



# BLOOMFIELD FIRE DEPARTMENT

2020 – 2024

## STRATEGIC PLAN



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## **Organizational Background**

Founded in 1883, the Township of Bloomfield realized early on the need for organized fire protection. An early reliance on other communities, specifically Newark, was no longer feasible for this growing town. Over the past 130+ years, the Bloomfield Fire Department (BFD) has experienced astounding growth and development. From the early days of horse drawn apparatus and manual pumping systems to today's fleet of state-of-the fire apparatus and equipment, the BFD has grown with the needs of the community.

Bloomfield has historical roots in Essex County dating to the 1700s. Over the last decade, the community has experienced significant redevelopment. Many of the older commercial buildings and industrial complexes have been replaced by luxury apartment buildings, some of which include retail space on lower floors. The transition from a resident workforce mainly employed in local industry to a commuter-based residential population has had a dramatic effect on the township. New housing options and the proximity and short commuting distance to New York City has provided a new dynamic with young couples and families relocating from out of state to this growing area. Supporting this growth is the public transportation system that services Bloomfield. This includes NJ Transit train service to New York via two rail stations, a light rail system with service to Newark and bus options that serve the metropolitan area.

Today, Bloomfield is a diverse community that offers services to support families and businesses alike. It is this diversity which helps to ensure stability for the town. In Bloomfield you will find several large grocery stores, office buildings, multiple retail zones, manufacturing and warehouses. Bloomfield has a little bit of everything.

In a changing landscape of people, businesses and buildings, the Bloomfield Fire Department is an ever present part of the community. From the fire administration division to community outreach programs and emergency response, the Fire Department is always adapting and providing new ways to help and keep the residents of Bloomfield safe.

The department is committed to providing an all hazards approach to the citizens of Bloomfield. This approach, which consists of the work of over 80 uniformed and civilian professionals, to respond to the needs of the community on a daily basis. With emergency services provided by The Fire Operations Division 24 hours a day from four stations that are strategically positioned throughout the township, and the Fire Administration Division, responsible for inspections and housing certifications, the BFD consistently provides help and services to its residents in a professional, prompt, and courteous manner.



## Executive Summary

Beginning in July of 2019, a series of planning sessions were held with the various stakeholder groups, including the mayor and members of the township council, fire department members, municipal administrative staff, and representatives of the community. The purpose of the sessions was to gain feedback and recommendations that would provide guidance for the direction and the future of the Bloomfield Fire Department.

The development of the strategic plan provided the opportunity to analyze the department's strengths and weaknesses as well as opportunities and threats. This analysis provided the framework for development of a strategic plan responsive to the needs of the citizens of Bloomfield. The planning process also refined the organization's mission statement, vision statement and core values.

The strategic planning process identified areas of importance, including:

- Administration
- Apparatus & Equipment
- Emergency Response
- Facilities
- Member Health and Safety
- Personnel
- Support Services
- Technology
- Member Training

A total of seven critical issues were identified as part of the planning process and will constitute the goals to be achieved for the department. The critical issues are:

1. Instituting a Community Risk Reduction Program
2. Enhancing Firefighter Training and Education
3. Apparatus
4. Improving Member Health & Safety
5. Implementing Emergency Medical Services
6. Proper staffing and usage of Engine Company #1
7. Achieving Fire Service Accreditation

The Township of Bloomfield became incorporated in 1812. However, there is history in town dating back to the late 1600s and early 1700s. Churches and schools were the cornerstones in the early development of Bloomfield as a community. Through the years, the town has seen many changes and has grown not only in population, which stands near 53,000 residents, but also in the number of buildings and homes in town. From buildings such as the Presbyterian Church on the Green, which dates back to the early 1800's to brand new developments such as the Avalon building at 300 Glenwood and The Grove at 192, Oakes Pond, Six Points at Bloomfield Station and The Arlington.



## Bloomfield Fire Department Strategic Plan

It is the contrast between the old and the new which makes Bloomfield unique. It is also this uniqueness which has forced the Fire Department to adapt and prepare for many different types of incidents in many different types of buildings.

The Bloomfield Fire Department is a combination department composed of 78 active professional firefighters, augmented by a roster of up to 25 volunteer firefighters and 6 civilian administrative employees. The emergency services within the township are unified under the leadership of the Public Safety Director Samuel DeMaio with Fire Chief Louis Venezia, heading the Fire Department. The Fire Department is separated into two divisions: Operations and Administration. The Operations Division, which is the larger of the two sections, is divided into four shifts and those shifts are each led by a Deputy Chief who acts as group commander. Additionally, there is an administrative Deputy Chief whose job is to ensure the preparedness of the department through overseeing policies, programs, training, compliance, and the required logistics of the equipment.

Throughout its existence, the Bloomfield Fire Department has adapted to the changing dynamics of the Township of Bloomfield. Bloomfield is a 5.3 square mile municipality with an estimated and growing population of 53,000 residents. With the addition of many luxury apartment buildings in recent years, Bloomfield is becoming more of a commuter town than ever before. While detached 1 and 2 family dwellings still make up a large portion of the town, the apartment dwelling community is rising drastically. The height of the buildings in town range from one to fifteen stories high. There are 11 public schools with a population of 6,000 students, as well as a county vocational school, a technical institute and a college. The critical infrastructure is represented by a commuter rail line, a light rail, the Garden State Parkway, multiple water and sewer infrastructures, PSE&G gas and electric transmission lines, and a transformer station. In the post-industrial era, and in light of a recent development, numerous factories have been replaced with multi-story masonry or wood frame apartment buildings as well as office buildings, supermarkets, and other businesses.

BFD has a long tradition of spearheading pioneer ideas and implementing new programs. The first Fire Prevention Bureau in the state was established within the BFD in 1953 resulting in the paramount reduction of fatalities, fires and property loss while improving the quality of work and providing savings to the taxpayers. In 2008, BFD was the first fire department in the northeastern United States to achieve International Accreditation from the Commission on Fire Accreditation International (CFAI).

BFD responds to a wide variety of both emergency and non-emergency incidents 24 hours a day, 7 days a week. Standing orders with policies, organizational charts, leadership, training, apparatus, facilities and personnel enable its daily functioning. Fire vehicles operate out of 4 fire stations that are strategically located throughout the township. The Fire Administration Division is located at Headquarters, which is located at 375 Franklin Street. Headquarters is also home to the engine one and truck one. The three other engine companies in town operate out of stations 2, 3 and 4. In addition to its front line fire suppression apparatus, the Department utilizes several sport utility vehicles, a support pickup truck and one active rescue company, along with 2 reserve engines, and a reserve ladder truck.



## Bloomfield Fire Department Strategic Plan

BFD is currently working on a new accreditation cycle that includes the examination of the maintenance program for the fire apparatus fleet that includes documentation of repairs, cost reporting and the new vehicle acquisition process. A new Emergency Reporting (ER) “fire records management” system was introduced that offers data and report generating modules as well as provides an interactive platform for fire incident reporting with the National Incident Fire Reporting System (NFIRS).

Training has expanded greatly and is offered to all employees including hands on drills and nationally recognized classes. Policies and guidelines have been recently overhauled and adherence to the same are verified through accountability systems. A new Document Management Service (DMS) allows for increased supervision, record keeping and monitoring. In addition to the required Firefighter Certification training, BFD personnel receive education in building construction, environmental protection, first aid, railroad emergencies, hazardous materials, incident command and public relations, among others.

The department frequently responds and prepares through training for fire suppression incidents, carbon monoxide leaks, extrication, accidents, lockouts, and EMS calls. The department has implemented a first-responder response to supplement Bloomfield EMS by sending one of our fire apparatus which is manned by State and nationally certified EMT’s. This occurs any time there is going to be any delay in providing emergency first aid care to our citizens by an ambulance. Since its inception, the First-Responder has become the most common type of call; increasing the number of annual alarms from an average of 2,500 in previous years to nearly 6,000 in 2019. BFD participates in Mutual-Aid agreements with surrounding municipalities, where the department resources can be deployed anywhere within Essex County, outside of the county, or even outside of New Jersey, and in return, to be prepared to receive any specified assistance as needed. BFD is a part of the Essex County Decontamination Task Force formed with the Nutley, Belleville and Montclair fire departments, who are ready to respond anywhere in the tristate region on short notice in the event of a terror attack or hazardous material contamination.

In November 2021, Bloomfield Fire Department implemented an Automatic Aid Agreement with Belleville and Nutley Fire Departments. Within this agreement additional and closest units will be dispatched to a report of a building fires. This has many positive affects to all three Townships and departments. Most notably, this deployment increases firefighter safety and provides enhanced protection on civilian life and property.

The Bloomfield Fire Department’s constant efforts to meet the latest challenges and opportunities has produced a proven track record of excellence and also a commitment to improvement. This is evidenced by the positive comments from the public as well as the Insurance Service Office (ISO). BFD has a current ISO rating as a Class 2 agency out of 10 classes. The recent changes and improvements in the Department has enabled us to offer best in class service to a growing and diverse community with a variety of needs and meets the challenges of the job with determination and commitment to grow, learn, and serve our community however is required.



## **Process and Acknowledgements**

The Bloomfield Fire Department would like to thank and acknowledge those that participated in the Community Driven Strategic Planning Process. This includes most importantly the citizens of Bloomfield who contributed their time to help develop recommendations for how the BFD will provide service now and in the future.

Driven by the office of the Chief of the Department, Louis Venezia, great care was taken to get input from all stakeholders of the department. Participants included the uniformed members of the department, mayor and members of the Township council, and the community at large.

Beginning in July of 2019, a series of meetings were held with the various stakeholder groups. The purpose of the sessions was to gain feedback and recommendations that would provide the direction for the future of the fire department. Thanks to the wide array of participants, a broad perspective on the needs of the township was provided which will help guide the fire department to provide services that will best serve our diverse community.

The following is a list of the scheduled meetings and their attendants.

July 8th, 2019: Group #2: Shift Commander, Officers, and Group Members

July 9th, 2019: Group #3: Shift Commander, Officers and Group Members

July 18th, 2019: Group #4: Shift Commander, Officers and Group Members

July 19th, 2019: Group #1: Shift Commander, Officers and Group Members





## **Stakeholder Meetings- 2019**

July 24th, 2019: A strategic planning session was held with the Bloomfield Township Administration and staff members.

August 26th, 2019: A strategic planning session was held with the mayor and members of the Bloomfield Township Council.

August 28th, 2019: A strategic planning session was held involving members of the community. The purpose of this meeting was to receive input from the community regarding their thoughts on the future direction of the Bloomfield Fire Department. The strategic planning session with community members followed a consistent format that was used in all previous sessions.

All stakeholder groups were encouraged to consider the following:

- Developing a vision of the future.
- Establishing the Values of the members of the organization.
- Identifying the Strengths of the organization.
- Identifying any Weaknesses of the organization.
- Identifying areas of Opportunity for the organization.
- Identifying potential Threats to the organization.
- Defining the Services provided to the community.
- Establishing the Community's service priorities.
- Establishing the Community's expectations of the organization.
- Identifying any concerns the community may have about the organization and its services.
- Identifying those aspects of the organization and services the Community views positively.
- Establishing realistic goals and objectives for the future.
- Identifying implementation tasks for each objective.
- Defining service outcomes in the form of measurable performance objectives and targets.
- Developing organizational and community commitment to the plan.



## Community Group Findings

A priority, not only in the development of this strategic plan, but also in the way the organization addresses day to day operations is customer service. The Bloomfield Fire Department prides itself on making the community our top priority by providing the community with excellent customer service in all that we do. For this reason, it was important for the organization to meet with community members to seek their perspective regarding the services now offered and the services that they may want in the future.

It was clear during the planning sessions that community members have a positive view of the services provided by the organization and the manner in which they are delivered. An important area that was identified for improvement was the delivery of Emergency Medical Services (EMS).

Currently, Basic Life Support (BLS) ambulance service is provided by the Bloomfield EMS. When this agency is not available, a mutual aid ambulance responding from another town is requested. Frequently, there delayed response when waiting for the arrival of a mutual aid ambulance. The need was identified: Improved response time for EMS and ambulance transport by qualified, trained personnel.





## **Department Stakeholder Group Findings**

While the protection of the people of Bloomfield and their property is a primary concern of the Bloomfield Fire Department, the health and safety of those members of the department that serve Bloomfield is also of great importance. The organization is committed to engaging members in the strategic planning process.

With planning sessions over the course of four days in July of 2019, the opportunity was presented for members to share their thoughts and concerns on the current state of the department as well as the vision for the organization's future.

Also discussed were the health and safety of our crews as well as training opportunities available to make us better as individuals and also as a collective. Offering EMT services is something that has always been thought of as the next major step in the services that the BFD provides. As such, the members had concerns about these services. The concerns were related to ensuring that they had ample training and equipment and policies in place to guide them in this possible new service. Also discussed were the feelings that certain parts of the department were outdated and needed updating. Equipment, policies, and standard operating guidelines were some, just to name a few.

These meetings turned out to be extremely important to the Department as a whole. It gave us guidance on what is truly important to those members who work in the field on a daily basis. It gave those members an opportunity to truly tell us what they thought about the direction of the department and the concerns they had with that direction.

Similarly, as part of the overall Strategic Planning process, meetings were held with the Administrative arm of Bloomfield, which included the Mayor and the Council members. Again, the meeting overall was extremely positive with an emphasis on possibilities for the future. Getting more out of the department seemed to be the running theme of these meetings as a whole. While the Administration was very positive and complimentary, what rang throughout the conversation was their support. This support is what gave the department the ability to advance the idea of having the fire department provide EMS services, including the budgeting to get our members trained and prepared in the manner that those members felt most comfortable, as well as support to procure the equipment needed to make sure that our members were able to provide the services in the proper manner that our citizens deserve.

The community stakeholders provided great vision and direction throughout this process, and without their support and commitment, this vision never would have become reality.



## **Introduction**

The Bloomfield Fire Department provides fire suppression, emergency medical response, disaster management, hazardous materials response, community risk reduction, public education and fire investigation services to the residents and businesses of Bloomfield. The Bloomfield Fire Department is constantly working to achieve and maintain the highest level of services possible. This strategic plan is intended to guide the organization within the established parameters set forth by the authority having jurisdiction.

The Department utilized the strategic planning process to go beyond the development of the document. It challenged the department's members to examine values, beliefs and desires and challenged individuals to work in the best interest of the team. Members have been provided with an opportunity to participate in the development of their organization's long-term direction and goals. Community stakeholders were also given the opportunity to provide input to this project. It is with the input not only from members of our department but also from community stakeholders that will drive the future direction of this department in a positive manner.

## **Mission Statement**

The Bloomfield Fire Department exists to provide the highest level of public safety services to the great community that we serve. We are dedicated to saving lives and property through fire suppression, emergency medical response, disaster management, hazardous material response, fire prevention and education. Our members are committed to excellence, providing the highest level of service to those that we serve, treating everyone with respect, regardless of race, color, creed, sex, age, lifestyle, national origin or economic status.

## **Vision Statement**

The vision of the Bloomfield Fire Department is to become a leader in the fire service. We will attain this vision by continuing to provide the community we serve with the tools, programs, and services necessary to create and ensure the highest standards of safety.

We will provide continuing educational opportunities to our members, seek accreditation from the industry and nation's most respected accrediting agency, and increase efficiency of services we provide, as well as enhance those services to include emergency medical response.

We will also continue creating a high reliability organization by establishing an internal risk management program and maintain fiscal responsibility while upholding standards of excellence through a creative and carefully planned equipment replacement program.



## Values

The core values of the Bloomfield Fire Department establish a foundation of expectations for its members. Members of the Bloomfield Fire Department react instantly, unselfishly, compassionately and professionally in addressing a wide array of emergency calls.

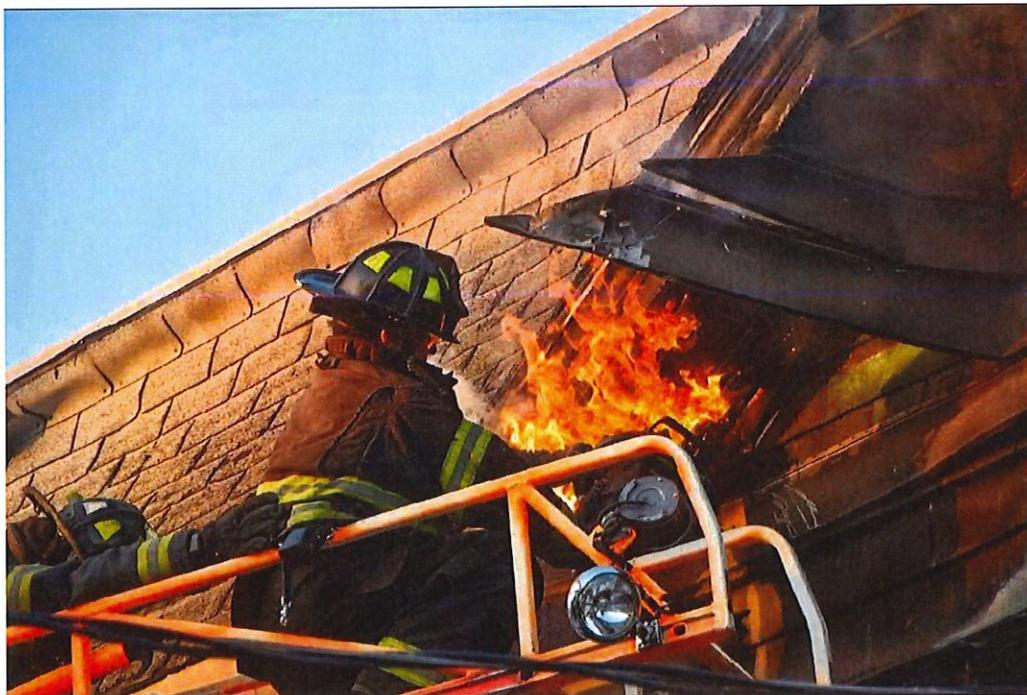
These values include:

**Integrity-** Maintain the highest level of ethical standards. Instill community trust by demonstrating honesty and fairness in all our actions and decisions.

**Citizenship-** We advocate collaborative relationships with other governmental agencies. We maintain community through professional behaviors and open communication.

**Respect-** We honor the rights, beliefs, and differences of all our members and those within the community we serve. We value diversity in our department and within the township.

**Teamwork-** We are a team of dedicated and hard-working individuals that believe in professional development, continual improvement, and working together towards common goals.





## **Community-Driven Strategic Planning**

To be a successful organization, many different factors have to come together to ensure the stability and future successes of said organization. In the case of the Bloomfield Fire Department, we strive to serve our community with the services that best represent those that we serve and protect. Through the processes of this strategic plan, our community members have given us guidance on those things that they think are of the utmost importance to facilitate a safe and protected Bloomfield.

In order to adhere to this guidance as given by the community members, the strategic plan as developed needs to be a living, breathing document that helps to bring the visions created into reality. All of the pre-work, research, and questioning that was done to develop the strategic plan will be for naught if we do not continually strive to meet the objectives as set forth in the document.

The objectives and items of importance as detailed via our meetings with community members and stakeholders are as follows.

- 1) Prioritizing fire protection and extinguishment by having front line apparatus ready in case of need.
- 2) Providing emergency medical services and supplementing our current ambulance service to help those in need quickly.
- 3) Keeping our members trained not only in areas of firefighting, but also in medical care and technical aspects such as rescue situations.
- 4) Provide community fire educational sessions and protection in the form of fire prevention classes for our children and elderly.
- 5) Continue to provide services for the members of the community, including but not limited to: child seat installation services, car and house lockout assistance, and smoke detector installation for those in need.
- 6) Community involvement in the form of open houses, block party involvement, and station tours for groups and individuals.
- 7) Provide fire prevention tips in the forms of inspections and code enforcement, which will protect owners and renters moving into new residences.

It has been and will continue to be the goal of the Bloomfield Fire Department to not only provide those services as listed above, but to do so in a way that continually provides exceptional customer service. Our community members should have total confidence that whenever they need our assistance, it will be met with a response that is knowledgeable, courteous, and respectful.



### **Success of the Strategic Plan**

As mentioned previously, the Strategic Plan is just that...a plan. This plan is going to be something that we refer to over the next 5 years for a number of reasons. First and foremost, we will continually have to ask ourselves the question, "Are we following the strategic plan and are we moving forward in an effort to meet our objectives. The second reason is to give us the ability to revisit and revise the strategic plan on an ongoing basis. Although this is the plan for the next 5 years that does not mean that there won't be situations that arise that force us to alter our plan and come up with alternative methods of keeping the department moving in a positive direction. Flexibility is key to our success.

The complete and total success of the strategic plan will not be known until we have the ability to audit ourselves at the end of the 5 year period. However, the strategic plan has, in many ways, already been a success. It gave us the opportunity to meet with community members and department stakeholders to gain valuable feedback on their view and vision of the department. It gave us the opportunity to address our strengths and weaknesses as currently constituted and to come up with plans to further strengthen or, in some cases, to address weaknesses. It has also given us an opportunity to imagine what opportunities and threats we may come across in the future. In an ever-changing world, as seen first-hand over the last year, envisioning the future needs to be an ongoing, open discussion that allows us the opportunity to adapt as needed. New policies and procedures need to be something that we are open to and that we embrace as situations dictate.

Success can be viewed in many ways. It can be a hard data score based on how many objectives one accomplishes, which is something that we will continue to look at and update as tasks and goals are met and completed. However, the ultimate success of the plan will be our ability to constantly refer to this document to make sure that our long term goals are being met by our current objectives. This plan is something that will be an ongoing discussion to ensure that we as a department, are all pulling in the same direction to meet the goals as set forth herein.



## **Bloomfield Fire Department Strategic Plan**

### **Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT)**

SWOT analysis is the most renowned tool for an agency to self-access their strengths, weaknesses, opportunities for improvement and potential threats to their success. The SWOT analysis is a deliberate process to evaluate the overall strategic position of the organization and its environment. The key purpose is to identify the strategies and create a framework to best position the organizations resources and capabilities to the requirements of the environment in which the organization functions.

Following is an overview of the four factors which define the analysis.

- **Strengths:** The qualities that enable an organization to accomplish the defined mission. These tangible or intangible characteristics are what the organization is well-versed in, the traits and qualities that the members and employees possess, and the distinct features that give the organization its consistency.
- **Weaknesses:** The qualities that prevent the organization from accomplishing the mission and achieving full potential. These weaknesses deteriorate influences on the organizational success and growth and must be controlled in a way to be eventually minimized and eliminated.
- **Opportunities:** Opportunities are presented by the environment within which the organization operates. Opportunities arise when an organization can benefit from the conditions of the environment. These opportunities allow the organization to plan and execute strategies that enable it to become successful.
- **Threats:** Threats arise when conditions in the external environment jeopardize the reliability of the organization. Threats are uncontrollable and threaten the stability and survivability of the organization.



## **ADMINISTRATION**

### **STRENGTHS**

- Comprehensive policies and procedures implemented
- Comprehensive budget and fiscal management program implemented
- Comprehensive performance evaluation program implemented
- Adequate financial reserves in place
- Long term apparatus plan developed

### **WEAKNESSES**

- Timely reviews and revisions to SOP's
- Funding for a long-term apparatus replacement plan has not been identified
- Lack of reimbursement program to recover costs of consumables used
- Lack of a long term capital budget
- Lack of administrative personnel

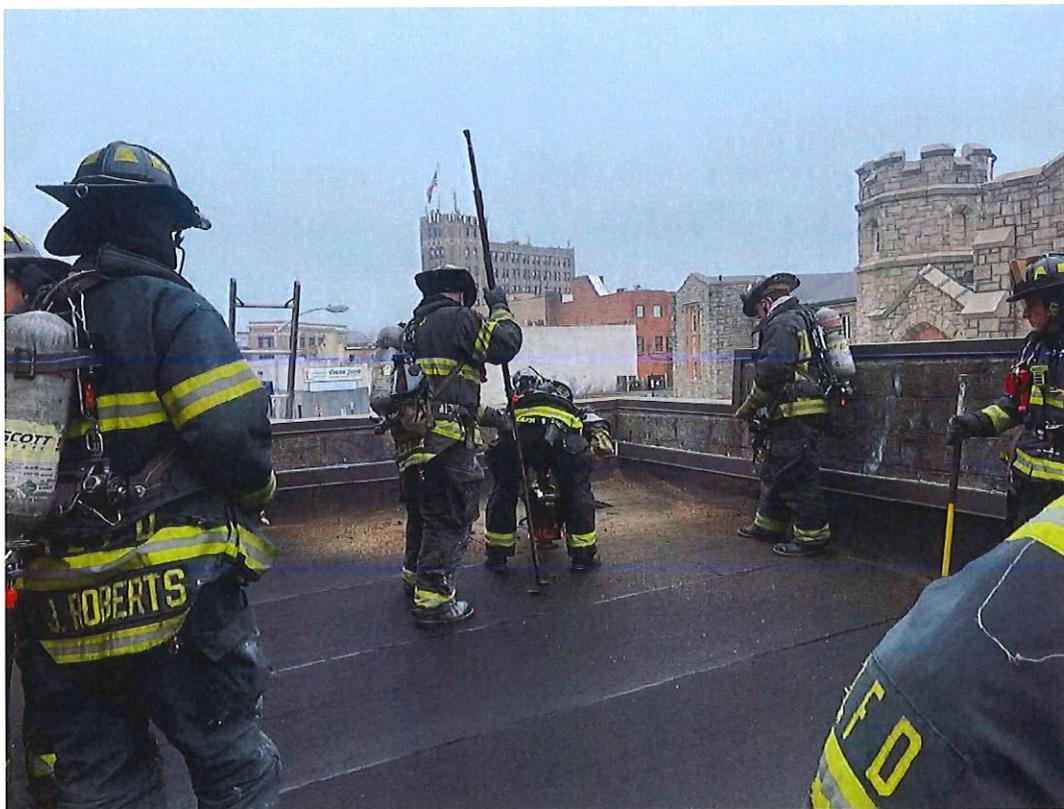
### **OPPORTUNITIES**

- Implement a process for reviewing and evaluating policies annually
- Develop a long term capital budget
- Implement a cost recovery program for consumables used
- Develop comprehensive continuity of operations plan
- Train/familiarize additional existing personnel to perform administrative tasks
- Attain accreditation through Center for Public Safety Excellence - In progress



## **THREATS**

- Continued administration requirements may place additional burdens on administrative staff
- Decreasing funds available through grant funding or grant funding continues to get more competitive
- Financial difficulty for municipalities may facilitate the need to decrease departmental costs and/or find alternative sources for funding
- Cost increases outside the control of the organization





## **APPARATUS & EQUIPMENT**

### **STRENGTHS**

- Quantity of apparatus resources available is sufficient
- Quantity of equipment resources available is sufficient
- Apparatus preventative maintenance program in place
- Equipment preventative maintenance program in place
- Equipment accountability program in place
- Long term apparatus plan in place

### **WEAKNESSES**

- Quality of specific apparatus rapidly deteriorating
- Time apparatus is out of service for repairs
- Spare apparatus age at the end-of-life cycle

### **OPPORTUNITIES**

- Potential to generationally upgrade equipment inventory
- Potential to downgrade quantity of department apparatus
- Potential to combine future apparatus (rescue/engine, Quint, etc.)
- Develop a long-term apparatus replacement plan including procedure for staggering replacement dates
- Develop memorandums of understanding for apparatus sharing and reciprocation



## **THREATS**

- Increasing call volume
- Cost of apparatus increasing
- Cost of equipment increasing
- Cost of servicing/ maintenance increasing
- Keeping up with NFPA standards for spare apparatus





## **EMERGENCY RESPONSE SERVICES**

### **STRENGTHS**

- Average response time is less than 180 seconds from the time of dispatch
- Average staffing levels per all types of minor fire incidents, emergency service calls, and EMS calls is 3 personnel. Responses to structure fire calls average 13 personnel
- Automatic Aid Agreements with neighboring Belleville & Nutley bring additional Engine and Truck on any report of smoke and/or fire

### **WEAKNESSES**

- Staffing shortage
- Not always meeting NFPA-1710 Standards for Career Fire Departments

### **OPPORTUNITIES**

- Partner and/or collaborate with neighboring departments to avoid duplication of services and equipment and to establish memorandums of understanding for resource sharing
- Hire additional career firefighters
- Meet NFPA-1710 Standard for Career Fire Departments
  - Regional response plans for target hazards

### **THREATS**

- Continued development will increase emergency response and service requirements
- Increasing responsibilities (i.e. fire-based EMS, domestic terrorism) could potentially overwhelm the current service delivery model
- Changes in building construction methods and materials, along with contents of building have decreased the amount of time available to mitigate the incident before flashover occurs with the possibility of early collapse



## **FACILITIES**

### **STRENGTHS**

- Redundancy in stations / no single point of failure
- Four strategically located fire stations
- Have modified Fire Headquarters to accommodate current and future female firefighters.

### **WEAKNESSES**

- Existing facilities aging / lack of long term maintenance plan
- No plans to totally renovate current fire stations to meet current standards
- No plans to build new fire station
- Although Fire Headquarters has been modified to accommodate current and future female firefighter privacy needs; modifications of the three other stations are still needed.

### **OPPORTUNITIES**

- Consolidate facilities to save money on utility
- Renovate all current Fire Stations
- Construct new Fire Station

### **THREATS**

- Future size of apparatus may not fit in older fire stations
- Changing codes and regulations



## **HEALTH & SAFETY**

### **STRENGTHS**

- Personnel equipped with adequate PPE based on projected risks
  - Individual personal SCBA face pieces
- Each riding position equipped with radio communications
- Age, on average, of responders
- Infection control program in place

### **WEAKNESSES**

- Department is non-compliant with NFPA 1500
- Lack of comprehensive health & safety program
- Department is non-compliant with NFPA 1710
- Lack of comprehensive physical examinations

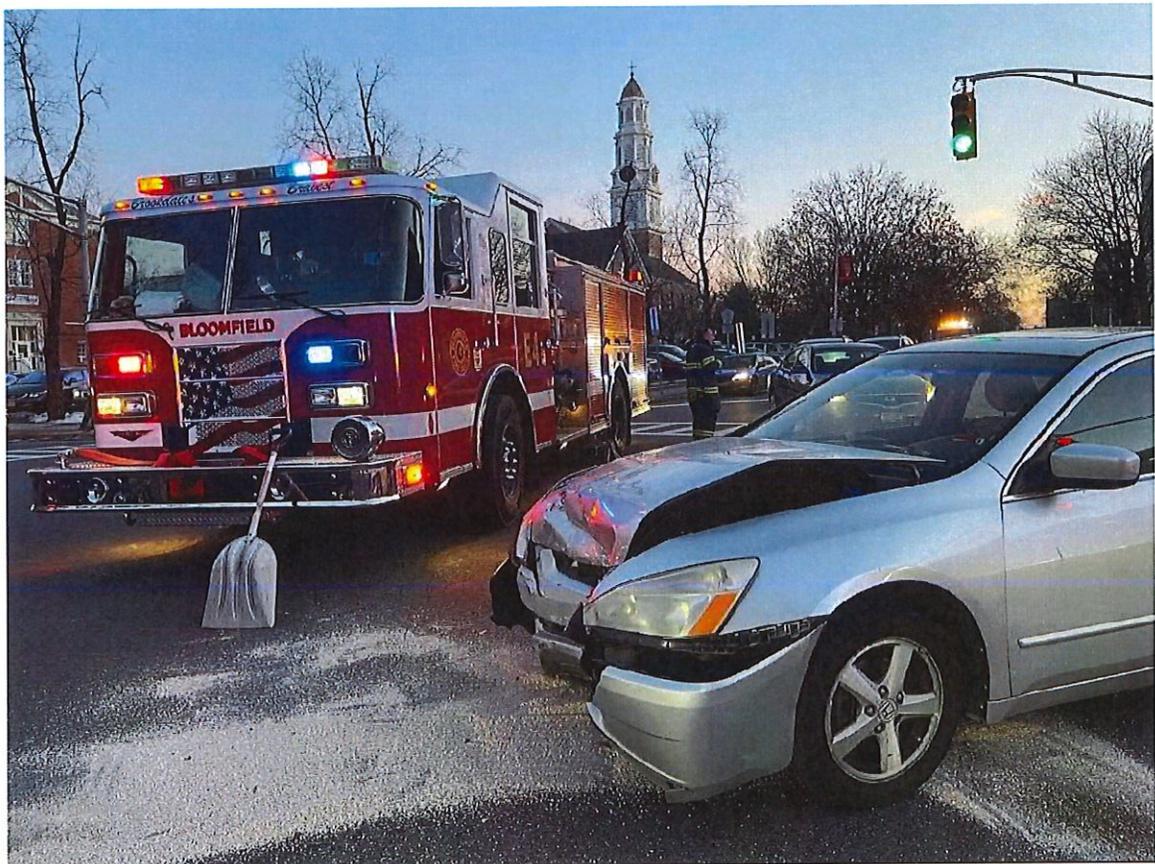
### **OPPORTUNITIES**

- Maintain compliance with NFPA 1500
- Maintain compliance with NFPA 1710
- Develop comprehensive health & safety program
- Include yearly comprehensive physical examinations
- Develop a physical fitness program (self-administered)



## **THREATS**

- New building construction methods and materials, along with building contents create a more hazardous work environment for firefighters
- Utilization of synthetic materials increases the risk of long term health effects for personnel
- Low staffing levels resulting in an increased workload on remaining members





## **PERSONNEL**

### **STRENGTHS**

- Highly capable and trained personnel

### **WEAKNESSES**

- Daily staffing levels
- Hiring process which is constrained by rules of civil service.

### **OPPORTUNITIES**

- Hire additional career firefighters

### **THREATS**

- More emphasis being placed on training and certification

## **SUPPORT SERVICES**

### **STRENGTHS**

- Fire Prevention / Public Outreach Program is continually improving
- Comprehensive Fire Inspection Program

### **WEAKNESSES**

- Inadequate staffing to meet current needs

### **OPPORTUNITIES**

- Expand staffing in Fire Administration Division
- Develop inter-agency training opportunities

### **THREATS**

- Continued development will increase the emergency response and service requirements of the department
- As additional municipalities see a decline in staffing, may be requested for mutual aid more frequently



## **TECHNOLOGY**

### **STRENGTHS**

- Installation of laptops in all department vehicles
- Comprehensive records management system (RMS)
- Department website and social media pages maintained for public outreach and current events

### **WEAKNESSES**

- Lack of training and proper implementation of new technology
- Updates on technology performed via “hands-on” method
- Use of multiple platforms for service delivery

### **OPPORTUNITIES**

- Utilize additional social media methods for public outreach
- Improved training to make better use of current technology
- Combine all platforms into one that handles all aspects of the department
- Offer communications in Spanish including forms and reports, and bi-lingual Firefighters and Support Staff.

### **THREATS**

- Rate of technology advancement could potentially outdate existing technology faster
- Unknown costs of upgrades / replacement.



## **TRAINING**

### **STRENGTHS**

- Training Budget
- Comprehensive training records maintained on all personnel
- Newly hired Firefighters attend County Fire Academy and attain Firefighter 1 & 2 certification
- County Fire Academy's available for department use

### **WEAKNESSES**

- Lack of a comprehensive professional development program readily available
- Lack of advanced level / officer development training readily available

### **OPPORTUNITIES**

- Develop and maintain a comprehensive training and wellness plan
- Develop and maintain a comprehensive professional development program
- Partner with County Fire Academies and neighboring departments to bring advanced level / officer development training to area departments
- Develop alternate methods for delivery of training (ie: blended learning, on-line, etc.)

### **THREATS**

- Increasing hours of training classes makes it difficult to complete
- Rapidly changing work environment resulting in increased training requirements
- Emergency response organizations are being called upon to perform "non-traditional" functions requiring increases in training requirements



## **Bloomfield Fire Department Strategic Plan**

### **Community Risk Reduction**

**Critical Issue:** Community Risk Reduction

**Goal:** Continue to improve and expand fire prevention and community fire education programs

**Background:** The Bloomfield Fire Department provides many fire prevention and education programs to the Township including code enforcement, public education in the elementary schools, Fire Prevention Week activities, and a presence at community events. The Department plans to further reduce fire loss by building upon and expanding the existing community risk reduction programs.

#### **Strategies:**

- **OBJECTIVE 1:** Expand existing school programs to include dormitory fire safety to High School students using Seton Hall University's "After the Fire"  
**TIMEFRAME: ONGOING      ASSIGNED TO: D/C COLETTA**
- **OBJECTIVE 2:** Expand existing school programs to include the NJ-DFS's "Fire Is" programs.  
**TIMEFRAME: APRIL 2023      ASSIGNED TO: D/C COLETTA**
- **OBJECTIVE 3:** Develop a fire safety program for preschool aged children  
**TIMEFRAME: APRIL 2023      ASSIGNED TO: D/C COLETTA**
- **OBJECTIVE 4:** Develop a fire safety program for senior citizen groups  
**TIMEFRAME: SEPTEMBER 2023      ASSIGNED TO: D/C COLETTA**



## Bloomfield Fire Department Strategic Plan

- **OBJECTIVE 5:** Implement a voluntary fire inspection program for one and two family homes  
**TIMEFRAME: AUGUST 2022**    **ASSIGNED TO: FIRE PREVENTION**
- **OBJECTIVE 6:** Expand building fire incident pre plan program to meet NFPA 1620  
**TIMEFRAME: AUGUST 2022**    **ASSIGNED TO: CAPT. ROBERTS**
- **OBJECTIVE 7:** Expand use of mobile data terminals to provide fire incident pre plan and other pertinent building information to on scene responders at emergencies  
**TIMEFRAME: AUGUST 2022**    **ASSIGNED TO: CAPT. ROBERTS**

### **Performance Indicators:**

- 1) Annual program will be presented to each high school graduating class prior to graduation
- 2) Successful creation and presentation of fire safety program to preschool aged children
- 3) Successful creation and presentation of fire safety program for senior citizens
- 4) Voluntary home inspection program created and implemented and inspections being conducted
- 5) Increase the number of buildings in town with pre plans on file and accessible to fire companies on mobile data terminals

### **Outcomes:**

- 1) Reduced fire loss and increased public fire education.



## **Bloomfield Fire Department Strategic Plan**

### **Training & Education**

**Critical Issue:** Training & Education

**Goal:** Enhance and expand the existing training and education program for members

**Background:** The Bloomfield Fire Department provides an array of Emergency services to the Township. These include firefighting, vehicle extrication, Haz-Mat response, gas emergencies and support to the EMS provider. As a result, there is a need for an effective and thorough training program for both new recruits and an on-going program for both officers and firefighters assigned to the Fire Operation units.

#### **Strategies:**

- **OBJECTIVE 1:** The Fire Department will conduct annual Right to Know, Confined Space Awareness & Operations, Blood borne Pathogen exposure training, and EMT refresher classes for all personnel to comply with all state and national mandated annual training and education requirements.  
**TIMEFRAME: ONGOING**
- **OBJECTIVE 2:** Before being assigned to a fire operation unit, all new recruits will attend an NJDFS approved fire academy and successfully complete Firefighter 1 and 2 courses.  
**TIMEFRAME: ONGOING**
- **OBJECTIVE 3:** All Fire Department members will obtain New Jersey Hazardous Materials Operations certificate.  
**TIMEFRAME: ONGOING**
- **OBJECTIVE 4:** All members will complete a NIMS compliant I-200, and IS-700 course. and maintain a NJ-DFS Incident Management Certificate  
**TIMEFRAME: ONGOING**



## Bloomfield Fire Department Strategic Plan

- **OBJECTIVE 5:** All members with 5 years of completed service must possess a certification for Incident Management Level 1.  
**TIMEFRAME: ONGOING**
- **OBJECTIVE 6:** All Captains must possess a certification for Incident Management Level 2.  
**TIMEFRAME: ONGOING**
- **OBJECTIVE 7:** All Chief Officers will complete NIMS compliant ICS-300 and ICS-400 courses and maintain a NJ-DFS Incident Level 3 certification.  
**TIMEFRAME: ONGOING**
- **OBJECTIVE 8:** All officers will receive (and maintain) NJ-DFS Fire Officer 1 Certification.  
**TIMEFRAME: ONGOING**
- **OBJECTIVE 9:** All fire suppression units of the Fire Department will attend live burn training, as units along with other companies on their shift. This will be conducted twice a year at a State approved training facility.  
**TIMEFRAME: ONGOING**
- **OBJECTIVE 10:** Create a set of standardized tactical evolutions for operations that include: Stretching and putting into operation pre-connected hand lines from pumpers; ground ladder and aerial ladder evolutions and will consist of hands on skills that will have benchmark times for completion. Testing of all companies will be done on all pertinent evolutions once a year in the autumn and conducted during day and nighttime.  
**TIMEFRAME: ONGOING**
- **OBJECTIVE 11:** A monthly training schedule will be posted on DMS and in each firehouse. The on-duty companies on each shift will conduct “in-service” classes on these training and education topics. This will include a regular review of pre-plans and policies. To maximize agency effectiveness this program includes regularly scheduled drills involving members of both the career and volunteer staff training together. The joint training drills will increase in frequency and intensity to increase the proficiency of the members of the volunteer branch.  
**TIMEFRAME: AUGUST 2022**                      **ASSIGNED TO: D/C NELSON**
- **OBJECTIVE 12:** All Fire Department members will take and pass a National Safety Council, CEVO III- defensive driving course.  
**TIMEFRAME: APRIL 2023**                      **ASSIGNED TO: CHIEF OF DEPARTMENT**



## Bloomfield Fire Department Strategic Plan

- **OBJECTIVE 13:** All department Deputy Chiefs will receive and maintain, at a minimum, a NJ-DFS Fire Instructor 2 Certification.  
**TIMEFRAME: DECEMBER 2023**      **ASSIGNED TO: CHIEF OF DEPARTMENT**
- **OBJECTIVE 14:** All Captains will receive and maintain, at a minimum, a NJ-DFS Fire Instructor 1 Certification.  
**TIMEFRAME: JUNE 2022**
- **OBJECTIVE 15:** All department officers will complete an NFPA compliant National Fire Academy Incident Safety Officer Course.  
**TIMEFRAME: COMPLETED NOVEMBER 2021**
- **OBJECTIVE 16:** All Chief Officers will receive and maintain a NJ-DFS Fire Officer 2 Certification.  
**TIMEFRAME: DECEMBER 2023**      **ASSIGNED TO: CHIEF OF DEPARTMENT**
- **OBJECTIVE 17:** All Chief Officers and Captains will receive and maintain Blue Card Command Certification.  
**TIMEFRAME: ONGOING**

### Performance Indicators:

- 1) (# of firefighters) successfully completing competency based training evolutions.
- 2) Completion of standardized tactical evolutions by all companies.
- 3) Live burn training exercises completed twice annually.
- 4) (# of firefighters) / attending NJDFS classes
- 5) (# of firefighters) completing annual required training.
- 6) (# of fire officers) completing Instructor I & II certification training.
- 7) (# of Chief officers) completing NJDFS Fire Officer II certification.
- 8) (# of firefighters) completing CEVO training.
- 9) (# of officers) completing Blue Card Command certification training.

### Outcomes:

- 1) Improved operational and leadership training program which will enable the Department to staff highly trained personnel who are better able to meet the diverse needs of our community.



## **Bloomfield Fire Department Strategic Plan**

### **Apparatus**

**Critical Issue:** Apparatus

**Goal:** The Fire Department will establish and maintain a standardized schedule for preventative maintenance, repair, and replacement of emergency vehicles.

**Background:** Today's fire apparatus are an extremely expensive and complex investment for the Township. It is necessary for the apparatus to remain in service for as many years as possible before replacement. Unfortunately, the very nature of fire department operations results in a shortened useable life span for apparatus, usually in the 10-15 year range. The department faced budget cuts over the past 10 years that made replacing apparatus very difficult. It is now a priority to establish an apparatus replacement policy to map out the replacement of aging apparatus. There is also a priority to improve the preventative maintenance schedule to maximize the lifespan of the current fire apparatus and minimize out of service time due to breakdowns.

#### **Strategies:**

- 1) Establish and maintain daily and weekly apparatus checks as per NFPA 1500 and NFPA 1911.
- 2) Continue to update the apparatus replacement program.
- 3) Improve the apparatus operator training program.
- 4) Improve upon our current apparatus maintenance records program to track out of service time and repair costs.
- 5) Better adherence to annual preventative maintenance schedules.





## **Performance Indicators:**

- **OBJECTIVE 1:** Daily and weekly apparatus checks being completed and documented on PS Trax. Records will be kept and accessible for review. This will lead to better maintained apparatus and lower maintenance costs.  
**TIMEFRAME: ONGOING**
  
- **OBJECTIVE 2:** All repair orders, associated costs, days out of service will be documented in Emergency Reporting System. This will lead to more accurate data which can be used to adjust the apparatus replacement plan based on the condition and reliability of each apparatus.  
**TIMEFRAME: ONGOING**
  
- **OBJECTIVE 3:** An apparatus replacement program will be in place, which will factor in yearly and projected maintenance and repair costs for existing apparatus. Budget requests for apparatus replacement will be based off of the replacement plan.  
**TIMEFRAME: ONGOING**
  
- **OBJECTIVE 4:** Apparatus operator training program will be improved and all personnel will receive training and certification from department in apparatus operations. This will lead to improved apparatus care and maintenance by all personnel.  
**TIMEFRAME: NOVEMBER 2022      ASSIGNED TO: CAPT RANNOU**
  
- **OBJECTIVE 5:** Apparatus will be on a 6 month preventative maintenance schedule. This improved preventative maintenance schedule will aid in keeping apparatus in better shape, reducing out of service time and money spent on minor issues that become major repairs.  
**TIMEFRAME: NOVEMBER 2022      ASSIGNED TO: D/C MASIAK**

## **Outcomes:**

- 1) A more reliable fleet of fire apparatus with less out of service time due to repairs, and lower repair costs resulting from major breakdowns that could have been prevented by routine maintenance.
- 2) More timely and cost effective apparatus replacement plan.



## **Bloomfield Fire Department Strategic Plan**

### **Health and Safety**

- Critical Issue:** Health and Safety
- Goal:** The Fire Department will enhance and expand the health and safety strategies already being followed.
- Background:** The health and safety of their employees should be a priority to any company or organization, even more so for the Fire Department. The firefighters are the Department's most valuable asset, as their health and safety directly impacts the services delivered to the Township. The Department has adopted policies and procedures that encompass areas such as pre-employment physicals, voluntary medical screening programs, employee assistance, PPE use, safe operations at emergencies, and many others that guide safe operations. The goal over the next 5 years is to improve upon the existing policies and procedures and create new ones where lacking in order to cultivate a culture of safety within the Bloomfield Fire Department.

#### **Strategies:**

- **OBJECTIVE 1:** The Chief of Department will act as the department Health and Safety Officer (HSO) who will receive and/or maintain all appropriate certifications including NFPA HSO, National Fire Academy (NFA) Safety Officer, etc.  
**TIMEFRAME: ONGOING**
- **OBJECTIVE 2:** Develop a Labor Management Team.  
**TIMEFRAME: AUGUST 2022 ASSIGNED TO: CHIEF OF DEPARTMENT**
- **OBJECTIVE 3:** Institute a Risk Management Program based on NFPA 1500 that will aim to reduce injury to department personnel, and also incidence of loss or damage to department equipment and facilities.  
**TIMEFRAME: AUGUST 2022 ASSIGNED TO: CHIEF OF DEPARTMENT**



## Bloomfield Fire Department Strategic Plan

- **OBJECTIVE 4:** Purchase and install new PPE washer and dryer at Headquarters for cleaning and maintaining PPE as per NFPA 1851, to reduce firefighting exposure to toxic products. Stations 2, 3, and 4 already have this in place.
- **TIMEFRAME: AUGUST 2022**    **ASSIGNED TO: CHIEF OF DEPARTMENT**
- **OBJECTIVE 5:** Expand on and further promote the use of voluntary annual physicals and health evaluations for all members.
- **TIMEFRAME: NOVEMBER 2022**

### Performance Indicators:

- 1) Chief will be assigned Health and Safety Officer and possess NFPA and NFA H.S.O. certifications.
- 2) A Labor Management Team will be in place and conducting safety inspections on all department facilities on a regularly scheduled basis to identify and remove or mitigate workplace hazards.
- 3) A Risk Management Program based on NFPA 1500 will be developed which will result in the reduction of incidences of injury, loss and/or damage.
- 4) The department will look for ways to fund and purchase the additional PPE washer and dryer which will lead to all member's PPE being cleaned on a regular basis.
- 5) Voluntary physicals will be utilized by more members of the department leading to a healthier department, less injuries, and less time away from work due to injuries



## **Bloomfield Fire Department Strategic Plan**

### **Emergency Medical Services**

**Critical Issue:** Emergency Medical Services

**Goal:** The Fire Department will begin to take steps to expand the delivery of EMS to the Township of Bloomfield

**Background:** Historically, the career fire service has not had a major involvement in the delivery of emergency medical services. This has been changing across the country however, due to a decrease in the amount of available volunteer EMTs and an increase in EMS call volume. These changes have created a need for fire departments to begin supplementing these services. As a proactive measure and to help meet the needs of the Township, the Bloomfield Fire Department plans to implement the following strategies to expand its EMS capabilities over the next five years.

#### **Strategies:**

- **OBJECTIVE 1:** Evaluate and revise as needed the current emergency first responder program.  
**TIMEFRAME: ONGOING**
- **OBJECTIVE 2:** Train and certify all new firefighters as Certified EMTs  
**TIMEFRAME: ONGOING**
- **OBJECTIVE 3:** Train and certify existing firefighters as Certified EMTs  
**TIMEFRAME: COMPLETE**
- **OBJECTIVE 4:** Work with existing Bloomfield Emergency Squad to examine ways for the BFD to assist when they are not available.  
**TIMEFRAME: NOVEMBER 2022      ASSIGNED TO: CHIEF OF DEPARTMENT**
- **OBJECTIVE 5:** Explore partnerships with area hospitals and health departments to create a Para-medicine-like program to check on residents who may need at home assistance that can be provided by BLS level responders.  
**TIMEFRAME: JULY 2023                      ASSIGNED TO: CAPT. ZURLO**



### **Performance Indicators:**

- 1) The existing emergency first responder program will be evaluated to identify areas to improve upon.
- 2) All new firefighters will be enrolled in a NJ approved EMT training program upon completion of the fire academy. After completion of EMT class all firefighters will take and pass the NREMT exam.
- 3) Existing firefighters that are not EMTs will be enrolled in a NJ approved EMT class and upon completion will take and pass the NREMT exam. This will increase the number of certified EMTs on the department.
- 4) A plan will be formulated for the Fire Department and Bloomfield Emergency Squad to work together to decrease response times to medical calls and reduce the frequency of the need for a mutual aid ambulance.
- 5) Partnerships will be formed with area hospitals and health departments to identify programs that can be implemented to proactively assist residents so they do not need to use 911 for ambulance transport to the hospital.





## **Bloomfield Fire Department Strategic Plan**

### **Accreditation**

**Critical Issue:** Accreditation

**Goal:** Apply for and achieve accreditation from CPSE and CFAI

**Background:** Fire service accreditation helps organizations achieve professional excellence through a strategic self-assessment model and provides continuous quality improvement. This comprehensive process evaluates fire and EMS agencies based on performance indicators that cover every aspect of the organization. Bloomfield Fire Department was first accredited back in 2009, but that has since expired and not renewed. Working with staff from the Rodger's Group, the Fire Department will pursue CFAI accreditation once again.

#### **Strategies:**

- **OBJECTIVE 1:** Appoint a fire department Captain who will be designated as the Accreditation Manager.  
**TIMELINE: COMPLETE**                      **ASSIGNED TO: CHIEF OF DEPARTMENT**
- **OBJECTIVE 2:** Register with the CFAI as a Registered Agency which will give the department access to additional resources to assist in the project.  
**TIMELINE: COMPLETE**
- **OBJECTIVE 3:** The Chief and Accreditation Manager will task key staff and line members with a review of their respective areas of responsibility utilizing the Research and Information Collection Guide Checklist. The Rodgers Group staff will provide electronic access to the necessary forms to assist with this process.  
**TIMELINE: ONGOING**                      **ASSIGNED TO: THE RODGERS GROUP**



## Bloomfield Fire Department Strategic Plan

- **OBJECTIVE 4:** The Rodgers Group project team will provide assigned mentors to work directly with each assigned member while completing the assessment of their assigned areas.

**TIMELINE: ONGOING**

- **OBJECTIVE 5:** Each assigned member will forward a completed research and information collection guide checklist for their assigned areas of responsibility for review by the Accreditation Manager.

**TIMELINE: ONGOING**

- **OBJECTIVE 6:** Each assigned member will also assemble the necessary supporting data, exhibits, and references in electronic format for all relevant items on the checklist, and in consultation with their assigned mentor, establish an improvement plan for any deficiencies that may have been identified during the review of their areas of responsibility.

**TIMELINE: ONGOING**

- **OBJECTIVE 7:** Each assigned member will submit the improvement plans to the Accreditation Manager for review. The Accreditation Manager will meet with each assigned member to review the improvement plans and establish a timeline for the implementation of each plan.

**TIMELINE: ONGOING**

### **Performance Indicators:**

- 1) A Captain has been appointed as accreditation manager.
- 2) Department has been registered with CFAI as a registered agency and has access to associated resources.
- 3) Staff members have been identified and assigned areas of responsibility to begin the research and data collection process.
- 4) The Rodgers Group staff are currently working with fire department members on the assessment of their assigned areas.
- 5) Power DMS is being used to assemble all collected data.
- 6) Supporting data and documents are being put together electronically and deficiencies are being identified to show needs for improvement.
- 7) Improvement plans will be submitted for each criteria area and ready for review by the accreditation manager. From there, timelines will be established for implementation.
- 8) All improvement plans will be submitted with established timelines and work will begin on implementation of all plans