



# **Strategic Plan FY 2021-2025**

## **Cherry Hill Fire District #13**

### **Cherry Hill, NJ**

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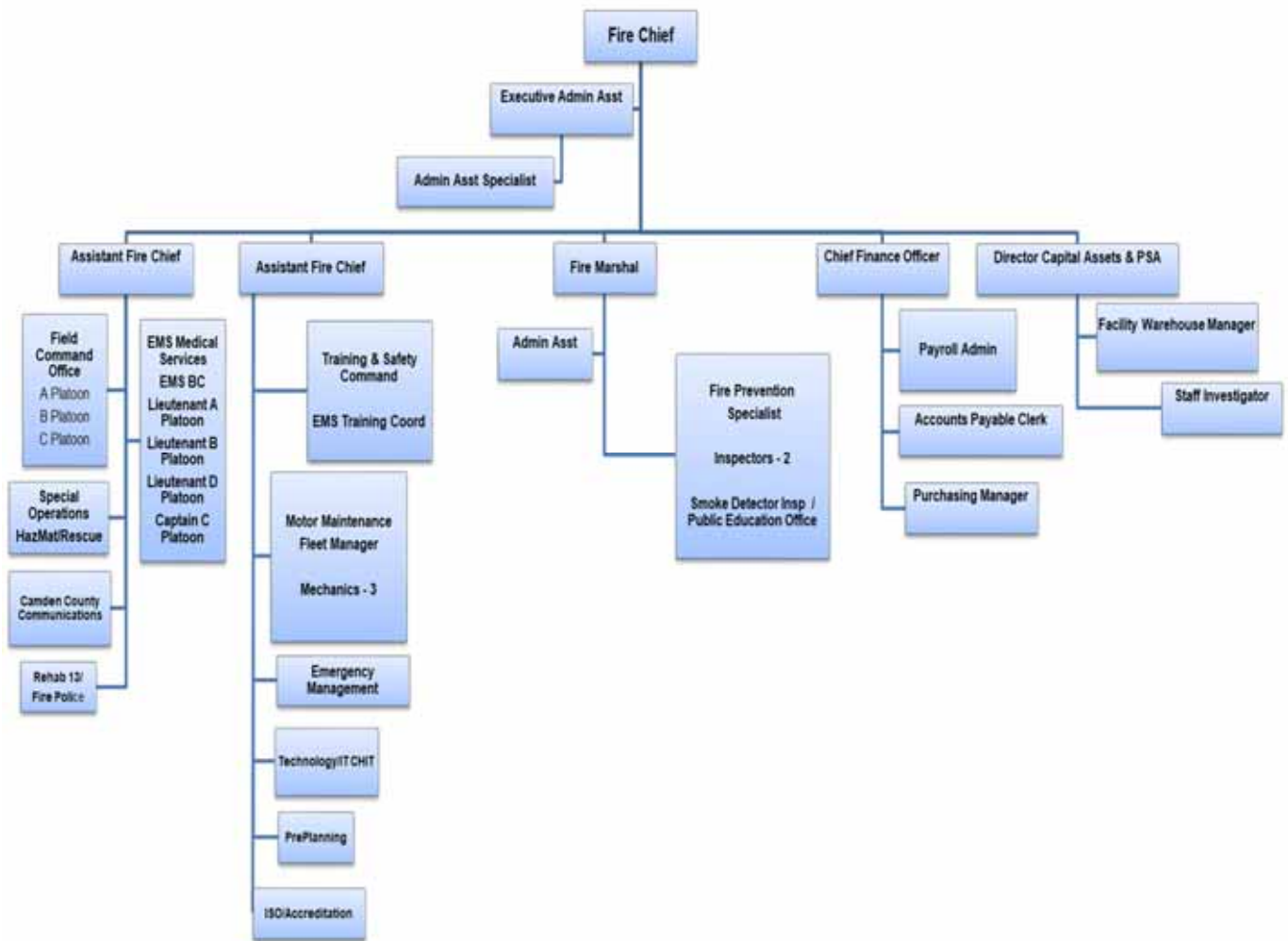
## **INTRODUCTION**

The Cherry Hill Fire Department (CHFD) serves as the first level of protection for fire and life safety emergencies in our community. We provide a wide range of services and continue to expand our capability in training and equipping our field forces. The public places a significant trust in our ability to perform when called upon and needs to have the highest confidence in our skill and equipment. Our adopted culture of readiness and situational awareness are the keys to maintaining the consistent level of performance we must continue to deliver. In order to improve upon our professional standards, the Department completed the accreditation process through the Center for Public Safety Excellence (CPSE) in August of 2016. The Cherry Hill Fire Department is an Internationally Accredited Agency for the period of 2016 to 2021. This will be the third Strategic Plan for the Department since receiving Accredited Agency Status and an ISO Class 1 Fire Department designation in 2016. Many of the ongoing improvements related to these two (2) accomplishments will be addressed as part of this plan and future plans.

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

We have a proven record of accomplishment that is a direct result of the many talented men and women within our ranks. In support of their steadfast work, we want to share the Department's current Strategic Plan. This is a working document that identifies a list of items that the Department is working on. Due to the changing demands and unforeseen circumstances, we may place one or more of these items on hold, or rearrange implementation plans based on internal factors. What is important is that our members, supporters, and government officials know in concept the direction their Fire Department is heading and the focus of our efforts.

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## CHERRY HILL FIRE DEPARTMENT OPERATING BUDGET

### FISCAL YEAR 2020

Operating Budget	\$27,293,605.00
Capital Budget	\$ 150,000.00
<b>TOTAL</b>	<b>\$27,443,605.00</b>

## CHERRY HILL FIRE DEPARTMENT

### 3 YEAR BUDGET HISTORY

	FY 2017	FY 2018	FY 2019
Operating Budget	\$27,560,903.00	\$27,621,607.91	\$28,157,419.00
Capital Budget	\$ 130,000.00	\$ 1,700,000.09	-
<b>TOTAL</b>	<b>\$27,690,903.00</b>	<b>\$29,321,608.00</b>	<b>\$28,157,419.00</b>

## CHERRY HILL FIRE DISTRICT HISTORY

Organized firefighting began on the western edge of Delaware Township in 1905 with the formation of the Church Road and East Merchantville Volunteer Fire Companies. As growth continued to move eastward, the Woodcrest Fire Company was formed in 1916 followed by Woodland in 1923, Erlton, and Ashland in 1927. The last volunteer fire company to organize was Deer Park in 1948.

Ambulance service was provided by the Delaware Township Ambulance Squad in 1947. In 1954, the Ashland Ambulance Squad was organized and began providing ambulance service to the eastern portion of the township.

In the 1950's and early 1960's, Fire Districts were established as taxing authorities in the areas served by the seven (7) volunteer fire companies to provide funding for

apparatus, equipment, fire stations and general operation of the volunteer companies.

In 1961, Delaware Township was officially renamed Cherry Hill Township. With this new identity, we experienced increased development of farmland into commercial properties and residential neighborhoods.

The first paid firefighters were hired in the 1960's to provide coverage during the weekdays as call volume began to increase. During the 1980's, thirty-two (32) firefighters were hired by the Fire Districts to keep up with the demand for fire protection with the continued population and building growth in the Township.

In 1987, two (2) of the seven (7) Fire Districts merged into one (1) Fire District in the southeastern portion of the Township. The 1990's saw a decline in volunteer firefighters with a continued demand for "calls for service" throughout the Township. With six (6) Fire Districts providing various levels of service, different levels of taxation, and duplication of apparatus and equipment, a movement began in 1992 to consolidate the six (6) Districts into one (1) Fire District for the entire Township.

On July 12, 1993, Cherry Hill Township Council passed Ordinance 93-27 to dissolve the six (6) Districts and create a new single Fire District for Cherry Hill Township. On January 1, 1994 Cherry Hill Fire District #13 (CHFD) was organized.

- 1994 – 2000: The beginning years were spent developing the organization and putting the resources in place to make the CHFD what it is today. This was a time of great change and development that was setting the foundation for the future. This included standardizing apparatus, equipment, and training, setting policy and developing operating guidelines. In 1998, the CHFD conducted its first formal Recruit Firefighter Training Academy that set the benchmark for all firefighters entering the organization from that year forward. The Motor Maintenance Shop moved from an engine bay at Fire Station 2 on Route 70 to a new two (2) bay full service apparatus

maintenance facility located at 1501 Burnt Mill Road. The Insurance Service Office (ISO) evaluated the CHFD in 1999 and issued an ISO rating of 2 from the previous ratings of 3, 4, and 5 from the prior Districts.

- 2001 – 2009: Capital and operational infrastructure improvements continued during this time. Fire Station 2 became a capital asset of the Fire District and underwent improvements to make the station conducive to a 24/7 firefighting operation. In addition, the North Kings Highway Fire Station was constructed to improve resource deployment Township-wide. Two (2) Ladder Trucks were added to the fleet in 2002 to replace older apparatus that did not meet the service needs of the Department and in 2008; three (3) Engines and one (1) Ladder Truck were added to the fleet. These new apparatus are part of the Department's fleet replacement schedule program that continues today. In 2003, Emergency Medical Services were merged from the Township (Police Department) into the Fire Department with an associated operating cost of \$2.5M. The Department was evaluated a second time by the ISO and maintained the ISO rating of 2 it received in 1999.
- 2010 – 2014: Capital Facility improvements at Fire Station's 3, 4, 6 and Fire Headquarters were completed in 2010. In collaboration with Township Officials and Cherry Hill Police, the Township's Emergency Operations Center (EOC) was incorporated into the construction of Fire Headquarters allowing for a state-of-the-art EOC. In December 2014, the Department's Training Academy was approved by the New Jersey Office of Emergency Services (NJOEMS) as a designated Emergency Medical Technician (EMT) training site to compliment the Division of Fire Safety's Tier 1 Firefighting Training Site (1994).
- 2015 – 2017: A Squad/Engine and Ladder Truck were purchased and placed into service as part of the fleet replacement program. In addition, two (2) BLS

Ambulances were added in 2015, 2016 and one (1) BLS Ambulance was added in 2017. This will now place all ambulances on a four (4) year replacement schedule. A second power shift BLS Ambulance was added to the Department's response model in 2015 due to the continued increase in EMS calls for service. During the winter of 2016, the Department underwent a third ISO evaluation and was completing its self-assessment as part of the accreditation process with the Commission of Fire Accreditation. In August 2016, the Cherry Hill Fire Department was approved as an Accredited Agency for a 5-year period (2016 – 2021) and in December of 2016 was upgraded to a Class 1 Fire Department under the ISO. Planning was undertaken in 2017 for future fire apparatus and a new fire station on the western side of the Township. Today's CHFHD continues to be a well-trained and efficient "All-Hazards" organization of one-hundred (100) full-time firefighters, twenty-one (21) full-time and thirty-five (35) per-diem EMS personnel, 4 Motor Maintenance Mechanics, 16 full time / 1 part time Civilian staff, and thirty-one (31) volunteer Rehab/Fire Police personnel providing firefighting, EMS, fire prevention and education, technical rescue and Hazmat services to our community. Our purpose is to ensure the protection of the citizens and businesses of Cherry Hill. We continue to develop new traditions based on an ever-changing Emergency Services environment.

- 2018 – Present: The Cherry Hill Fire Department has accomplished numerous capital and operational improvements. Fleet replacement continues to be a vital part of the District's Business Plan. Since 2018, the Department replaced five Basic Life Support Ambulances and procured five staff vehicles. The District implemented a new Rescue Ladder concept by the consolidation of a 1998 Seagrave Rescue and a 2008 Pierce 100-foot ladder truck into a single response vehicle. It has been estimated that this new response concept will save township residents over 1 million



tax dollars that was committed to funding those two separate units. The Self Contained Breathing Apparatus (SCBA) Shop purchased a new POSI Check flow-testing device to enhance their capabilities in testing and certifying the Department's SCBA. The District was awarded a \$210,363.00 Assistance to Firefighter Grant in 2020 to purchase new, state of the art, SCBA.

Two major facility improvements were accomplished in 2018. First, the District took ownership of a parcel of property in preparation to construct a new Station 5. Second, the Training Academy finalized the construction of a two-story Burn Prop. The hiring and career development of all personnel is imperative to the succession and sustainability of CHFD. In preparation for upcoming Officer Promotions, the Training Division delivered the CHFD Fire Officer Apprenticeship Training Program (FOAP) in June of 2018. The Department conducted a promotional testing process this same year that resulted in 14 members receiving promotions to the rank of Fire or EMS Officer and subsequent higher ranks. The Department accomplished many significant training initiatives during these five years to better prepare the CHFD and contiguous departments for various emergency responses. EMS Officers completed the National Fire Academy Leadership Series, which helped them practice and experience leadership concepts. In 2019, CHFD sponsored a Type 3 All-Hazards Incident Management Team course for the CHFD Command Staff and adjoining agencies. Rescue Task Forces members attended FEMA Active Shooter Incident Management and Active Threat Integrated Response Courses in preparation for a full-scale Active Shooter Hostile Event exercise that was successfully delivered at a local middle school. Throughout these five years, our Hazardous Materials and Rescue Special Operations Units continued to pursue and complete Technician and Specialist credentialing. We continue our commitment to fiscal accountability and transparency while we accomplish these capital and operational improvements.

## **DEPARTMENT OVERVIEW**

The Cherry Hill Fire District 13 (CHFD) is an all-hazards, trained Department, responding to fire, medical, hazardous materials, and technical rescue emergencies. All emergency and non-emergency services are developed, maintained, and provided by highly trained career professionals dedicated to excellence. This career staff is supported by two (2) volunteer companies: Rehab 13 and Fire Police who provide valuable support services during emergencies in support of the CHFD.

The Cherry Hill Fire Department responds to emergencies from six fire stations, comprised of four engine companies, two ladder companies, and five Basic Life Support transport ambulances. It also has hazardous materials and urban search and rescue teams operating out of two (2) different locations. The CHFD partners' with the Cherry Hill Police Department in staffing and coordinating Emergency Management functions for the Township.

As a public safety provider, the agency is required to operate efficiently and effectively at the emergency scene and during normal day-to-day functions. The Department assumes both a scalar and integrated organizational structure to ensure that the organization is in-sync at all times. This format allows us to work creatively with the maximum amount of input and contribution from the members of the organization. The organization is structured into four areas: Functional Area, Unit Commands-Field Forces, Unit Commands-Staff, and Section Managers.

- Functional Area is lead through the Office of the Fire Chief (OFC). This office consists of the Chief of Department (C of D), two (2) Assistant Fire Chiefs (AFC), Director Capital Assets Command/Principal Staff Assistant (DCAC/PSA), Chief Financial Officer and the Executive Administrative Assistant to the Chief of Department (EAA).

The Chief of Department is responsible to coordinate and carry out all associated activities relating to efficient operation of the Fire Department. The Fire Chief exercises control and direction over the daily business operations and personnel management.

Assistant Fire Chiefs' exercise control and direction over Fire and EMS field operations in consultation with assigned Battalion Chiefs, Motor Maintenance, Fire Police, ReHab 13 and Camden County Communications Center, Training & Safety Program, Office of Emergency Management, Insurance Service Office, Accreditation, Preplanning and GIS Analyst.

The Director Capital Assets Command and Principal Staff Assistant is responsible to assist the Chief of Department and coordinate the various division functions with the Department. The PSA is a member of the Command Staff, represents the Chief of Department and has authority to execute actions as the Department's representative. This position helps to coordinate Department actions with other township departments, outside agencies, and is an advocate on all matters relating to legal defense and litigation. The PSA is the liaison to the Board of Fire Commissioners and maintains control of meeting minutes, agendas and resolutions. The Director of Capital Assets Command exercises executive control and direction for Capital facilities, procurement, inventory, and disposal programs.

The Executive Administrative Assistant to the Chief of Department covers a wide range of administrative duties to provide direct support and assistance in executing the critical workload performed by the Office of the Fire Chief. The EAA serves as a liaison between the Chief of Department and various individuals and organizations, various divisions and groups, state and local organizations, and the general public.

- The Unit Command-Field Forces consist of the Platoon Fire Battalion Chief/Shift Commander, EMS Battalion Chief, Station Commander/Captain, Company Officer/Lieutenant, and EMS Officers (EMSO).

The Platoon Fire Battalion Chiefs operate in the Field Command Office (FCO). The FCO is staffed with three (3) Battalion Chiefs who are responsible to command three (3) platoons. Their responsibilities include the direct command and leadership of the field firefighting forces during their period of duty. Platoon staffing and command of major emergencies are two of the primary functions of the assigned Fire Battalion Chief.

The EMS Battalion Chief exercises executive control and direction for pre-hospital medical care and the deployment of system resources. The EMS Battalion Chief evaluates and assesses effectiveness of pre-hospital care operational activities and makes timely adjustments as required. This position is also required to coordinate and ensure compliance with the Medical Director, medical protocol and is a liaison with the Advanced Medical Support provider. The EMS Battalion Chief directs information technology and technical services.

One Station Commander/Captain is assigned to each fire station within Cherry Hill Township. The Captain is to coordinate management and welfare of the fire station in accordance with Department policy. The Commander must effectively manage a firefighting company on the emergency scene. The Captain must also maintain equipment, schedule tasks, and ensure personnel are adequately trained and equipped under his command.

Two Lieutenants are assigned to each fire station within the Cherry Hill Fire Department. Each Lieutenant manages their designated platoon company. The Company Officer (CO) provides first line supervision for members assigned under their command. The CO assists the Station Commander in routine duties and responsibilities to ensure effective

station management. One of the primary duties of a CO is to effectively train and develop their personnel.

The EMS Officer serves as the field level supervisor over Emergency Medical Services personnel. They are to assist the EMS Battalion in executing his/her duties. The EMSO ensures Quality Assurance by observing patient care, reviewing medical charts, interfacing with field providers, and partnering with outside EMS and hospital agencies. The Medical Officer operates within the Incident Command System during emergency incidents.

- The Unit Commands-Staff consist of Management Support Command, Fire Marshal's Office/Community Education Command (FMO), and Training and Safety Command.

The Management Support Command is responsible for the Department's finance and personnel functions. All matters relating to budget development, audits, program management, benefits, and insurance fall within this supporting function. The Chief Financial Officer (CFO) is required to continuously audit and examine every expenditure and program that is managed within the organization. He/she is responsible to ensure compliance with all federal and state regulations relating to personnel practices, employment, and compensation. The CFO supervises the following direct reports: Purchasing Manager, Payroll Administrator, and Administrative Staff assigned and detailed.

The Fire Marshal's Office/Community Education Command (FMO) is responsible for code enforcement, risk reduction, community education, and fire and explosive investigations. The Chief Fire Marshal serves as the Fire Official for the Township of Cherry Hill. The FMO is responsible to follow-up on problems identified by the field companies while conducting routine emergency responses. The Public Education Officer (PEO) oversees the Department's Community Education program. The PEO

has the responsibility to utilize all necessary Department resources to educate and inform the public of methods that will save lives and help improve quality of life.

The Training and Safety Command is responsible to ensure that all personnel are properly trained in accordance with state and federal guidelines. In addition, the training staff is required to see that all members of the organization annually meet the mandated training standards as set forth by the Department. On the emergency scene, the Training Command operates as the Incident Safety Officer in support of the Incident Commander. The Training & Safety Division oversees the Department's safety program in conjunction with the assigned insurance carrier. Throughout the year, the Safety Officer oversees all line of duty injury and exposure reporting as well as documenting a thorough investigation. In addition, the division oversees the Employee Assistance Program.

- The Section Managers consist of Purchasing Manager (PM), Motor Maintenance-Fleet Manager, Facilities and Warehouse Manager (FWM), and GIS Analyst.

The Purchasing Manager serves as the Qualified Purchasing Agent (QPA). The QPA coordinates, manages and performs procurement functions for the Department by preparing bids and price quotations in accordance with state regulations. In addition, the PM works closely with the CFO on matters relating to budget and purchasing and the Accounts Payable Clerk for bill processing and payment.

The Motor Maintenance-Fleet Manager is responsible to perform all associated maintenance required for the Department's fire, ambulance and automotive fleet. Recordkeeping is a critical element of the Motor Maintenance Division, in order to effectively document the required maintenance and certification of the vehicles actively assigned within the fleet. Fleet maintenance also entails conducting research to develop new and innovative ways to serve internal and external customers. The critical mission of

fleet management is to ensure all vehicles are able to perform 24 hours a day, 365 days a year. The shop must prepare to respond to normal breakdowns, inclement weather, and periods of excessive activities. The Motor Maintenance shop employees respond to major emergencies to serve under the Logistics function within the Incident Command System.

The Facilities and Warehouse Manager is responsible for planning, budgeting and management of facility maintenance and repair programs. In addition, this position oversees all shipping, receiving and warehouse duties to support the Department's operation. The FWM will coordinate with the Purchasing Manager on specifications, procurement, delivery and inventory of all materials.

The GIS Analyst provides organization and control of the Department's Geographic Information Systems. The GIS Analyst provides technical support and assistance to the Office of the Chief and assigned staff by identifying trends, gathering data for field responses, and developing reports based on fire and emergency medical services calls for service. GIS program section manager develops mapping and pre-incident planning documents that are routinely used by field units while responding and controlling emergencies.

## **DEPARTMENT MISSION, VALUES and GOALS**

### **DEPARTMENT MISSION STATEMENT**

#### ***"We Deliver Excellence"***

The mission of the Cherry Hill Fire Department is to provide quality Emergency Services in a professional manner to all within the Township of Cherry Hill—specifically, through the timely and efficient delivery of such services that include fire prevention and suppression, the mitigation of medical emergencies, community risk reduction, the control of hazardous material incidents, rescue operations, confined space, trench, water, high

angle and building collapse and the resolution of all types of disasters, be they natural or man-made. The Department's goal is to provide both emergency and public service to the community in a timely fashion and courteous manner 24 hours per day, seven (7) days a week. We are dedicated, caring professionals protecting the community.

## **DEPARTMENT VALUES STATEMENT**

### **HONOR**

- The inner force that drives one to exemplify the ultimate in ethical and moral behavior and to hold one's colleagues to the same standard.

### **COURAGE**

- Mental, moral and physical strength that enables one to do what is right and necessary regardless of the dangers or outcomes.

### **COMMITMENT**

- A spirit of unrelenting determination and dedication that drives one to achieve a standard of excellence in every endeavor.

## **DEPARTMENT GOALS**

1. Prevent and reduce the loss of life and property within the Cherry Hill community through fair and consistent administration of the fire code and pro-active public education programs.
2. Provide rapid, effective emergency response to our community through appropriate deployment, staffing, apparatus and equipment.
3. Improve our internal and external customer service through continuous assessment, progressive management and quality personnel practices.



## **STRATEGIC PLANNING**

The Cherry Hill Fire Department now uses a five (5) year Strategic Plan model, which identifies and assesses by division the direction the Department takes to achieve its mission. Some of the items are short and long-term in nature. The Office of the Fire Chief uses an internal action plan that provides a quick snapshot of current initiatives and their status, which are then incorporated, into the goals and objectives section of this document.

The Commission on Fire Accreditation (CPSE/CFA) will require the Cherry Hill Fire Department to complete and submit an annual report for the next five (5) years to show the Department's continual improvement process.

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

- Office of the Fire Chief: Fire Chief, Assistant Fire Chiefs and Principal Staff Assistant
- Field Command Office: Fire Battalion Chiefs and EMS Battalion Chief
- Training & Safety: Captain
- Unit Leaders: Fire Marshal, Chief Financial Officer, Motor Maintenance Manager
- Station Captains: 6 Firefighter Captains, 1 EMS Captain
- Labor Presidents: IAFF Locals' 2663 (Firefighters), 3198 (Fire Officers), and 3249 (EMS)

In addition to ISO Class 1 and Accreditation achievements within the strength category, we still feel it is important to draw attention to our infrastructure and personnel. The analysis shows that the organization's facilities, apparatus and equipment are in excellent condition. Fire Headquarters and three (3) fire stations are new construction as of 2010, one (1) fire station is new construction as of 2006 and one (1) fire station was renovated in 2005. All Department facilities are inspected annually for proper upkeep. Fire Apparatus are on a

twenty (20) year front line and ten (10) year reserve service schedule. Three (3) front line engines and one (1) front line ladder are new as of 2008 and one (1) front line engine and one (1) front line ladder are new as of 2015. Seven (7) ambulances will be on a four (4) year leasing cycle. All firefighting and emergency medical equipment is evaluated every year for upkeep and replacement.

In any organization, personnel resources and their deployment are invaluable to either the success or failure of the organization. CHFDFire and EMS personnel are prepared and trained for the multi-discipline work they engage in. These men and women have pride in their jobs, accomplishing many tasks outside their normal scope of duties. The Cherry Hill Fire Department has modified their hiring practices over the years to ensure the candidates chosen meet the Department’s values statement.

The first table below summarizes the results from the 2017 SWOT Analysis and the second table shows the results from the 2020 SWOT Analysis:

### 2017 SWOT Analysis

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

## 2020 SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITY	THREATS
Administrative Staff	Staffing	Training Regional Departments	Financial-Budget Approval, Economy, State & Federal Mandates
Special Operations	Planning/Leadership	Grants/Alternative Funding	Regionalization/ Takeover
Dedicated Employees	Training Division Staffing	Regionalization	Pandemic
Training Programs	Officer & Firefighter Development	Building Community Relationships	Political Actions/ Special Interest Groups
Automatic Aid Relationships	Budget Funding	Community Education	Overdevelopment of Township/Taxing Resources
Motor Maintenance	Apparatus Replacement	Automatic Aid Relationships	Terroristic/Active Shooter/Domestic Violent Extremist
Response Plans/Times	Administrative Task	Commercial and Residential Expansion	EMT Per Diem Hiring Staffing/Pay Rates
Accreditation/ Credentialing	Insufficient Administrative Staff	Shared Services	Retirement of Senior Personnel
		Budget Increases	

Prior to the current COVID-19 pandemic, the Chief of Department met with the Mayor and Township Council on a bi-weekly basis and attended regular meetings with the Mayor, Business Administrator as well as the Cherry Hill Citizen Council. The Chief also attended meetings with the various Cherry Hill civic associations.

### GOALS AND OBJECTIVES

Organizational goals should be established to implement the Department’s mission to include short and long-range plans. The Cherry Hill Fire Department’s goals should be broad enough to allow for attainable objectives and should use the “SMART” acronym:

- Specific – Use the six “W” questions: Who, What, Where, When, Which, Why
- Measurable – Establish criteria to measure progress
- Attainable – Can it be achieved
- Realistic – Must represent something that can be completed
- Timely – Set a time frame to meet; 6 months, 1 year, 2 years

### OFFICE OF THE FIRE CHIEF

Goal 1: Start process for Firefighter Hiring First Quarter 2021

Goal 2: Approve New Firefighter Hiring list by Third Quarter 2021

- Goal 3: Approve Officer Promotional List by Fourth Quarter 2021
- Goal 4: Annually review and update the Annual Compliance Report
- Goal 5: Develop and implement a Fitness, Health and Wellness Initiative

## **FIELD COMMAND OFFICE**

- Goal 1: Continue to standardize training across all 3 Platoons
- Goal 2: Attain CPSE credentialing for FCO Chief Officers
- Goal 3: Retool Operational Guidelines to match reduced staffing levels

## **EMERGENCY MEDICAL SERVICES**

- Goal 1: AED Replacement Program
  - a. Find a vendor/unit for purchase
  - b. Start a 3-year replacement program of 26 units
  - c. Identify grants
- Goal 2: Per Diem Testing
  - a. Spring & Fall Testing
  - b. Process for hiring
  - c. Initial training
- Goal 3: EMT Training Site Opened Up For Outside Agencies
  - a. Open Core classes and charge per class
  - b. Teach family safety classes to the public
  - c. Teach Community CPR
  - d. Teach Stop the Bleed to the public
- Goal 4: Continue to Expand RTF Capability during COVID-19
  - a. New and Refresher training to members

- b. Conduct departmental hands-on training
- c. Conduct ongoing training with Cherry Hill Police Department
- d. Work with County OEM Program

## **MANAGEMENT SUPPORT**

Goal 1: Develop 5 Year Budget Plan

- a. Update plan regularly and inform OFC/BOFC of anticipated needs/opportunities

Goal 2: Evaluate Staffing Needs for Management Support

Goal 3: Regularly evaluate professional services relative to Management Support

- a. Request proposals for Banking Services, Auditors, Bond Counsel and Payroll Services

Goal 4: Financial

- a. Ensure compliance with Generally Accepted Accounting Principles and Government Accounting Standards Board Regulations
- b. Ensure CHFD continues to maintain Aa1 Bonding Rate
- c. Evaluate need for Bond refinancing

Goal 5: Healthcare

- a. Evaluate impact of eliminating additional healthcare plans

Goal 6: Continuing Professional Education

- a. Attend annual League of Municipalities convention

## **FIRE MARSHAL**

Goal1: Improve data collection and analysis with regard to incidents involving dwellings in which smoke alarm inspections were conducted or smoke

alarms were installed by CHFD

Goal 2: Certification of FPS Cornforth as a CFEI (Certified Fire and Explosion Investigator) through the National Association of Fire Investigators

Goal 3: Refocus Community Risk Reduction programs based on restrictions set in place by the pandemic

Goal 4: Continue to research possible alternatives to existing inspection software program

## **TRAINING & SAFETY**

Goal 1: Organize Training Lessons and Resources

- a. Complete a transition to review and eliminate lesson plans and related training documents that are outdated and no longer relevant in the shared network folder
- b. Review current NJDFS courses available and ensure corresponding text and materials available in Training library
- c. Enhance Vector Solutions RMS with additional Check-It program for Department use
- d. Quality Control Training Reports

Goal 2: Training Opportunities

- a. Coordinate NJDFS certifications available with lessons and classes provided to CHFD members
- b. Develop and initiate additional Fire Officer training with Fire Officer 3 and 4 classes utilizing Jones and Bartlett curriculum
- c. Oversee and encourage Fire/EMS Officer Credential Process
- d. Update and Conduct FOAP Program

Goal 3: Training Grounds

- a. Building Prop maintenance and enhancements

- b. Modify existing Seabox Training search container and new container for enhancements to Ladder Co. Operations and Rope Rescue
- c. Continue plan to add additional Seabox Storage containers to enhance Live Fire and Engine Company Training

Goal 4: Prepare Annual Training Schedule

- a. Conduct an annual needs assessment
- b. Create monthly schedule
- c. Conduct specialty-training refreshers with new class sessions for Firefighters/Officers to provide support and replacement when vacancies occur

Goal 5: Develop EMS Professional Develop Curriculum

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

Goal 6: Revise Probationary Standards for Fire/EMS

- a. Revise requirements
- b. Revise Per Diem EMT orientation program
- c. Update Probationary Training Manual and 1st Year Assignments

Goal 7: Increase EMS Training

- a. Provide Target Solutions on-line EMS CEU's
- b. Provide sessions of in-person skill stations to be completed with EMS Training Staff for Fire/EMS crews
- c. Provide Spring and Fall sessions of Refreshers available to all Platoons

Goal 8: Conduct Engine/Ladder Driver/Operator Training

- a. Utilize Jones and Bartlett Fire Apparatus Driver/Operator Program for all

existing and new Chauffeurs to meet NFPA 1002 and 1451 - Class to be completed by June 2021

- b. New Lesson Plans/Training JPR's in place at the conclusion of class for future use

## **MOTOR MAINTENANCE**

- Goal 1: Parts Purchasing Program
- Goal 2: Extend Vehicle Life Cycles
- Goal 3: Create Uniform Vehicle Repair Guidelines

## **CAPITAL ASSETS**

- Goal 1: Evaluating site at 524 Beechwood Avenue for future Fire/EMS Station
- Goal 2: A new Utility Vehicle is being designed for purchase in 2021 for the Swift Water Rescue Team
- Goal 3: A replacement ladder is scheduled for 2024
- Goal 4: No EMS units are scheduled for replacement in 2021  
Two units are scheduled for replacement in 2022, 2 units in 2023 and 2 units in 2024



## 2018 to 2020 Strategic Plan Status Report

### OFFICE OF THE FIRE CHIEF

Goal 1: Command Structure

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

Goal 2: Monitor Accreditation Actions

- a. Assign CFAI recommendations for action – ***Ongoing***
- b. Update Standards of Cover – ***Ongoing as needed***

Goal 3: ISO Class 1 Grade

- a. Monitor Public Protection Classification Schedule – ***Met with ISO in 2019 to review schedule***
- b. Improve Earned Credit Areas – ***Completed***
- c. Maintains ISO Class 1 Classification – ***Status maintained***

Goal 4: Fire Officer Testing

- a. Advertise for testing process – ***Fire Officer testing advertised***
- b. Conduct testing – ***Fire Officer Testing completed***
- c. Establish eligibility list – ***Fire Officer Eligibility List established***

Goal 5: Succession Management Program

- a. Begin Implementation – ***Process completed***
- b. Monitor Program – ***Completed***
- c. Revise Policy as Needed – ***Completed***

Goal 6: Firefighter Testing

- a.** Conduct written test – ***Firefighter Written Exam completed***
- b.** Conduct agility test – ***Firefighter Agility test completed***
- c.** Conduct Interview Process – ***Firefighter Interviews conducted***
- d.** Establish List – ***Firefighter Eligibility List established***

Goal 7: Career Planning

- a.** Work with Battalion Chief's in their development plan – ***Completed and continues***
- b.** Rotate Captains into FCO; XO training position – ***Completed***

## **FIELD COMMAND OFFICE**

Goal 1: Pre-Planning

- a.** Continue to update all target hazard preplans – ***Ongoing***
- b.** Conduct quarterly tabletop tactical training of high hazard buildings using pre-planning information – ***Implemented***

Goal 2: Platoon Training

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

Goal 3: Career Planning and Leadership Development

- a.** Work with Company Officers in their subordinates' development plan – ***Ongoing***
- b.** Work with Company Officers in their development plan – ***Ongoing***
- c.** Conduct Small Group Leadership Training with CO's – ***Ongoing***

## EMERGENCY MEDICAL SERVICES

Goal 1: Per-Diem EMT Recruitment

- a. Advertise for quarterly hiring process – 2019 – 1 hiring completed  
2020 - 1 testing process completed – 1 canceled due to COVID-19**
- b. Conduct testing – 1 testing completed in 2020 – Tested in September  
– 5 currently in background check**
- c. Process for Hiring – 2019 – 1 completed – 2020 – 1 completed**
- d. Initial Training – 2019 – 1 completed – 2020 – Orientation scheduled  
for December**

Goal 2: EMS Officer Testing

- a. Select Outside Testing Authority – Outside authority selected**
- b. Advertise for testing process – Advertisement completed**
- c. Conduct testing – Testing completed**
- d. Establish eligibility list – Eligibility List established**

Goal 3: EMT Training Site

- a. Re-establish EMT Training – 2019 1 class completed – 2020 1 class  
completed – delays due to COVID-19 for 2020**
- b. Run 1 EMT Class a year – Goal completed**
- c. Run Winter, Spring and Fall Refresher Training – Completed**
- d. Expand delivery of EMS education courses to first responders and the  
Cherry Hill Community – Work in progress, slowed due to COVID-19**

Goal 4: Expand Rescue Task Force Capability

- a. New and Refresher training to members – 2019 completed  
2020 COVID-19 stopped this project**
- b. Conduct departmental hands-on training – 2019 completed  
2020 COVID-19 stopped this project**

- c. Conduct on-going training with CHPD – **2019 completed**  
**2020 COVID-19 stopped this project**
- d. Work with County OEM Program – **Completed**

## MANAGEMENT SUPPORT

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

- a. Remain current on all healthcare legislation – **Ongoing**
- b. Attend training seminars – **Completed**
- c. Develop internal policy/procedures – **Procedures developed and followed during annual Open Enrollment**
- d. Ensure compliance – **Work annually with Paychex ESR Service representatives to ensure compliance**

Goal 2: Develop Staff for Succession Responsibilities of QPA:

- a. Transition into new role – **Purchasing Manager was able to successfully apply what she learned to her new role**
- b. Attend continuing education training – **Purchasing Manager enrolled in classes and earned Qualified Purchasing Agent License**
- c. Apply training in work experiences – **Purchasing Manager was able to successfully apply what she learned in her new role**

Goal 3: PFM Budget Projection Model

- a. Continually update model – **Use of PFM budget model was replaced with historic CHFD workbook model**
- b. Identify areas of savings/increases – **Areas were identified – specifically with staffing and healthcare costs**
- c. Make recommendations to BOFC/OFC – **Recommendations were made to reduce staffing to 3-man companies and offer incentives to active and retired members to switch to lower cost healthcare plans**

Goal 4: Financial: 2018-2020

- a. Ensure compliance with all Generally Accepted Accounting Principles (GAAP) and Governmental Accounting Standards Board (GASB) regulations – **Ongoing**  
**Financials are subject to annual audit to ensure compliance**
- b. Insure CHFD maintains Aa1 bond rating – **Completed**
- c. Remain current in National and New Jersey Government Finance Officers Association (GFOA) – **Completed**
- d. Maintain appropriate level of reserve fund balance per GFOA, Fitch and Moody's standards (10 to 18 percent) – **Completed**

Goal 5: Pension/Benefits: 2018-2020

- a. Remain current on all Certifying Officer Letters issued by the Division of Pensions and Local Finance Notices issued by the Department of Community Affairs – **Completed**
- b. Evaluate new/other health insurance opportunities – **No other health insurance plans were evaluated**  
**In an effort to reduce costs, incentives were offered to active and retired members to switch to lower cost plans**
- c. Evaluate professional services relative to Management Support Command (i.e. banking services, payroll services, auditors, bond counsel, etc.) – **New banking services (TD Bank) were secured in 2018**  
**Payroll Services were updated in 2019**  
**Requested proposals for Risk Management Services in 2019**  
**Requested proposals and awarded contract in 2019 for EMS Billing**

Goal 6: Recruit and Hire New Accounts Payable Clerk

- a. Revise current job description – ***Job Description revised***
- b. Post job opportunity/interview candidates – ***Completed***
- c. Develop benchmarks and train new hire – ***Completed***

## **FIRE MARSHAL**

Goal1: Fire Investigation Support

- a. Material and Equipment Evaluation – ***Evaluation completed***  
***Additional equipment ordered to provide basic complement for 2 vehicles***  
***Additional equipment to be provided by companies***  
***Focus on PPE***  
***Also implemented investigation report writing software***
- b. Conduct in-service professional development training to Company Officers at CHFD Training Academy – ***Determining Fire Loss training provided to BC's and ABC's***  
***Still would recommend basic report writing to Company Officers***

Goal 2: Community Education Programs

- a. Community Risk Assessment Training – ***Community Education Officer has attended training in Community Risk Assessment at the National Fire Academy***
- b. Community Risk Assessment – ***Community risk assessment is an ongoing process***  
***We continue to analyze operational data and industry trends to determine what direction we will go with our programs***
- c. Monitor current programs – ***Current programs are monitored utilizing***

*service delivery surveys, feedback from members presenting the programs and an annual evaluation conducted by the Community Education Officer*

- d.** Develop programs to meet current needs – *Similar to Community Risk Assessment, programs are developed based on analysis operational and community generated data*

Goal 3: Community Outreach

- a.** Develop and implement a service delivery survey – *Service delivery surveys have been developed for a number of community outreach programs including Campus/College Fire Safety, NFPA Sparky Program (Grade School), Babysitting Class, Car Seat Installation Program*

- b.** Develop and Implement non-traditional Fire and EMS service practices to the community – *Programs such as Babysitter Safety and the Car Seat Installation have not only been implemented, but are also considered very successful*

*Based on a number of fall incidents identified at the Dubin and Gesher House, a fall prevention program was presented at that location Additional offerings are on hold for the future*

Goal 4: Code Enforcement

- a.** Implementation and enforcement of revised N.J. State Fire Code – *Revised Fire Code (2015 IFC, NJ Edition) is in effect and is being enforced by FMO Personnel*

- b.** Implementation and enforcement of revised Municipal Fire Prevention Ordinance – *Fire Prevention Ordinance 2018-7 has been adopted by resolution and is actively being enforced by FMO Personnel*

- c. Research & Develop technology options for conducting inspections –  
***Still in the process of researching enhanced inspection software to eliminate the need for redundant, state mandated record retention processes***  
***Continuing to work toward upgrading our system to provide the ability to deliver inspection notices electronically***

## **TRAINING & SAFETY**

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

- a. Conduct facility self-inspections using SHARPS Model – ***Have not participated in the SHARPS Program in last two years; State Disbanded Program***
- b. Comply with findings and correct deficiencies in accordance with SHARPS Model – ***Have not participated in the SHARPS Program in last two years; State Disbanded Program***

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

International/Insurance Service Office (CFAI/ISO)

- a. Institute Target Solutions RMS – ***Completed and have updated with revised NJ Division of Fire Safety objectives for Firefighter 1 and 2***
- b. Update Monthly Reporting – ***Completed***
- c. Quality Control Training Reports – ***Completed***
- d. Oversee and Encourage Fire and EMS Officer Credentialing Process –  
***Ongoing***

Goal 3: Ongoing Fire Officer Professional Development Curriculum

- a. Deliver training outlined in PD1217 – ***Ongoing***
- b. Update and Conduct Fire Officer Apprenticeship Program (FOAP) Training – ***Last FOAP completed in 2018***



- c. Use International Association of Fire Chiefs (IAFC), National Fire Protection Association (NFPA) 1021 and other Educational Resources to develop Fire Officer CE – **Not Completed because the NJDFS has not recognized the criteria for Fire Office 3 and 4. Waiting on the State for a decision**

Goal 4: Prepare an annual training schedule

- a. Conduct an annual needs assessment – **Completed**
- b. Create monthly schedule – **Completed Annually**
- c. Prepare lesson plans for classroom and live burn training – **As needed / Ongoing**

Goal 5: Develop EMS Professional Development Curriculum

- a. Revise PD 1217 to include EMS Officers – **In Process**
- b. Create EMSOAP similar to FOAP – **In Process**

Goal 6: Revise Probationary Standards for Fire and EMS Personnel

- a. Revise requirements – **Ongoing**
- b. Revise Per Diem EMT orientation program – **Completed**
- c. Update Probationary Training Manuals and 1<sup>st</sup> Year Assignments – **Ongoing**

Goal 7: Increase EMS Training

- a. Provide Target Solutions on-line EMS CEU's – **Ongoing**
- b. Provide Rehab training for EMS Personnel – **Completed**
- c. Provide Quarterly Sim-Man and AED Training – **Partially Completed**

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

- a. Revise training program curriculum – **Curriculum Completed – Start in 2021**
- b. Establish Qualified Instructors – **Completed**

- c. Conduct training program for engine operators in 2018 and ladder operators in 2019 – ***Not completed/ Delay from COVID / 2021 Start***

## **MOTOR MAINTENANCE**

Goal 1: CHFD Preventive Maintenance Program

- a. Develop efficiencies in program – ***Work in progress***  
***Implemented more efficient PM check sheets to streamline different levels of Preventative Maintenance procedures to the apparatus***
- b. Apply efficiencies to Shop Operations – ***Held multiple meetings with the technicians to obtain input for the procedures set forth in the new PM Check Sheets***
- c. Train shop technicians on new efficiencies – ***Worked with the technicians individually doing PM services on different equipment types to make sure they were following the specific items on the check sheets to stay efficient and make the PMs flow smoothly***
- d. Evaluate improvements – ***Work in progress***  
***Still evaluating each mechanic to identify their strengths and weaknesses and helping them improve on their weaknesses***

Goal 2: Shared Service Work

- a. Access current labor rate, parts pricing and service levels – ***This initiative was stopped in order to focus more on our own fleet***
- b. Implement new labor rates – ***This initiative was stopped in order to focus more on our own fleet***
- c. Develop legal agreements between agencies – ***This initiative was stopped in order to focus more on our own fleet***
- d. Schedule work – ***This initiative was stopped in order to focus more on our own fleet***

- e. Record work and generate invoice – *N/A*
- f. Build relationships – *Maintained current relationships with all departments who participated with us in this program offering advice and guidance when possible*
- g. Access workload for part-time technician – *Still evaluating if a part time technician is needed*

Goal 3: Apparatus Replacement

- a. Evaluate Spec Components – *Work in progress*  
*Monitoring life cycles of key components that require more maintenance than other components to see if aftermarket parts last as long as O.E. components*  
*Examples: electrical switches, brake shoe linings, tires, etc.*
- b. Spec Writing – *Made no progress in this venture because we have not been writing specs for any front line apparatus in the past 2 years*
- c. Schedule Apparatus Fit Outs – *Good progress*  
*Built new relationships with fit out companies for emergency light installation for light duty vehicles*  
*Will continue by looking for vendors who can install and set up MDC's in the apparatus*

## **CAPITAL ASSETS**

Goal 1: New Fire Station

- a. Acquire land parcel – *Acquisition of land was completed in January 2019*
- b. Prepare site for future construction – *Site at 524 Beechwood Avenue was cleared and prepared in 2020 for future development*

c. Begin planning and design phase – ***Evaluating site at 524  
Beechwood Avenue for future Fire / EMS Station***

d. Construction Phase – ***On hold***

Goal 2: Light Duty Vehicle Replacement

a. Review status of vehicles – ***Five light duty staff vehicles were  
purchased in 2020***

b. Determine financing and budget – ***Completed***

Goal 3: Heavy Apparatus Replacement

a. Rescue and Engine – ***All heavy apparatus are being monitored for  
hours and mileage and are being reassigned accordingly  
The Department continues to re-evaluate the replacement plan for  
heavy apparatus***

b. Ladder – ***A replacement ladder is scheduled for 2024***

Goal 4: Ambulance Replacement

a. Develop Spec and Bid Units – ***Completed***

b. Take delivery of Units – ***Completed***

c. Decommission 5 Units – ***Completed***

## **SUMMARY**

The Fire District model we operate under provides two (2) of the three (3) emergency services (Fire & EMS) in the Township.

The success of this plan and future plans relies on the support of the internal stakeholders (CHFD Members) and external stakeholders (Citizens and Cherry Hill Government Officials).

This Strategic Plan will provide the foundation that the organization will work with over the next five (5) years. It will also provide general information to the public to help them understand the direction and projects their Fire Department is undertaking.