based on continued growth of City
- Community Demand **and Developmental Impact**
- Inspections/Inspector ratio
- Reaching population with Fire and Life Safety messages
- Change in political climate (Mayor and City Council)
- Budget
- Employee Morale
- Changing Fire Codes

PROGRAM AREA #8 - TECHNOLOGY

STRENGTHS

- New Equipment
- Immediate Feedback
- Website and Email Access
- Ability to generate reports and statistics
- EMS Reporting Tablets
- Mobile Data Terminals
- Active 911
- Always changing

WEAKNESSES

- Gathering accurate information from CLEMIS Fire Records Management
- Radios
- Internal Information Systems
- **Lack of** Technology Committee
- Learning Curves with ever-changing Technology
- Human Interface
- Lack of Integration
- Difficulty when not operational

OPPORTUNITIES

- Streamlined processes
- Sharing of data and statistics
- Ability to gather additional information and statistics
- Ease of billing
- Technology Committee
- Additional training to address usability potential
- New future technology

THREATS

- Dispatch
- Fire Records Management System
- CLEMIS
- Cost
- Replacement of hardware and software
- Remaining up to date
- Software/Hardware Vendors

PROGRAM AREA #9 - TRAINING

STRENGTHS

- Proactive and Motivated Training Officer
- Instructors
- **The** depth of knowledge throughout **the** department
- Quality of Training
- Amount of time spent on training
- Engaged members
- Innovative delivery methods
- Budget
- Resources (Books, Props, Training Aids, Training Tower)

WEAKNESSES

- Required/Mandatory training
- Difficulty in training Part-Time personnel
- Training interrupted by increasing call volume
- Other priorities
- Cadre of Instructors

OPPORTUNITIES






- Higher Education Facilities nearby
- Expand knowledgebase
- Continue to be "**Driven** to be the **Best**"
- Collaboration with neighboring departments
- Revenue Opportunity
- Tuition based classes
- Locations to potentially train

THREATS

- Time Issues (Lack of time to train due to call volume and other demands)
- Mandated required training (state, local, and nationally)
- More that is learned, the more time to maintain and be proficient
- **The** potential for budget reduction

GOALS-OBJECTIVES-TASKS

The SWOT Analysis performed in the previous section is focused on the goals of the organization to address the weaknesses, opportunities, and threats that the department faces. Based on the results of the SWOT analysis, the department needs to identify the goals, objectives, and tasks necessary to accomplish these issues. A further definition of goals, objectives, and tasks are provided below;

- **Goal** is a term that designates the general end towards which an effort is directed. In the context of a fire protection effort, goals must be directed towards the resolution of life and property safety, based on the stated mission of the organization and be future-oriented.
- **Objectives** are the specific end toward which effort is being directed. In the context of fire protection, objectives are considered independent of the means in which they are achieved. Objectives must be achievable within a certain planning period and be able to be measured in some quantifiable way.
- **Tasks** are the specific functions that are performed in order to accomplish the stated objective. Arrows next to the Tasks will be highlighted in **five (5)** manners to show the following;
 - Yellow - InProgress 
 - Blue - On Going 
 - Green - Completed 
 - Red - No Action At thisTime 
 - Orange- Will require action by City Administration and/or City Council 

Goal 1	Develop and implement a formal human resource plan to include: a staffing analysis and needs plan, improve / develop career planning, employee development, and succession planning programs, and improve the internal communications practices.
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Objective 1A	Administration: Improve internal communications practices.	
Timeline	6 months	Program Area(s): 1 and 8
Critical Tasks	<ul style="list-style-type: none"> Analyze all the internal communications practices and determine deficiencies. Investigate operational practices that can be used to bridge deficiencies. Investigate technological advancements that can be used to bridge deficiencies. Develop and implement a plan to correct deficiencies. 	

Objective 1B	Administration: Develop a staffing analysis and needs plan.	
Timeline	12 months- 108 months	Program Area(s):1, 3, 5, 7, and9
Critical Tasks	<ul style="list-style-type: none"> Determine the current and anticipated operational workload of the Rochester Hills Fire Department in the next ten (10) years. Review applicable local, state, and national staffing standards. Identify discrepancies between staffing levels, anticipated workload, current statistics, and reviewed standards. Develop and deliver a report on required future staffing needs to City Administration and City Council with potential funding options and make staffing recommendation. 	

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Objective 1C	Personnel: Improve / develop career planning, employee development, and succession planning programs.	
Timeline	12 months	Program Area(s): 3, 5, 7, and 9
Critical Tasks	<ul style="list-style-type: none"> • Evaluate existing career development programs and identify deficiencies. • Create or enhance career development programs for all positions within the RHFD. • Assess current employee development programs and identify deficiencies and needs • Identify the critical tasks at all ranks of the RHFD. • Identify the critical tasks for all programs in the RHFD. • Develop mentoring programs to pass critical information to successors. 	

Goal 2 Using existing examples of programs, studies and models, to develop a plan to share resources with the purpose of creating an effective and collaborative, regional fire service organizational structure.

Objective 2	Administration: Meet with partners to determine interest in shared regional fire services.	
Timeline	36 months	Program Area(s): 1, 2, 3, 4, 7, and 9
Critical Tasks	<ul style="list-style-type: none"> • Establish a working group of Fire Chiefs and Government Officials to determine interest. • Review regional examples. • Identify existing potential changes and cost savings. • Evaluate operational impacts (positive or negative). • Develop an implementation plan with interested partners. 	

Goal 3 Ongoing maintenance of Fire Department facilities to keep its services to a currently acceptable standard and to sustain the utility and value of the facilities.

Objective 3	Facilities: Provide for and continuously improve the process for the delivery of building maintenance and utility services to meet the facility needs of the Rochester Hills Fire Dept.	
Timeline	On-Going	Program Area(s): 4 and 5
Critical Tasks	<ul style="list-style-type: none"> • Maintenance of Fire Department facilities aimed at an effective and economic method of keeping the building and services fully utilizable. • On-going assessment for facility maintenance issues, with enhanced communication both inter and intra department to resolve these issues. • Provide for a safe, energy efficient, clean, and well maintained interior environment contributing to the success of the Fire Department . • Meet with Facilities Staff on a quarterly basis to review Station Repair Status/Items as well as budgetary implications. 	

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Goal 4	Ongoing maintenance of Fire Department emergency vehicles to keep their service to a currently acceptable standard and to sustain the utility and value of the units.
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Objective 4	Vehicles; Provide for and continuously improve the process for the delivery of apparatus maintenance and repair to meet the needs of the Rochester Hills Fire Dept.
Timeline	On-Going Program Area(s):2

Critical Tasks	<ul style="list-style-type: none"> • Maintenance of Fire Department emergency vehicles aimed at effective and economic method of keeping them in services and fully utilizable. • On-going assessment for apparatus maintenance and repair issues, with enhanced communication both inter and intra department to resolve these issues. • Provide for safe, energy efficient, clean, and well-maintained emergency vehicles contributing to the success of Fire Department operations. • Review monthly DPS Apparatus Maintenance Cost Center Sheets in relation to established Maintenance Budget.
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Goal 5	Provide an innovative Community Risk Reduction Division by decreasing the severity of fire and life safety events in our Community.
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Objective 5a	Community Risk Reduction: Revise the current fire prevention ordinance by adopting a more recent version of a nationally recognized fire code.
Timeline	12 months - 18 months Program Area(s): 1 and 7
Critical Tasks	<ul style="list-style-type: none"> • Compare fire codes to determine what is the best fit for the City of Rochester Hills. • Research current trends in the fire service related to open burning and recreational fires. • Analyze data based on the findings of the research and determine if codes sections should be deleted and / or modified to meet the City of Rochester Hills needs. • Make recommendation on Fire Code adoption to City Council for their approval.

Objective 5b	Community Risk Reduction: Provide annual fire and life safety inspections to all occupancies under the jurisdiction of the City of Rochester Hills.
Timeline	36 months Program Area(s): 1 and 7
Critical Tasks	<ul style="list-style-type: none"> • Determine the number of Fire and Life Safety Inspections anticipated to be conducted on an annual basis. • Conduct a Community Risk Assessment to identify the risk levels associated with our community's existing occupancies. • Analyze data to determine how many inspections can be conducted with current staffing levels. • Determine if current staffing levels are sufficient to meet annual inspection requirements and make staffing recommendations based on current and future growth.

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Objective 5c	Community Risk Reduction: Evaluate current Public Education programs to determine if our community's needs are being addressed.	
Timeline	18 months - 24 months	Program Area(s):7
Critical Tasks	<ul style="list-style-type: none"> • Compile data on our existing programs as related to our audience. • Analyze data to determine if programs are reaching the correct target audience. • Compare existing programs to current NFPA programs to determine if we are delivering the most up-to-date information to our citizens. • Modify current educational programs to deliver the best public education safety messages to the highest risk citizens of Rochester Hills. 	

Objective 5d	Community Risk Reduction: Evaluate current Plan Review process and determine if all essential fire and life safety elements are being identified and addressed.	
Timeline	15 months - 18 months	Program Area(s): 1 and 7
Critical Tasks	<ul style="list-style-type: none"> •Collect internal data to determine the number of current Plan Reviews performed on an annual basis. •Collect data to determine the additional scope required to meet the benchmarks addressed in NFPA 1730 •Analyze data to determine the number of Plan Reviews that can be conducted with current staffing levels and meet the benchmarks identified in NFPA 1730. •Determine if current staffing levels are sufficient to meet benchmarks identified in NFPA 1730, as well as meeting future needs based on projected new development within the City and make future staffing recommendations if needed. 	

Goal 6	Expand, increase, and diversify the pool of potential Firefighter/Paramedic Candidates
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Objective 6	Administration: Improve recruitment of high quality and diverse Firefighter/Paramedic candidates.	
Timeline	24 months	Program Area(s): 1, 3, 6, and 9
Critical Tasks	<ul style="list-style-type: none"> • Research hosting an internal Paramedic class for EMT's in Part-Time status. • Research hiring Paramedics without Firefighter I and II training and run a departmental academy that results in State certification. • Research lateral entry of Firefighter/Paramedic from other departments to include seniority based pay scales and sign-on/hiring incentives. • Research City of Rochester Hills demographics to assist in the recruitment of minorities. • Collaboratively work with Human Resources to outline future hiring processes and needs. 	

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Goal 7	Be the preeminent Fire-Based EMS service provider in Southeast Michigan.
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Objective 7	Emergency Services: Develop and implement the standards for Accreditation of the Commission on Accreditation of Ambulance Services (CAAS) to improve and validate EMS services in the Department.
Timeline	24 months - 36 months Program Area(s): 3 and 8
Critical Tasks	<ul style="list-style-type: none"> • Determine which personnel will be utilized for specific functions and data gathering as related to the accreditation process. • Compile all required data and documentation as related to the accreditation process. • Implement standards identified through the accreditation process via training, policies and procedures. • Apply for accreditation through Commission on Accreditation of Ambulance Services(CAAS).

Goal 8	Provide for a safe fireground environment for all members of the Rochester Hills Fire Department
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Objective 8	Health and Safety: Provide for a timely Rapid Intervention Team for all structure fires in accordance with NFPA 1710, 1407, and 1500.
Timeline	18 months - 24 months Program Area(s): 3, 5, and 8
Critical Tasks	<ul style="list-style-type: none"> • Collect information in relation to the number of personnel at structure fires and compare to industry standards. • Research statics related to Rapid Intervention Teams and their deployment. • Research statics related to Firefighter injuries and fatalities at structure fires. • Improve Rapid Intervention Team policies, procedures, and fireground operations. • Research staffing models that provide efficient and effective Rapid Intervention. • Project a staffing model required to provide Rapid Intervention in a timely manner.

Goal 9	Create a culture of Health and Wellness within the Rochester Hills Fire Department
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Objective 9a	Health and Safety: Develop a Health and Wellness program in accordance with NFPA 1500.
Timeline	24 months Program Area(s): 3 and 5
Critical Tasks	<ul style="list-style-type: none"> • Research data regarding Firefighter Health and Fitness. • Create a Fitness Program utilizing on-shift Certified Peer Fitness Trainers. • Establish the importance of Firefighter Health and Wellness to include: Cardiovascular, Mental Health, and Cancer Prevention. • Research information in relation to Firefighter Illnesses to include: Cardiovascular, Suicide, Post Traumatic Stress Disorder, Sleep Deprivation, and Cancer. • Research information in Heart-Smart Station Alerting Systems.

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Objective 9b	Health and Safety: Establish a mandatory annual health physical program for all members of the Rochester Hills Fire Department.	
Timeline	12 months	Program Area(s): 3 and 5
Critical Tasks	<ul style="list-style-type: none"> • Negotiate annual physicals of all part-time members. • Track annual health and wellness for all members in coordination with Crittenton Hospital Occupational Services and the Rochester Hills Human Resource Department. 	

Goal 10	Provide the dedicated team of the Rochester Hills Fire Department an innovative environment for training and education
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Objective 10	Training: Deliver high-quality innovative Fire and EMS training in accordance with national, state, county, and local requirements.	
Timeline	12 months	Program Area(s): 1,3,5,6,7,8, and 9
Critical Tasks	<ul style="list-style-type: none"> • Review Federal and State training requirements as defined in MIOSHA Part 74. • Review ISO Fire Suppression Rating Schedule training requirements. • Establish an annual all-hazards training schedule based on identified training requirements. • Research possible on-line and virtual classroom training opportunities. • Construct a virtual classroom delivery system with the ability to reach all out stations. 	

Goal 11	Maximize the use of innovative technologies to improve operations of the Rochester Hills Fire Department
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Objective 11	Technology: Develop a stable, short, and long term plan to assess, determine, and recommend the use and integration of technology within the operations of the department.	
Timeline	On-going	Program Area(s): 1, 2,3,5,7,8 and 9
Critical Tasks	<ul style="list-style-type: none"> • Create a combined committee of personnel from all divisions and MIS to determine the current and future needs of the department. • Assess the current and on-going need for technological resources that can be used to ease and support the day-to-day administrative and operations functions. • Research the future integration of fire department technology with CLEMIS and Oakland County Dispatch for compatibility and access of various platforms. • Research the use of existing and future social media platforms to deliver fire and life safety messages to the community. • Research current technology that is available to provide for efficient and effective department operations. 	

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Goal 12 Limit non-emergency medical incidents and provide proactive integrated medical programs with community partners

Objective 12	Emergency Services: Create a Community Paramedicine Program in collaboration with local area hospitals.	
Timeline	12 months - 18 months	Program Area(s): 3 and 7
Critical Tasks	<ul style="list-style-type: none"> • Establish a workgroup with local areas hospitals and Rochester Hills Fire Department. • Establish a meeting with Oakland County Medical Control Authority to determine requirements and expectations of a Fire-Based Community Paramedicine Program. • Research other successful Fire-Based Community Paramedicine Programs. • Research staffing models that provide efficient and effective Fire-Based Community Paramedicine Programs. • Develop Standard Operating Procedures for Community Paramedicine Program. • Make recommendation to implement the program and evaluate effectiveness. 	

Goal 13 To create a Continuity of Operations Plan for the City of Rochester Hills

Objective 13	Emergency Services: Have an internal Continuity of Operations Plan completed that identifies all issues and concerns Citywide.	
Timeline	36 months - 48 months	Program Area(s): 3 and 7
Critical Tasks	<ul style="list-style-type: none"> • Establish a workgroup with of all City departments to identify Continuity of Operations criteria for each department. • Establish a meeting with Oakland County Homeland Security to determine requirements and expectations of an internal Continuity of Operations Plan. • Research other cities Continuity of Operations Plans. • Research and solicit bids for external organizations capable of creating, formulating, and assisting with maintaining a Continuity of Operations Plan for the City of Rochester Hills. • Make recommendation to implement the program and evaluate effectiveness. 	

Goal 14 Maintain an up to date Rochester Hills Supplemental Emergency Operational Plan to the Oakland County Emergency Operations Plan.

Objective 14	Emergency Services: Maintain an internal Emergency Operations Plan that identifies all issues and concerns Citywide.	
Timeline	On-Going	Program Area(s): 3 and 7
Critical Tasks	<ul style="list-style-type: none"> • Establish a workgroup with of all City departments to identify Emergency Operational Plan criteria for each department. • Establish a meeting with Oakland County Homeland Security to determine requirements and expectations of an internal Rochester Hills Emergency Operational Plan • Provide City Administration and City Council with pertinent information to address concerns during an incident. • Make recommendations to maintain the plan and evaluate effectiveness. 	

ANALYSIS OF FUTURE DIRECTION

Since the establishment of the Rochester Hills Fire Department, a number of significant changes have been implemented to improve the level of service to the communities. In order to maintain an organization which is able to continue to deliver the level of service required, it is critical to develop a plan of where the organization sees itself in the future. As part of this planning process, the Rochester Hills Fire Department has performed a SWOT analysis and has also developed the following assumptions which will potentially steer the organization in a variety of directions. The purpose of this portion of the strategic plan is to address the threats as identified in the SWOT analysis and to structure the future direction to address the threats and assumptions. Additionally, as the department works through each goal, an Appendix will be attached to this plan with statistical and informational justification as well as budgetary implications.

Future Direction and Potential Threats

For the Rochester Hills Fire Department to be a successful organization, we have to continually monitor the Strengths, Weaknesses, Opportunities, and Threats outlined in this document. Additionally, the department will need to be cognizant of new emerging Weaknesses, Opportunities, and Threats that may present themselves at a later time. Currently this Strategic Plan identifies the following as some of the **greatest** issues (Weaknesses and Threats) that will need directed focus in the very near future.

- The City of Rochester Hills will continue to witness an **increase** in the development of residential and commercial properties throughout the city which will **increase** population, **tax** the aging infrastructure, **require more services and resources** of the municipality (police, public works, fire, etc.) and introduce new hazards to the community. It is **imperative** that **Developmental Impact** is taken in to consideration as to the effects on Fire and Emergency Services delivery as well as Community Risk Reduction.
- The following have been identified in the proposed City of Rochester Hills Master Plan;
 - Since 2000 there have been an additional 306 Multi-Family Dwellings, 482 Attached Condominiums, and 2241 Single Family Dwellings added.
 - In 2017 43% of permitted units were Multi-Family Dwellings.
 - Between 2018-2020 an estimated 300 to 500 additional housing units will be added.
 - Between 2021-2030 an estimated additional 1200 to 1500 housing units will be added.
 - By 2030 an additional 500,000 sq/ft of Retail Commercial Space will be added.
 - Between 2020 and 2030 and additional 187,000 to 234,000 sq/ft of additional Office Space will be added.
 - By 2020 an additional 147,000 to 210,000 sq/ft of additional Manufacturing/Technology Space will be added with 1.5 million to 1.6 million sq/ft by 2030.
- This will certainly stretch an already **overloaded** system.

ANALYSIS OF FUTURE DIRECTION

Continued

- As the Planning and Development Department continues to approve additional multi-family, assisted living/nursing facilities, senior congregated living, as well as commercial properties, and as the Building Department approves Certificate of Occupancies, the Community Risk Reduction Division which is already **short-staffed**, will become responsible for the annual Fire and Life Safety Inspections.
- Changes in the types and methods of building construction, along with the contents of buildings, have and will continue to modify the methods of fire suppression activities employed by the department.
- The increasing call volume and potential for additional services (Community Paramedicine Program, etc.) will **tax** the existing service delivery system of the department creating the need for additional resources both physical and human. The workload of fire departments has grown **substantially**. Communities tend to lean on the fire service in times of crisis.
- The ongoing reduction in the Part-Time members, (which is a local, state, and nationwide problem) will **necessitate** the department to hire additional full-time career firefighters to have sufficient personnel on-duty and ready to respond in a timely efficient manner as call volume continues to rise.
- Rochester Hills aging population will **increase** the demand for Fire and Emergency Services from our department. SEMCOG estimates Rochester Hills residents in the age group of "65 and Over" will increase by 43% by 2040 to almost 14,000 individuals. This is indeed a concern since statistically in 2017 64% of individuals that utilized Emergency Medical Services in Rochester Hills were age "65 and Over". In a 2017 report, the National Institute of Standards and Technology (NIST) identified that 32% of all home fire deaths were among the elderly age 65 and older. Additionally the CDC identified that involvement in fatal crashes, per mile traveled, begins increasing among drivers ages 70 and older. This trend has been attributed more to an increased susceptibility to injury and medical complications among older drivers rather than an increased risk of crash involvement.
- Surrounding mutual aid departments are **continuously challenged** to meet the needs of their communities, let alone providing assistance to Rochester Hills. Departments continue to **struggle** to meet their day to day responses, let alone a major incident. Call volume continues to **increase** as does the difficulty in having agencies able to respond, especially during the day. It is crucial that the Rochester Hills Fire Department has adequate staffing to provide services to the City of Rochester Hills.

ANALYSIS OF FUTURE DIRECTION

Continued

- Finally and most importantly, Strategic Planning is important to any organization because it provides a ***sense of direction*** and outlines measurable goals. Strategic planning is a tool that is useful for guiding day-to-day decisions and also for evaluating progress and changing approaches when moving forward. Fire Departments can no longer just react to issues, which unfortunately historically has happened. The Rochester Hills Fire Department ***must*** begin to anticipate future change rather than merely react to them (or in some cases be forced to react). Additionally we need to meet the obligations of the Fire and Emergency Services and the community through:
 - Careful allocation of resources,
 - Use of resources in the most efficient and effective manner possible by;
 - Determining priority areas (Identification of, pursue, and achievement of goals.
- Thus, this Strategic Plan becomes a tool to identify the department's priorities; its tie to the community; developing an action plan; and finally develops the rationale behind our allocation of/request for additional resources.

"Without continual growth and progress, such words as improvement, achievement, and success have no meaning."

and

"You may delay, but time will not."

Benjamin Franklin
Founder of the American Fire Service



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DEFINITIONS AND ACRONYMS

CLEMIS- Court and Law Enforcement Management and Information System

Customer(s)- The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.

Efficiency- A performance indication where inputs are measured per unit of output (or vice versa).

EMS- Emergency Medical Services

FSRS- Fire Suppression Rating Schedule

ISO- Insurance Services Office

MABAS- Mutual Aid Box Alarm System

Mission- An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.

NFPA- National Fire Protection Association

NFPA 1500- National Fire Protection Association Standard on Fire Department Occupational Safety and Health Program

NFPA 1581- National Fire Protection Association Standard on Fire Department Infection Control Program

NLT- (No Later Than)

Strategic Goal- A broad target that defines how the agency will carry out its mission over a specific period of time. An aim; the final result of action. Something to accomplish in assisting the agency to move forward.

Strategic Plan- A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.

Strategic Planning- The continuous and systematic process whereby 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.

Strategy- A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.

SWOT- Strengths, Weaknesses, Opportunities, and Threats

USFA- United States Fire Administration

Values- The relative worth, utility, or importance.

Vision- An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

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Assistance

Dan Hedrick, National Promotions Director- Retired Jack Daniels Distillers

The department and Strategic Planning Committee would like to thank Mr. Hedrick for his insight and direction in the Rochester Hills Fire Department's Strategic Planning Process. Mr. Hedrick aided in delivering a highly experienced strategic planning process and through his assistance, our team developed an integrated strategic plan that builds clarity and consensus among the group on a critical game plan for the future success of the Rochester Hills Fire Department. Since commitment and ownership are always a function of involvement, this process not only provided our leadership team with the data, setting, process and support they need to achieve alignment among themselves, it also ensures the kind of involvement that was needed to build broader ownership for the final plan and commitment to its ultimate implementation.

RECORD OF CHANGES/UPDATES

CHANGE NUMBER	DATE OF CHANGE	DATE ENTERED	CHANGE MADE BY (Signature)
SUMMARY OF CHANGE(S):			
CHANGE NUMBER	DATE OF CHANGE	DATE ENTERED	CHANGE MADE BY (Signature)
SUMMARY OF CHANGE(S):			

**ROCHESTER HILLS FIRE DEPARTMENT
STRATEGIC PLAN 2019-2029**

CHANGE NUMBER	DATE OF CHANGE	DATE ENTERED	CHANGE MADE BY (Signature)

SUMMARY OF CHANGE(S):

CHANGE NUMBER	DATE OF CHANGE	DATE ENTERED	CHANGE MADE BY (Signature)

SUMMARY OF CHANGE(S):

APPENDICES

Rochester Hills Fire Department Strategic Plan 2019-2029 Goals Timeline

ID	Task Name	Start	Finish	Duration	2019				2020				2021				2022				2023				2024				2025				2026				2027				2028				2029			
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