



BLOOMFIELD FIRE DEPARTMENT

2024 – 2026

STRATEGIC PLAN

COTTER STRATEGIES, LLC.

FIRE & EMERGENCY SERVICES CONSULTING

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Introduction

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

In October of 2023, the Bloomfield Fire Department began a *community driven* strategic planning process. Strategic Planning has been called “The highest order of thinking for any organization.” It is a living active management tool that must be applied for an agency to excel. The planning process is an opportunity for the organization to set short-term direction, develop goals and objectives, optimize resources, and build a shared vision.

The elements of Strategic Planning include:

- Where are we now?**
- Where are we going?**
- How do we get there?**
- What is the blueprint for action?**
- How do we know if we are in track?**



The development of the Mission, Vision and Values of the organization sets the foundation for the strategic plan. In concert with both internal and external stakeholders, a strategic plan was developed that will help to guide the fire department for the next three years.

Organizational Background

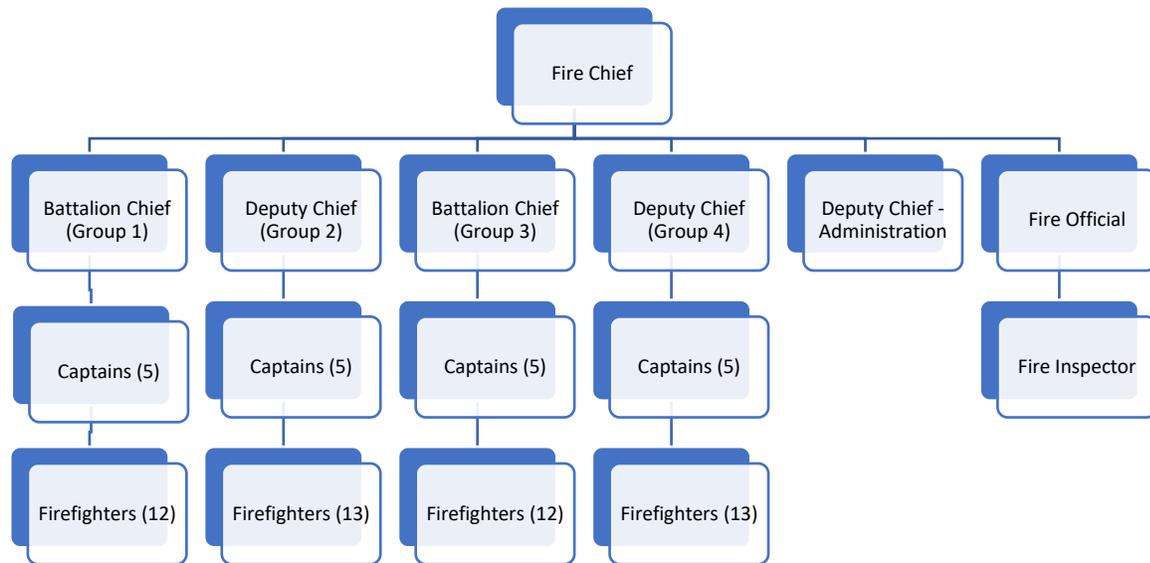
Organized in 1883, the Bloomfield Fire Department has evolved into a professional, all-hazards organization with 78 career personnel and six staff members providing fire and emergency services to the community.

A four-platoon configuration with 16-18 personnel assigned to each shift is utilized to provide the community with around-the-clock service. The Department staffs four engine companies, one truck company, and a Deputy Chief who serves as shift commander on each platoon. Supplementing the fire suppression program, the Department maintains a small group of volunteer rescue firefighters that are utilized for major incidents.

The department offers a comprehensive fire prevention and public fire safety education program. On behalf of the State of New Jersey, Bloomfield Fire Department serves as the lead agency for inspection of multiple family buildings within the township. In addition, properties designated as life hazard use are inspected on an annual basis. Those properties designated as non-life hazard use are inspected either by fire inspectors or by firefighters during in-service inspections. Additional inspections performed include Transfer of Property Title (TOP) and Rental Property Registration (RPR). Both types of inspections are intended to assure that properties follow all applicable codes and requirements. The department

participates in several programs with the Bloomfield schools including witnessing regular fire drills and delivering safety presentations including on the dangers of impaired driving.

Fire Department Table of Organization

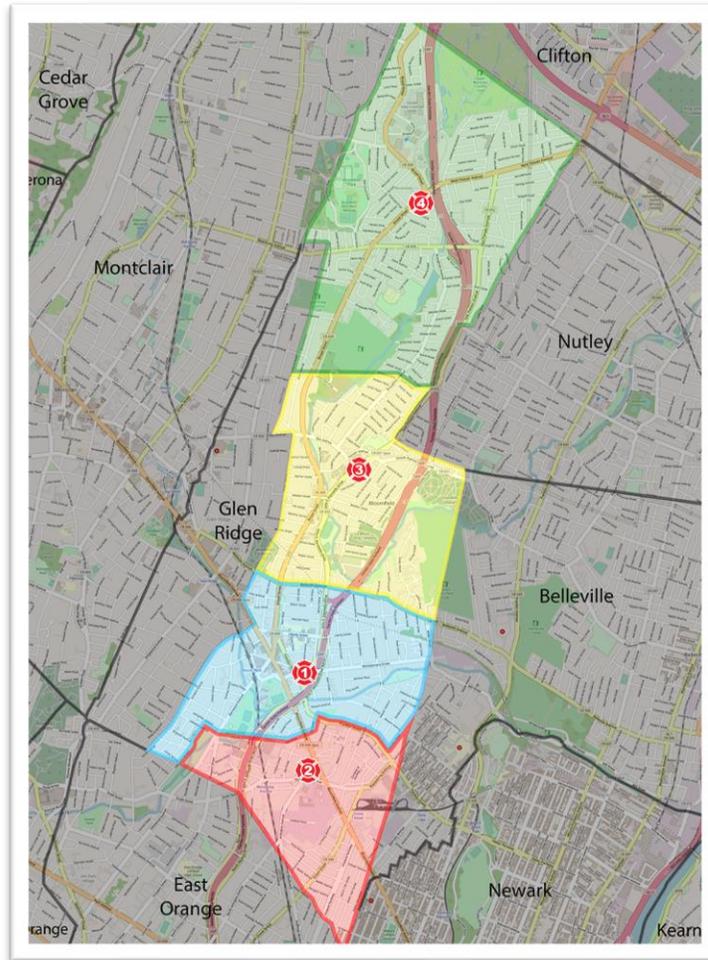


Within the 5.32 square mile community is a population of 53,105 making Bloomfield the fourth most populous in Essex County reflecting a 12% population increase since 2010. There are 15,845 buildings creating a built environment density of 2,990 per square mile.

The 2020 census revealed a diverse population for Bloomfield with the breakdown showing 39.2% White, 29% Hispanic, 18.8% Black and 8.6% Asian. The percentage of residents that are foreign born is 23.9%.

The township is divided into four fire, rescue, and emergency medical services (EMS) districts. There are four fire stations including fire headquarters which houses fire prevention and fire administration.

Fire Response District Map



Each of the four response districts has full first due coverage, with an engine located at each station.

Definition of Community Driven Strategic Planning

A *community-driven* strategic planning process is a collaborative effort to engage community members and the fire department to:

- Define the services/programs provided to the community.
- Establish the community's program and service priorities.
- Establish the community's expectations of the agency.
- Identify concerns the community may have about or for the agency and its services and programs.
- Identify agency aspects of services and programs which the community find positive.

- Develop a current agency Mission Statement, giving careful attention to the services/programs currently provided and which can logically be or should be provided in the future.
- Establish Values to guide agency personnel behavior which are consistent with community expectations.
- Identify agency Strengths, Weaknesses, Opportunities and Threats (S.W.O.T.)
- Determine Critical Issues and Services Gaps from the SWOT analysis.
- Develop strategic initiatives to resolve the Critical Issues and Services Gaps by developing realistic goals and objectives for the future.
- Identify a timeline and critical tasks for each objective.

By including members of the public in the strategic planning process, the fire department organization better understands the needs and expectations of the community it serves.

Process & Acknowledgements

A total of five separate facilitated meetings were held including one meeting of fifteen community stakeholders. In addition, an on-line survey was administered to all members of the Bloomfield Fire Department to gain their insights into the organization's needs.

The community stakeholders that participated in this project provided valuable perspectives and input and their contribution is acknowledged here.

Community Stakeholders

Corey Anderson, Bloomfield DPW Mechanic
 Bill Colgan, CHA Partners
 Alfonso Crincoli, Bloomfield Center Alliance / Foley Field Foundation
 Kimberly Duva, Township of Bloomfield Assistant Township Administrator
 Marcheta Evans, President, Bloomfield College
 Jill Fischman, Member Board of Education
 Salvatore Goncalves, Superintendent of Schools
 Thomas Icolari, Assistant to the Administrator
 Alan LaQuaglia, Planning Board Chairman
 Fred Menzel, Bloomfield EMS
 Michael Menzel, Bloomfield Police Department/ OEM
 Ryan Moriarty, CHA Partners
 Jenny Mundell, Councilwoman, Bloomfield Township Council
 George Ricci, Chief of Police
 Louis Venezia, Fire Chief
 Barry Weiner, Bloomfield Soccer

Members of the Bloomfield Fire Department that served as the internal stakeholders provided valuable input throughout the strategic planning process and are acknowledged here.

Fire Department Strategic Planning Internal Stakeholders

Chief Louis Venezia
Deputy Chief Joseph Coletta
Captain Carl Mercado
Captain Joseph Critchley
Captain Jeffery Roberts
Firefighter Albin Okuniewicz
Firefighter Claudio Carchia
Firefighter Kevin Hilaire
Fire Official Ron Fusaro
Fire Inspector Chad DiGiorgio
Fire Inspector Vince Colavitti

External Stakeholder Findings

A meeting of the Community Stakeholders was held at Bloomfield College Library on October 28, 2023, and facilitated by members of Cotter Strategies, LLC. Attendees were asked to rank the numerous services provided by the Bloomfield Fire Department, comment on the existing mission, vision, and values of the organization and to share any concerns about the department’s ability to continue to be successful.



Rating of Services Provided

Community Stakeholders' ranking of services provided by the Bloomfield Fire Department are shown in the table below:

Rating	Services Provided
1	Fire Suppression/ Firefighting
6	Rescues- Technical, Elevator, Auto Extrication, Swift Water
2	First Responder/ Emergency Medical Response
5	Fire and Life Safety Code Enforcement
11	Transfer of Property Inspection
10	Rental Property Registration/ Inspection
12	Vacant Property Registration/ Inspection
7	Event Attendance/ Open Houses/ Safety Messaging
9	Youth Outreach/ Girls on Fire Youth Camp
8	Car Seat Inspections and Installations
4	Fire Investigation
3	Emergency Management

Attendees rated "Fire Suppression / Firefighting as the most important service provided followed by "First Responder / Emergency Medical Response and "Emergency Management." The ratings will assist the fire department in determining priorities and allocation of resources.

Community Members Experience with Fire Department Personnel

The community stakeholders were asked to rate their experience with Bloomfield Fire Department personnel and services. The results of their rating are shown in the table below.

Excellent	Above Average	Average	Below Average	Poor
10	1			

Overwhelmingly, the responses place the community members' experience as either "above average" (1) or "excellent" (10). This suggests that the Bloomfield Fire Department members are highly regarded in the community.

Rating of Value of Services Provided by the Fire Department

The community stakeholders were asked to rate the value of services the fire department provides. The table below lists the responses.

Rating	Service Provided
10	Services are provided in a cost-effective manner resulting in a high value to the community.
1	The cost is about average for the services provided.
	The cost is excessive for the services provided.

The responses strongly suggest that the community stakeholders believe that the services provided by the Bloomfield Fire Department represent a high value to the community.

Community Concerns for the Fire Department

The community members identified the following potential concerns for the fire department:

1. Maintaining Morale
2. State & Local Inspections
3. Fiscal & Resource Management
4. Lithium Battery Fires
5. Recruitment of Quality Members
6. Retention & Promotion
7. Succession Planning

Mission Statement Comments

The following comments were shared by the community members regarding the fire department mission statement:

- Members should believe in the mission statement.
- Mission statement should be shorter.
- Is race and gender needed in the mission statement?
- The mention of race is important and the department's mission statement should encompass this as a priority.

Vision Statement Comments

- Not specific enough "superficial."
- Does the public view your vision? Do you live up to it?
- All purchases should reflect mission, vision, or value statement.
- Focus on the primary services the BFD provides.
- Consider Key performance indicators.
- Great response times.

Comments Regarding the Organization Values

- Consider adding "Public Service" as an organizational value.

General Comments from External Stakeholders:

"General performance of firefighters well perceived by Bloomfield community – At times doing job well makes them 'invisible' but ever so visible when something occurs. Witness fire at center of town (Washington Street / Bloomfield Ave.) Excellent response saving lives & property."

"Keep up the great work!!"

"They do great work."

"They are excellent partners with the college."

"Bloomfield Fire Department is one of the best in the state."

“Multi-Faceted skillsets! Great job.”

“Keep pushing the Fire Department forward.”

“The Bloomfield Fire Department is an exemplar for what they do. I am looking forward to seeing how they will continue to improve and value their willingness to do just that. Thank you!”

“Chief Venezia and his department are a pleasure to work with. The excellence of the Department beginning with the chief and trickles throughout the team. Strong Leadership = Strong Department.”

Member Survey Results

The survey link was sent via email to 73 fire department members. A total of 36 surveys were completed representing a participation rate of 49%.

Of the respondents, a total of six had less than five years of service, seven had five to 10 years of service, eight had 10 – 15 years of service, three had 15 – 20 years of service; seven had 20 – 25 years of service and, five had more than 25 years of service. Except for the 15 – 20-year respondents (three) the distribution among respondents relative to time in service was similar, suggesting a representative sampling of the organization.

Survey questions relating to the Strategic Planning process are shown in the table below:

MEMBER SURVEY QUESTIONS			
The role of a municipal fire department is consistently changing. Are there any additional services the Bloomfield Fire Department should offer to the Township residents and businesses?	The demographics of the Township of Bloomfield have changed over the past 20 years. Should the Bloomfield Fire Department implement any additional programs to address the changing demographics?	What is the most important issue currently facing the Bloomfield Fire Department?	Based on your answer to the above question, what steps do you recommend be taken to address the issue?

Key findings from the survey of fire department members are shown below:

- Active Shooter Training
- The need to develop a Fire Department based EMS transport.
- Include Narcan and Fentanyl strips to current EMS resources.
- Staffing of the Truck Company with four persons.
- Consistent staffing of Engine One.
- Provide a second set of turnout gear for firefighters as a component of cancer prevention program.

Internal Stakeholder Findings

During a series of four separate facilitated meetings, the internal stakeholder group assessed both the external and internal forces that shape the organization. The findings from the external stakeholders and the fire department member survey were also assessed. The group identified the Strengths, Weaknesses, Opportunities and Threats (S.W.O.T.) facing the fire department and developed several critical issues to be addressed during the strategic planning cycle.

The fire department Mission, Vision and Values were reviewed and revised and shown below:

Mission Statement

A Mission Statement is defined as: A Purpose – the overarching sense of direction and contribution that provides meaningful orientation to a set of activities for the organization.

To provide the highest level of public safety and emergency services to the community that we serve. Our members are committed to excellence, treating everyone with respect, regardless of race, color, creed, sex, age, lifestyle, national origin, or economic status.

Vision Statement

A Vision Statement is defined as: A preferred future state.

To be a leading and trusted fire department committed to serving our community with unwavering dedication, expertise, and compassionate care. We envision a future where all stakeholders feel safe and secure, where fire prevention, fire safety education and response are paramount and where our department is recognized for professionalism, innovation, and commitment to saving lives and property.

Values

Values are defined as: Important and lasting beliefs or ideals, shared by the members of an organization.

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: *A team of dedicated and hard-working individuals that believe in professional development and working together toward common goals in public service.*

S.W.O.T. Analysis

The following Strengths, Weaknesses, Opportunities and Threats were identified by the group:

Strengths

Progressive organization
Newer apparatus and equipment
Reputation
Availability of reserve apparatus
Station locations are advantageous.
Apparatus maintenance program
Training (Internal and External)
Fire prevention, increased inspections
Proximity to hospitals
Company inspections/Preplanning
Member diversity
Water supply
Young organization
Hydrant inspections
Company officer on each unit.
Public education (Schools)
Finances of Township Policies
Planning efforts Training with mutual aid partners
EMS Program
Automatic aid
Facilities
Building plan review
External relationships BHI
Technical rescue
Relationship with Bloomfield township departments.
Member qualifications/ Certifications
OEM
Car seat program
Fitness equipment
Fire suppression
Member physicals
Motivated workforce.

Weaknesses

Dispatch (RMS, FD awareness, Reports)
Dispatch, need FD liaison.
Assignment of duties (In progress) Define admin duties for all ranks.
Succession planning
Lack of a mentoring program.

Staffing (Truck, Engine 1)
Age of firehouses.
Lack of experience
Lack of career commitment.
Computer software interface.
Weak relationship between union and Twp officials

Opportunities

EMS transport
Fees for service calls (Lockouts)
Relationships with Twp officials/Depts
Additional training opportunities
FD witnessed fire drills for seniors
Fire prevention videos
Dispatcher training
Additional automatic aid agreements
Recruit in high school and residents Youth academy
Succession planning
Carry Narcan and Fentanyl prevention
Shared Services Regional tech rescue
UASI, NJ Task Force 1 involvement.
CPSE Accreditation
Improved ISO rating.

Threats

Budget
Forced regionalization.
Maintaining excellent reputation of department.
Aging buildings and water supply.
Lithium batteries.
Terrorism/ Natural disasters
Robotics/ Technology
Cancer
Suicide/ Mental health and new generation of firefighters (Mental health)
Cyber security
Another pandemic
Civil unrest
Fentanyl and drug exposure
Viable candidate recruitment

Critical Issues Identified

Based on the SWOT analysis, input from community and internal stakeholder groups, the following critical areas were identified:

1. Staffing
Increases in the shift staffing levels are needed to assure consistent staffing of Engine 1.
2. Emergency Medical Services
In order to provide timely response and emergency medical transport, the fire department should explore operation of an ambulance for those instances when the Bloomfield Emergency Medical Services unit is not available.
3. Fire Communications Center (Dispatch)
Fire dispatch represents an integral component of fire department response and operations capabilities. There is a need to assure the dispatch center personnel that the training and resources to optimally support fire department operations.
4. Professional Development
Ongoing professional development is important to the fire department's continuous improvement model.
5. Health & Safety
Assuring member health and safety is vital to the well-being of the organization's personnel.
6. Fire Station Facilities
Two of the four stations are more than 90-years old. Assuring that all of the fire stations continue to serve the department now and into the future will require planning and resources.

Action Plans

On the following pages are the specific actions plans that provide an outline of the steps needed to address each of the identified critical issues.



Bloomfield Fire Department Strategic Plan

Critical Issue	Staffing
Goal	Provide consistent staffing for Engine 1.
Schedule:	Strategy #1: July 2024 Strategy #2: Ongoing Strategy #3: Ongoing
Assigned to:	Strategy #1: Captain Carl Mercado Strategy #2: Deputy Chief Wojciech Masiak Strategy #3: Chief Louis Venezia
Background: A reduction in fire department staffing resulting from an economic downturn led to the temporary closure of Engine 1. This engine company is stationed at headquarters and located in the center of Bloomfield, the most densely populated area of the community. In recent years, the area within Engine 1 response district has grown in population and density due to the completion of numerous redevelopment projects. The goal is to increase fire department staffing so Engine 1 can be returned to service on a full-time basis to provide improved response times within this district.	

Strategies:

1. Develop presentation describing the benefits of staffing Engine One on consistent basis; including improved response times in the first due district and opportunity to provide BLS ambulance transportation services under certain circumstances.
2. Apply for a FEMA SAFER grant to hire additional firefighters.
3. Identify future budgetary funding mechanisms to hire additional firefighters.

Performance Indicators:

1. On duty staffing increased to 19 personnel on shift. Staffing increases to 20 personnel on shift when BLS ambulance transportation services are provided.
2. Substantial reduction in the number of shifts/hours that Engine 1 is required to be placed out of service due to staffing shortages.
3. Overall reduction in emergency response times in all four fire management zones due to increased staffing.



Bloomfield Fire Department Strategic Plan

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 by providing basic life support ambulance transportation when the Bloomfield Emergency Medical Services is not available for immediate response.

Schedule:

- Strategy #1: July 2024
- Strategy #2: Ongoing
- Strategy #3: June 2025
- Strategy #4: June 2024
- Strategy #5: June 2025
- Strategy #6: June 2025
- Strategy #7: June 2025
- Strategy #8: January 2025
- Strategy #9: September 2024

Assigned to:

- Strategy #1: Deputy Chief Brian McDade
- Strategy #2: Deputy Chief Brian McDade
- Strategy #3: Chief Louis Venezia
- Strategy #4: Chief Louis Venezia
- Strategy #5: Deputy Chief Brian McDade
- Strategy #6: Chief Louis Venezia
- Strategy #7: Chief Louis Venezia
- Strategy #8: Chief Louis Venezia
- Strategy #9: Battalion Chief Steven Zurlo

Background:

Within New Jersey, the career fire service has not had a major involvement in the delivery of emergency medical services. However, this has been changing across the state 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:

1. Evaluate and revise as needed the current emergency first responder program.
2. Maintain EMT certification for all members.
3. Determine the fire department staffing levels needed to provide basic life support ambulance transportation.
4. Work with Bloomfield Emergency Medical Services to develop protocols for the fire

department to operate an ambulance for basic life support (BLS) transportation when a Bloomfield EMS unit is unavailable for immediate response.

5. Determine the NJ Department of Health BLS ambulance licensing requirements.
6. Explore options for third party billing for BLS transportation.
7. Evaluate procedure to retain transport fees for operation of fire department ambulance.
8. Explore funding and acquisition of a BLS ambulance.
9. Explore partnerships with area hospitals and health departments to create a Community Based para-medicine-like program to check on residents who may need at home assistance that can be provided by BLS level responders.

Performance Indicators:

1. The existing emergency first responder program is evaluated and improved.
2. All firefighters receive continuing education and training to maintain EMT certification.
3. A plan is 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.
4. A fire department ambulance unit is fully resourced and available to respond whenever a Bloomfield EMS unit is not immediately available.
5. Partnerships are formed with area hospitals and health departments and programs are implemented that proactively assist residents, reducing demand on EMS resources.



Bloomfield Fire Department Strategic Plan

Critical Issue	Fire Communications Center – Dispatch
Goal	Assure that the fire communications center has the dispatch protocols, training, resources, and equipment to fully support fire department operations.
Schedule:	Strategy #1: March 2024 Strategy #2: July 2024 Strategy #3 July 2024 Strategy #4: June 2024 Strategy #5: July 2024 Strategy #6: December 2025
Assigned to:	Strategy #1: Chief Louis Venezia Strategy #2: Deputy Chief Brian McDade Strategy #3 Deputy Chief Brian McDade Strategy #4: Deputy Chief Brian McDade Strategy #5: Deputy Chief Joseph Coletta Strategy #6: Deputy Chief Joseph Coletta
Background:	
<p>Fire dispatch represents an integral component of fire department response and operations capabilities. There is a need to assure the dispatch center personnel that the training and resources to optimally support fire department operations.</p>	

Strategies:

1. Develop a position description for the position of fire department liaison to the fire communications center.
2. Review existing fire dispatch protocols and make recommendations for any changes.
3. Review existing computer aided dispatch (CAD) and related software and make recommendations for any improvements.
4. Explore the current interface between Lawsoft and Emergency Reporting software and make recommendations for any improvements.
5. Review existing training for fire dispatch center staff and make recommendations for any changes or additions.
6. Explore improved fire station alerting systems and make recommendations for any changes.

Performance Indicators:

1. Fire Department liaison role is established.
2. Fire dispatch protocols are revised as needed.
3. CAD and related software systems are optimized.
4. Existing fire reporting software works seamlessly with Lawsoft software.
5. Comprehensive fire dispatch training results in excellent delivery of dispatch services in support of fire department operations.
6. Fire station alerting systems are state of the art and operational.
7. Reduction in fire call handling and processing times.



Bloomfield Fire Department Strategic Plan

Critical Issue	Professional Development
Goal	Establish an ongoing professional development program consistent with the continuous improvement model of the fire department.
Schedule:	Strategy #1: June 2025 Strategy #2: January 2025 Strategy #3 Completed March 2024; Ongoing Strategy #4: December 2025 Strategy #5: December 2024
Assigned to:	Strategy #1: Deputy Chief Brian McDade Strategy #2: Deputy Chief Brian McDade Strategy #3 Chief Louis Venezia Strategy #4: Chief Louis Venezia Strategy #5: Deputy Chief Brian McDade
Background: The Bloomfield Fire Department maintains high expectations for all members. To assure that the personnel will continue to be well prepared to meet both current and future challenges, an ongoing professional development program is needed.	

Strategies:

1. Explore existing recruitment and retention programs and make recommendations for establishing a program for the Bloomfield Fire Department.
2. Establish mentoring programs for probationary firefighters and newly promoted fire officers.
3. Define the roles and responsibilities for all administrative duties and share with personnel.
4. Create a succession plan to assure prospective officers are prepared to advance in rank.
5. Integrate National Fire Academy leadership training programs (Leadership in Supervision, Managing Fire Officer, and Executive Fire Officer) into officer and prospective officer training programs.

Performance Indicators:

1. A comprehensive recruitment and retention program is implemented.
2. Mentoring programs are in place for both newly hired and newly promoted personnel.
3. Administrative duties have been defined and are readily accessible to all personnel.
4. A comprehensive succession plan is adopted.
5. Officers and prospective officers are enrolled in National Fire Academy leadership training programs.



Bloomfield Fire Department Strategic Plan

Critical Issue	Health and Safety
Goal	Assuring member health and safety is vital to the well-being of the organization’s personnel.
Schedule:	Strategy #1: June 2025 Strategy #2: December 2024 Strategy #3 January 2026 Strategy #4: September 2024
Assigned to:	Strategy #1: Chief Louis Venezia Strategy #2: Chief Louis Venezia Strategy #3 Deputy Chief Brian McDade Strategy #4: Deputy Chief Brian McDade
Background: Firefighting continues to be a hazardous occupation. Preventative actions can be taken to improve the health and safety of firefighters.	

Strategies:

1. Review best practices for cancer prevention for firefighters and implement steps to improve the health and wellness of personnel.
2. Review best practices for improving mental health for firefighters and implement steps to improve firefighter mental health.
3. Obtain a second set of firefighters turn out gear for each member to assure a clean set of gear while contaminated turnout gear is cleaned.
4. Provide appropriate training and equipment for identification of fentanyl as part of all responses.

Performance Indicators:

1. Cancer prevention strategies have been implemented to minimize occupational exposure for firefighters.
2. Appropriate training and resources are available to address firefighter mental health issues.
3. A second set of turn out gear is available for firefighters.
4. Training and equipment is available to identify fentanyl during all responses.



Bloomfield Fire Department Strategic Plan

Critical Issue	Fire Station Facilities
Goal	Assure that all fire station facilities are in excellent condition to continue to serve the community into the future.
Schedule:	Strategy #1: December 2025 Strategy #2: June 2024 Strategy #3 December 2025 Strategy #4: December 2024
Assigned to:	Strategy #1: Deputy Chief Joseph Coletta Strategy #2: Chief Louis Venezia Strategy #3 Deputy Chief Joseph Coletta Strategy #4: Deputy Chief Joseph Coletta
Background:	
<p>Fire station facilities represent key infrastructure resources for a community. Operational 24-hours each day, fire stations serve as both living quarters for firefighters and facilities for housing fire apparatus and equipment. Two of the four Bloomfield fire stations are 90+ years old and should be assessed to assure that they will continue to serve the community well into the future.</p>	

Strategies

1. Upgrade the fire dispatch alerting system for each fire station.
2. Authorize an engineering analysis of each station to provide a comprehensive plan for any needed facility repairs and improvements.
3. Develop a plan for remodeling Station Four including the addition of central air conditioning.
4. Explore the option of constructing new fire station facilities where required.

Performance Indicators

1. All fire stations have up to date alerting systems.
2. Engineering analysis is authorized for all fire stations.
3. A remodeling plan is completed and approved for Fire Station Four.
4. A comprehensive analysis of fire station facilities is completed and includes the option for construction of new fire stations were required.