



**Evesham Township
Fire District No. 1
2023 – 2026 Strategic Plan**



One Team, One Mission : Committed to Public Safety Professionalism.

Adopted April 2023

April 2024

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It is our privilege to present the Evesham Fire District 2024 through 2026 Strategic Plan. Evesham Fire-Rescue has a tradition of selfless service to its community and to our neighboring communities. This plan is our guideline to continue to provide high quality services for all our residents and to visitors of our community. It was designed to guide our management decisions, our member decisions, and our governing body decisions.

This plan was created with input from internal and external stakeholders. A broad cross-section of department members was represented as well as community leaders, and external partners in emergency service delivery. Through this effort, we were able to identify member and community expectations, concerns, and priorities.

As an all-hazards agency, it is the goal of Evesham Fire-Rescue to constantly seek input from both our external and internal stakeholders to ensure a high level of effectiveness and professionalism in the delivery of emergency services. While this plan will provide a road map of where we want to take this organization in the next three years, we recognize that as our community and workforce evolve, we will have to review and may need to modify our plan to stay efficient and effective in the constantly changing field of emergency services.

This strategic plan offers an inspiring glimpse into the potential successes of our department. We must always remember the foundation of our existence is the people we serve. We should never forget the service portion of being a part of the fire and emergency medical service family. It is this important lifesaving work that we do for others that will ultimately be the legacy we leave for the future members of our department and of our community.

On behalf of the Board of Fire Commissioners and the Command Staff of Evesham Fire-Rescue we would like to thank those listed on the following page for their commitment to this project.



John Behnke
Board of Fire Commissioners



Carl Bittenbender
Chief



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Community and Department Background

Evesham Fire-Rescue (EFR) provides a comprehensive range of services including, fire suppression, emergency medical services, rescue, fire prevention and public fire safety education for the Township of Evesham. This Philadelphia suburb and most populous community in Burlington County has a population of 46,826 within a geographic area of approximately 30 square miles. EFR is classified as a combination fire department, with services delivered by both career and volunteer members. The department also relies on both full-time and part-time employees to supplement delivery of EMS services.

There are 47 full-time career personnel, 12 per-diem EMTs, and 46 volunteer members that operate out of three, relatively new, well-maintained, and well-equipped fire stations. The stations are designated as: Main Street, Kings Grant and Kettle Run stations. The fire prevention and administrative offices are in the Township Municipal Building.

	2003	2010	2015	2021	2022
Fire Calls	1496	1757	1599	1544	1667
EMS Calls	2769	3681	4886	5575	5716
Full-time Staff	34	34	32	46	47
Per-Diem EMT				22	12
Volunteer Fire & EMS	112 Total	100 Total	78 Total	38 Total	46
	(82 Fire, 32 EMS)	(72 Fire, 28 EMS)	(62 Fire, 16 EMS)	(35 Fire, 3 EMS)	(43 Fire, 3 EMS)
Total Staff	146	134	110	109	105

The department responds to more than 7,300 incidents annually. EMS responses represent the largest increase during the past nearly 20-years. During that same period, the total number of career firefighter/EMTs increased from 34 to 47 while the total number of volunteers, both EMS and firefighting, declined from 112 to 37.

EFR is governed by a five-member board of fire commissioners organized as a fire district with taxing authority under the laws of the state of New Jersey. The 2022 total budget for the agency is \$10,366,695 that reflects a tax rate of \$0.1954 per \$100 of assessed valuation. The district boundaries are the geographic boundaries of the township. Each of the elected board members serve staggered, three-year terms.

Community Driven Strategic Planning Process

The best way to predict the future is to create it.”
Peter Drucker

Like all fire service organizations today, Evesham Fire Rescue must deal with tremendous complexity in a rapidly changing environment. Among the challenges faced include:

- Accelerating evolution in technology.
- Social and cultural changes influenced by generational differences in the workforce.
- Economic stressors.
- Evolving expectations in the delivery of services.
- Greater expectation of accountability.
- Demographic shifts.

These changes and more require fire departments to be both capable of addressing the current demands placed on them and prepared to successfully meet a challenging, changing, and uncertain future environment.

A Community Driven Strategic Plan is a road map to lead an organization from where it is now to where it would like to be in three to five years. Including community stakeholders in the development of the strategic plan acknowledges the fact that the fire and rescue agency ultimately exists to serve the community. Understanding the expectations of the local stakeholders is vital to assure that both the current and emerging needs of the community will be met.

Strategic planning is the highest level of thinking within an organization and provides a roadmap for all future actions. The process includes articulating the organization’s Mission, Vision, and Values, identifying the Strengths, Weaknesses, Opportunities and Threats, and developing focus areas that are specific statements of intended future results. Each focus area is then supported by specific action plans to achieve the intended future result.

Community Stakeholder Input

The community stakeholders participated in a strategic planning session and completed several survey instruments and provided input with respect to their perceptions of the agency. Specifically, the attendees were asked to comment on perceived Strengths, Expectations, Concerns and Values for Evesham Fire Rescue. The results of the stakeholder input are as follows:

STRENGTHS

Leadership
 Training
 Efficiency
 Career / Volunteer System
 EMS Competency
 Community Involvement / Engagement
 Business Management
 Command Staff
 Tradition of Excellence

EXPECTATIONS

Increased communications with the public.
 Response Times
 Fiscal Responsibility
 Succession Planning
 Effectiveness

CONCERNS

Mutual Aid Equity
 Recruitment / Retention
 Response Times

VALUES

Professionalism
 Dedication
 Welcoming / Accessible
 Competence
 Service
 Selflessness
 Data Driven
 Teamwork

The community stakeholders were asked to rank the various services provided by Evesham Fire Rescue. This was a forced ranking process where the attendees ranked 12 services as one through 12 with one being considered the most important service provided. As illustrated in the chart below, Fire Suppression and EMS were tied at number one

Rank	Raw Score	Service Provided
1	8	Fire Suppression
1	8	911 Emergency Medical Service – Basic Life Support Transport
2	15	Emergency Management
3	20	Fire & Life Safety Code Enforcement
4	25	Construction Code Plan Review and Inspection
5	33	Fire Investigation
6	37	CPR and First Aid Training
7	38	Public Fire Prevention Education – Grades One Through Five.
8	48	Kids Safety Camp
9	49	Citizens Fire Academy
10	50	Event Attendance / Open Houses / Safety Messaging
11	59	Car Seat Inspections

Attendees were asked to respond to the following question: “Based on your understanding of emergency response times, what is your expectation of a response time by Evesham Fire Rescue?”

Number of Responses	Response Time
0	4 Minutes
0	5 Minutes
0	6 Minutes
2	7 Minutes
1	8 Minutes
4	9 Minutes
0	10 Minutes

Community stakeholders were also asked: “Based on your understanding of the cost of services provided by Evesham Fire Rescue, how would you rate the value of those services?”

7	Services are provided in a cost-effective manner resulting in a high value to the community.
0	The cost is about average for the services provided.
0	The cost is excessive for the services provided.

The attendees were unanimous in their responses that services are provided in a cost-effective manner that delivers high value to the community.

Finally, the community stakeholders provided the following final thoughts:

- “Staff Kettle Run again full time.”
- “Thank you for engaging in this process. I learned from the presentation, conversation, fire officials and the committee members. Thank you for all Evesham Fire & Rescue does for our town and school district.”
- “Great meeting.”
- “Presentation by the chief was eye opening. This is a very impressive agency given the challenges presented by staffing, funding, and volunteerism.”
- “Tremendous data – find a way to share it.”
- “Happy to hear that Kings Grant Station 223 will be staffed.”

Strategic Planning Working Group

Members of the working group met on six separate occasions to identify organizational Strengths, Weaknesses, Opportunities and Threats. The members also developed the Mission Statement, Vision Statement and Values that will serve as the foundation for the strategic plan.

The Mission Statement identifies the purpose – the overarching sense of direction and contribution that provides meaningful orientation to a set of activities for the organization. The Vision Statement articulates the desired future state. The Values are the important and lasting beliefs or ideals, shared by the members of an organization.

The working group identified six focus areas that are supported by 18 action plans. Each action plan identifies the focus area, objective, strategy, target completion date, funding source and year, key results, purpose, measures of success and finally the strategy sponsor who is responsible for achieving the stated objective.

To assure that progress toward achieving the objectives is met, the organization has committed to ongoing review of each action plan on a quarterly basis.



One Team, One Mission : Committed to Public Safety Professionalism.

Mission, Vision, and Values

Mission Statement:

Evesham Fire-Rescue is dedicated to protecting lives and property by providing professional emergency services to our community, neighbors, and visitors.

Vision Statement:

Evesham Fire-Rescue aims to be a leader in all that we do. We strive to be a progressive and innovative agency, with trained and knowledgeable personnel, providing the highest level of service.

Values:

Evesham Fire-Rescue - Selfless Dedication to the Community

Professionalism: We will be skilled, knowledgeable, and ready to serve.

Integrity: We will act in a manner reflecting the highest moral standards, conducting ourselves in a way that brings honor and respect to our profession, maintaining public, personal, and organizational trust.

Accountability: We will be responsible for our actions, accountable to each other, and to the community.

Excellence: We will continually strive for performance that surpasses all expectations. We believe that a quick and safe response, training, education, and preparedness are the keys to excellence.

Strengths, Weaknesses, Opportunities and Threats

STRENGTHS

Trained and Educated workforce
 Online training opportunities via Target Solutions
 Location (Access to many training & education resources)
 Operational competency
 Access to training resources
 Diversity
 Strong quality of services.
 Quality of relationships with outside agencies (w/in community and external)
 Excellent reputation in area FD / EMS / OEM
 Trend setting culture
 Solid core of committed members
 Necessary decision making
 Service driven agency
 Professionalism
 Community communication
 Unity between career and volunteer staff
 Willingness to change
 Conflict resolution skills
 Structure: All ranks meet the same requirements and policies.
 Modern fleet
 Excellent facilities
 Apparatus and equipment
 Data, both quality and quantity
 Technology: RMS, CAD, etc.
 Sound Financial
 Community support
 Fire District
 Change in Fire District election schedule
 Fire Prevention Education
 Code enforcement collaboration with construction officials.

WEAKNESSES

Morale – peer vs. peer, line vs. Staff
 Conducting private discussions in public areas.
 Tradition – Change acceptance
 Not enough “sexy” incidents
 Career vs. Volunteer relations
 Fear of loss of reputation
 Duty Crew program impacts response from home practice.
 Communications
 Current
 Culture
 Time
 Management
 Role overloading
 Delegation of responsibilities
 Community outreach
 Community Risk Reduction
 Affluent community
 Data Analytics
 Recruitment – career and volunteer.
 Increased competition for talent.
 Lack of longevity among board members
 Lack of education / professional
 Lack of mentoring
 Succession Planning
 Professional development
 EMS roles vs. Fire. Fewer training opportunities provided to EMS. EMS viewed as a lesser role.
 Facilities do not support current mission (continual occupancy)
 Financial stability
 Fire districts – many roles

OPPORTUNITIES

Department members “buy into change.”
 FD /EMS “balance.”
 Reshape the culture
 Shared Services – need to evaluate current effectiveness and future needs.
 Human Resources shared with municipality
 Confined space training shared with Municipal Utilities Authority
 Construction and IT shared with municipality
 Potential shared services: EMS, Fire
 Regionalization
 EMS Training
 EMS Billing
 USAR
 Public Private Partnerships
 Real Estate – Residential property adjacent to headquarters, third station.
 Emergency response billing as a source of revenue. (Technical rescue, MVC)
 Fire Explorers
 Junior Firefighter Program
 High School Firefighter / EMS / Law Enforcement training programs
 Volunteer incentives
 Recruitment programs – include recent college grads as potential candidates.
 Young Adult Recruitment -- “Pub night with firefighters”
 Community outreach
 Marketing opportunities
 Increase community presence
 Social media used for recruitment
 Municipal newsletter
 Home Owners Associations
 Community Interaction

THREATS

Retirements
 Succession planning
 Employee turnover
 Burnout
 Mutual Aid (heavy use of EMS)
 Funding sources
 Reputational Management
 Societal change
 Managing customer expectations
 Over commitment / need to balance service.
 Politics
 Potential target for EMS takeover
 Aging population
 Continuing development & redevelopment.

Strategic Plan Format Overview

EVESHAM FIRE RESCUE

Strategic Plan Format Overview

Focus Area: Specific statement of intended future results.

Objective: Broad categories, non-measurable.

Strategy: Specific measurable activity that supports the objective.

Target Completion Date: When the strategy is expected to be implemented.

Funding Year and funding source: Year that strategy is anticipated to be implemented and source of the funding: operating budget, capital budget, grants, TBD (to be determined).

Key Results: Description of what actions need to be accomplished to achieve each strategy.

Purpose: Why Evesham Fire Rescue is implementing the strategy.

Measures of Success: Performance indicators that have been set to evaluate if the strategy is successful.

Strategy Sponsor: EFR member assigned to implementing the strategy.

Strategic Plan Focus Areas

EVESHAM FIRE RESCUE Strategic Plan Focus Areas

1. **Operations**

Objective 1: Fire Station Location Analysis

Objective 2: Fire Station Facilities

Objective 3: Staffing Deployment

Objective 4: Demographic Changes

Objective 5: Targeted Community Risk Reduction (CRR) Program

2. **Shared Services & Regionalization**

Objective 1: Evaluate Existing Shared Services Agreements

Objective 2: Emergency Medical Services Delivery

Objective 3: Regional Fire & Emergency Medical Services Delivery

Objective 4: Cost Sharing Through Shared Services

Objective 5: Cooperative Purchasing

Objective 6: Public Private Partnerships

3. **Human Assets**

Objective 1: Professional Development

Objective 2: Mentoring

Objective 3: Recruitment

Objective 4: Retention

Objective 5: Emergency Medical Training

4. **Governance**

Objective 1: Board Member Training

Objective 2: Cost Recovery

5. Culture

Objective 1: Culture Expectations for Members

Objective 2: Reinforcement of Department Culture

Objective 3: Peer Panel

Objective 4: One Department

Focus Area 1 Operations

Objective 1 Fire Station Location Analysis

Strategy 1 Develop analysis of existing station locations and identity continued suitability for service delivery.

Target Completion Date January 2024

Funding Year / Source TBD

Key Results

- Plot current calls for service and identify outliers in concert with established Standard of Cover.
- Utilize data analysis completed in “Demographic Changes” objective to anticipate future service demands.
- Evaluate data from “Key Results” to understand current and future station location needs to meet service demands and Standard of Cover.
- Identify potential need for new station locations, funding for locations, and potential shared service opportunities.

Purpose

Evesham Fire Rescue is interested in analyzing the data on current and future service demands to determine if station locations are proper for the deployment of resources necessary to meet the Standard of Cover. If the analysis reveals that resources are not adequately deployed, opportunities to correctly deploy resources to meet the Standard of Cover will be evaluated. The results of such an evaluation may include new station locations and potential share service opportunities.

Measures of Success

- Graphic representation on suitability of station locations.
- Station locations allow the desired metrics in the Standard of Cover to be achieved.

Strategy Sponsor

- Chief Bittenbender

Focus Area 1 Operations

Objective 2 Fire Station Facilities

Strategy 1 Bring all stations into compliance for continuous occupancy and functionality. (Note: This objective will be based to the results of Objective #1: Fire Station Location Analysis)

Target Completion Date Design: October 2024
Construction: 2026

Funding Year / Source Design: 2023 Capital, Construction: Referendum

Key Results

- Select professional services provider to assist with a facility needs assessment for all stations.
- Select design professional for development of station alternation plans, specifications, and cost estimates.
- Identify soft cost design funding as well as potential alternative funding sources.
- Select and approve construction contractors to perform facility alternations.

Purpose

Although the current fire stations are up to date, they are not designed for continuous occupancy for on-duty staffing. This strategy will bring all stations into compliance so that they are all able to support the mission of the department.

Measures of Success

- All stations receive property design alterations to allow continuous occupancy of on-duty staff.
- All stations designed to meet needs and support the mission of the Department. Station locations support desired metrics in the Standard of Cover.

Strategy Sponsor

- Chief Bittenbender

Focus Area 1 Operations

Objective 3 **Staffing Deployment**

Strategy 1 Evaluate current deployment of personnel resources and identify gaps in current coverage model as it relates to the Standard of Cover.

Target Completion Date January 2024

Funding Year / Source TBD

Key Results

- Conduct a deployment analysis to identify current staffed apparatus, locations of apparatus and personnel types currently staffed to meet Standard of Cover and current and future anticipated service demands.
- Identify gaps in deployment of personnel and evaluate feasibility or deployment of current staffing to address those gaps.
- Add personnel resources needed to address continued coverage gaps in operations including recruitment, on-boarding, and promotions to fill out necessary supervisory rank structure.
- Identify potential alternative funding sources for anticipated increase in personnel.

Purpose

There is a need to determine if current deployment of personnel resources is meeting the Standard of Cover. Any identified gaps will be addressed through a plan to properly staff the Department to support the mission.

Measures of Success

- Coverage and deployment meet the Standard of Cover.
- Consistent supervisory coverage at the battalion chief level is always provided (24/7/365).

Strategy Sponsor

- Chief Bittenbender

Focus Area 1 Operations

Objective 4 **Demographic Analysis**

Strategy 1 Evaluate the population and infrastructure of Evesham Township to determine current and future demand for services.

Target Completion Date Annual Evaluation due in September

Funding Year / Source N/A

Key Results

- Identify overall population trends for Evesham Township. (I.E., age, growth)
- Identify infrastructure and development trends by construction use group for Evesham Township.
- Review and analyze service trends and correlate to age and housing type / use group. (I.E., SFD single family dwelling, healthcare, high density)
- Determine if service being provided is appropriate for aging population and growing infrastructure and adjust operationally if necessary.

Purpose

With an aging population and growing infrastructure, Evesham Fire Rescue will analyze whether the existing operational model is appropriate for the level of service required. Evesham Fire Rescue will utilize data to anticipate service demand and verify compliance with the established Standard of Cover or make operational changes to the Standard of Cover where necessary.

Measures of Success

- Complete analysis and understanding of the data available with correlation to service delivery.
- Service provided matches the needs of the Township and Standard of Cover is verified or amended, as necessary.

Strategy Sponsor

- Chief Bittenbender

Focus Area 1

Operations

Objective 5 **Targeted Community Risk Reduction (CRR) Program**

Strategy 1 Determine at risk populations through data analysis.

Strategy 2 Deliver targeted CRR programs to identified at risk populations.

Target Completion Date October 2023

Funding Year / Source 2023 Operating Budget

Key Results

- Identify at risk populations and establish a priority list for CRR programs.
- Select most appropriate training and outreach programs for identified at risk populations.
- Provided targeted training and outreach programs to the populations identified.
- After one-year, review response data to determine whether a correlation exists between service demand and CRR programs delivered.
- On-going evaluation and updating of CRR priorities and effectiveness of programs in place.

Purpose

Community Risk Reduction programs will be used to educate populations that are identified as most at risk and likely to use EFR services most often. The CRR program will provide education and tools to build resident community safety while also reduction service demand on EFR.

Measures of Success

- Decrease in risks for selected populations.
- Reduction in service demand for response to identified populations.

Strategy Sponsor

- Deputy Chief Freedman



Focus Area 2 Shared Services & Regionalization

Objective 1 Evaluation of Existing Shared Services Agreements

Strategy 1 Evaluate strengths and weaknesses of existing shared services agreements to assess benefits to EFR.

Target Completion Date Annual Evaluation Due in March

Funding Year / Source N/A

Key Results

- Document all existing shared services agreements.
- Evaluate benefits of existing shared services agreements.
- Amend shared services agreements as needed to assure greatest benefit to EFR.

Purpose

Evaluation of all existing shared services agreements and modifying agreements as may be needed will benefit EFR taxpayers.

Measures of Success

- Strengths and weaknesses of existing agreements are identified.
- Modifications to existing agreements are made, as necessary.

Strategy Sponsor

- Chief Bittenbender, Command Staff & Business Manager

Focus Area 2 Shared Services & Regionalization

Objective 2 **Emergency Medical Services Delivery**

Strategy 1 Evaluate opportunities to deliver EMS on a closest unit basis.

Target Completion Date October 2024

Funding Year / Source N/A

Key Results

- Develop vision of EMS delivery by closest unit.
- Identify potential benefits and concerns to mutual aid partners.
- Engage mutual aid partners to discuss feasibility of closest unit response program.
- Based on a consensus by mutual aid partners to move forward, develop an action plan for program implementation.

Purpose

Evaluate the practicality and benefit to EFR and mutual aid partners to establish an EMS response system based on unit closest incident address.

Measures of Success

- Reduction in EMS response times.

Strategy Sponsor

- Chief Bittenbender and Command Staff

Focus Area 2 Shared Services & Regionalization

Objective 3 **Regional Fire & Emergency Medical Services Delivery**

Strategy 1 Evaluate the feasibility to deliver Fire and EMS services through a regional facility in the northeast section of Evesham Township.

Target Completion Date December 2025

Funding Year / Source 2025 / TBD

Key Results

- Identify the benefits and concerns related to regional fire & EMS service delivery by Evesham, Medford, and Mount Laurel Townships.
- Develop a regional exploration committee consisting of representatives of each agency to determine the feasibility of regional facility and service.
- Based on a consensus to proceed, commission a feasibility and financial study funded by each community and potential grant sources.
- Delivery of comprehensive report for action by governing body of each community.

Purpose

Evaluate and document the feasibility and costs associated with establishing a regional, shared services, staffed fire, and EMS facility to deliver services in the northeast quadrant of Evesham Township and adjacent communities of Medford and, Mount Laurel Townships.

Measures of Success

- Support from all participating agencies and communities.
- Adoption of a 3 – 5-year action plan to establish a shared service, regional station.

Strategy Sponsor

- Chief Bittenbender, Command Staff and Business Manager

Focus Area 2 Shared Services & Regionalization

Objective 4 Cost Sharing Through Shared Services

Strategy 1 Identify shared services opportunities that will result in cost savings.

Target Completion Date Annual Evaluation Due in September

Funding Year / Source N/A

Key Results

- Identify new opportunities for shared services, for example: Vehicle Maintenance, I.T., Social Media, Recruitment and Retention, Public Fire Safety Education.
- Identify potential partners for selected opportunities.
- Develop Shared Service Agreements.
- Implement agreements.

Purpose

Many public safety agencies share the same needs and provide the same services as EFR. Certain items or programs may be cost prohibitive for a single agency to implement. This strategy will reduce the individual agency costs by sharing costs across two or more agencies.

Measures of Success

- Reduction of costs of identified services.
- Improved or increased services.

Strategy Sponsor

- Command Staff and Business Manager

Focus Area 2 Shared Services & Regionalization

Objective 5 **Cooperative Purchasing**

Strategy 1 Identify shared services opportunities that will result in cost savings.

Target Completion Date Annual Evaluation Due in September

Funding Year / Source N/A

Key Results

- Identify new opportunities for cooperative purchasing, for example: annual apparatus testing, uniforms, and consumables.
- Identify potential partners for selected opportunities.
- Develop cooperative purchasing agreements.
- Implement cooperative purchasing agreements.

Purpose

Many public safety agencies share the same needs and provide the same services as EFR. Cooperative purchasing among several agencies offers potential cost savings for both materials and services.

Measures of Success

- Reduction of costs of identified materials and services.

Strategy Sponsor

- Command Staff and Business Manager

Focus Area 3 Human Assets

Objective 1 **Professional Development**

Strategy 1 Create a professional development program to fully leverage training and education resources.

Target Completion Date October 2023

Funding Year / Source 2023

Key Results

- Use currently adopted policies and job descriptions to identify courses and curriculums for a professional development program.
- Develop a rank specific, new officer orientation program.
- Evaluate current learning management systems and other platforms and select most appropriate for EFR. Leverage training offered by local training academies, Kean University, the National Fire Academy, and others to support the local training and education requirements.
- Address any management gaps in current organizational structure to ensure adequate time in grade in positions prior to advancement.

Purpose

Training and education are the foundation for effective fire and emergency services operations. The opportunity exists for EFR to develop, adopt, and promote such a program geared towards developing future leaders within the organization. Currently, professional development is member driven based on adopted job descriptions which set the minimum level of competency for a position. Courses are selected by the member based on their perception of what is required to advance in the organization. Professional development needs to be a shared approach and responsibility beyond the financial obligations currently supported by the department. Guidance in this area is vital to ensure that the agency is providing the tools and resources to direct employees to develop themselves consistent with our organizational goals and objectives.

Measures of Success

- Increase in member knowledge of fire and EMS leading to enhanced service delivery confirmed through community feedback.
- Increase in number of candidates meeting requirements for advancement in rank.

Strategy Sponsor

- Command Staff and Training Officer



Focus Area 3 Human Assets

Objective 2

Mentoring

Strategy 1

Develop a program to effectively mentor new and existing members at all levels of the organization.

Target Completion Date

June 2023

Funding Year / Source

2023 Operating Budget

Key Results

- Review existing mentoring programs and identify best practices.
- Develop a mentorship program for new members.
- Develop a process for identifying and selecting mentors.
- Provide training to prospective mentors.
- Develop a mentorship program for newly promoted members and staff.

Purpose

To provide consistency in the on-boarding process to increase retention, build upon skill sets and develop members for future advancement.

Measures of Success

- Increase in member engagement and reinforcement initial training received during orientation.
- Improved employee satisfaction and retention.

Strategy Sponsor

- Command Staff and Recruitment & Retention Team



Focus Area 3 Human Assets

Objective 3

Recruitment

Strategy 1

Increase recruitment efforts for volunteer, career, and per-diem employees.

Target Completion Date

June 2023

Funding Year / Source

2023 Operating Budget

Key Results

- Revise and re-establish the junior firefighter and explorer scout programs.
- Host an open house for junior firefighter candidates.
- Explore funding from grants for recruitment programs.
- Focus recruitment efforts where candidates exist, such as at fire and EMS training sites.
- Increase social media marketing efforts including use of QR codes.

Purpose

There is a continual need to recruit career, per diem and volunteer members to replenish the ranks of retiring personnel and to meet the increasing demands for service to the community.

Measures of Success

- Increase in the roster of members.
- Ability to staff all required apparatus and have a reserve of personnel resources.

Strategy Sponsor

- Command Staff and Recruitment & Retention Team



Focus Area 3 Human Assets

Objective 4

Retention

Strategy 1

Retention of existing personnel.

Target Completion Date

January 2024

Funding Year / Source

2024 Operating Budget

Key Results

- Explore benefits of instituting a college tuition assistance program.
- Explore benefits of a length of service award program (LOSAP) and other member recognition programs.
- Conduct annual membership survey to gauge member engagement and satisfaction.

Purpose

Acknowledging that employees are the organization’s most important asset, there is a need to assure that achievements of members are recognized, and appropriate incentives are available for member retention. Providing opportunities for feedback, up and down the organization, will further assist with member engagement.

Measures of Success

- Reduce turnover of personnel.
- Improve overall member satisfaction.

Strategy Sponsor

- Command Staff and Recruitment & Retention Team

Focus Area 3 Human Assets

Objective 5

Emergency Medical Services Training

Strategy 1

Develop a formal EMS training program to provide regular, scheduled, and enhanced training for Emergency Medical Technicians.

Target Completion Date 2025

Funding Year / Source 2025 / TBD

Key Results

- Identify funding sources for position of EMS Training Coordinator and for EMS Training program development.
- Create position of EMS Training Coordinator separate from position of Fire Training Coordinator.
- Identify key components of continuing education program and develop a curriculum that focuses on mandates and proficiency level training consistent with state and national standards and protocols.

Purpose

The availability of EMS training delivered in-house has declined due to competing demands of time and resources available to the department training officer. The training mandates for fire and EMS have evolved to the level that exceeds the available time and resources currently available. The creation of an EMS training coordinator will allow for better focus, time management, and assist with providing enhanced level of training to our members.

Measures of Success

- Enhanced EMS training through routine, measurable and scheduled training. Streamlined onboarding and training for new EMT's.
- Enhanced proficiency of current members. Enhanced recruitment and retention efforts. Better time management and use of human resources.
- Meaningful, timely, and measurable training for both fire and EMS.

Strategy Sponsor

- Command Staff

Focus Area 4 Governance

Objective 1 **Board Member Training**

Strategy 1 Provide training for incumbent and newly elected members of the Board of Fire Commissioners.

Target Completion Date March 2024

Funding Year / Source TBD

Key Results

- Identify and describe areas of responsibility and authority for the Board of Fire Commissioners acting as a body and for individual board members.
- Identify instructors with expertise in specific content areas.
- Develop an orientation “boot camp” training program for newly elected and incumbent board members.
- Present initial program, evaluate outcomes and revise as needed.

Purpose

The regulatory environment for fire districts regarding budgeting, purchasing, personnel and governance is complex. A formal orientation program and periodic training for all board members will increase the effectiveness of the fire district’s governing body.

Measures of Success

- Enhanced awareness and understanding by newly elected and incumbent commissioners of their individual roles and responsibilities and operations of the fire district.

Strategy Sponsor

- Board Chair & Vice President

Focus Area 4 Governance

Objective 2 **Cost Recovery**

Strategy 1 Recover operational cost where practical.

Target Completion Date June 2023

Funding Year / Source N/A

Key Results

- Research implementing cost recovery options for services provided by EFR.
- Develop an implementation timeline.
- Pass any required resolutions or ordinances.
- Implement cost recovery program.

Purpose

Implementation of a cost recovery program will provide an alternative revenue source for the fire district.

Measures of Success

- Implementation of the program.
- Offset service delivery costs.

Strategy Sponsor

- Command Staff and Business Manager



Focus Area 5 Culture

Objective 1

Culture Expectations for Members

Strategy 1

Update the existing indoctrination document for distribution to all new members.

Target Completion Date

June 2023

Funding Year / Source

2023 Operating Budget

Key Results

- Select a new name for the document.
- Seek input for revisions from all areas of the department (career, volunteer, and staff).
- Seek buy-in of the revised document from all members of the department.
- Distribute the revised document to all department members.
- Distribute the revised document as part of the on-boarding process for new members.

Purpose

Development of a positive culture requires deliberate and on-going effort by member of the department. Assuring the new hires are aware of the organizational culture is important and can be assisted through development and distribution of a document outlining culture expectations for members.

Measures of Success

- Enhanced awareness and understanding by newly elected and incumbent commissioners of their individual roles and responsibilities and operations of the fire district.

Strategy Sponsor

- Culture Team

Focus Area 5 Culture

Objective 2

Reinforcement of Department Culture

Strategy 1

Provide daily reinforcement of topics related to culture and periodic refreshers and review of the department culture.

Target Completion Date

TBD

Funding Year / Source

TBD

Key Results

- Design a process for line officers to include a culture topic as part of the daily crew discussions.
- Include culture topic to duty boards at all stations.
- Create an annual culture refresher through training resources.
- Host quarterly focus group discussions to seek member feedback on success of culture efforts and to solicit new ideas.

Purpose

Maintenance and reinforcement of a positive organizational culture will contribute to improved member satisfaction and success.

Measures of Success

- Culture document is updated.
- Daily briefings include culture topic.
- Focus groups are held with widespread member participation.

Strategy Sponsor

- Culture Team

Focus Area 5 Culture

Objective 3

Peer Panel

Strategy 1

Create a team of senior firefighters and EMS personnel that can serve as a peer panel to support various initiatives related to maintaining the culture of the organization.

Target Completion Date

TBD

Funding Year / Source

TBD

Key Results

- Consider creating a team of firefighters and EMS personnel to provide peer guidance to members of the department related to maintaining a positive organizational culture.
- The peer panel may provide valuable guidance to members in areas related to member orientation, successful completion of probationary periods, advancement in rank, certain member grievances.

Purpose

The creation of a team of senior firefighters and EMS personnel can provide valuable peer support to members to maintain a positive organizational culture.

Measures of Success

- A peer panel of firefighters and EMS personnel has been authorized.
- Member interactions and relationships are positively impacted.

Strategy Sponsor

- Culture Team



Focus Area 5 Culture

Objective 4 **One Department**

Strategy 1 Seek opportunities to create a sense of one department.

Target Completion Date TBD

Funding Year / Source TBD

Key Results

- Consider creating a symbol of team and cohesion that represents everyone but may also allow for healthy competition within the organization.
- Reduce labeling of career, volunteer, and per-diem in favor of Evesham Firefighter.
- Wherever possible, department initiatives should be developed to include all.
- Create opportunities for teambuilding, for example: training, platforms to discuss member highlights and promotions, social gatherings after training events, events including family members (BBQ, kids' activities, and spousal support appreciation).

Purpose

Creating a sense of one department recognizes the valuable contribution that all members, regardless of role, have in the success of the organization.

Measures of Success

- A symbol of team with the focus on one department is adopted.
- Reduced reference to career, volunteer, or per-diem terminology in favor of Evesham Firefighter.
- Teambuilding opportunities with the focus on the concept of one department, are available for all members.

Strategy Sponsor

- Culture Team