

HUDSON FIRE DEPARTMENT
Presentation to City Council 5/7/2013

I. BACKGROUND MATERIALS

a. Description of Department

i. Duties and responsibilities:

1. Mission: To *preserve and protect* the lives and property of the citizens in the community by providing the following services:
 - a. *Public education* including prevention of and escape from fire
 - b. *Plans review* for new construction
 - c. *Code enforcement* throughout the life cycle of the building
 - d. *Fire suppression and rescue* of victims
 - e. Fire and arson *investigation*
 - f. *Rescue* from vehicle accidents (extrication), building collapse or water accidents
 - g. Management of *hazardous materials* incidents to control and mitigate the effects of releases.
2. Informal mission: Prevent harm, survive, be nice.
3. Vision: The Hudson Fire Department is a source of personal and community pride, providing state-of-the-art fire safety and prevention, delivered by a committed force which aspires toward "being our best" through teamwork, on-going learning and the utilization of new technologies.

ii. Staffing

1. Career: 6 personnel: Chief, Asst Chief/Fire Prevention, 2 Fire Inspectors (one primarily dedicated to Fire Safety Education), Training Coordinator and Executive Assistant
2. Volunteer: 42 volunteers including 2 Captains and 6 Lieutenants

iii. Operations

1. Duty Officer 24/7
2. All available volunteers respond to "All Calls"
3. 7 members of other city departments with daytime availability
4. Participation on county HazMat and Technical Rescue teams
5. Strong mutual aid player including state response plan

iv. Equipment: 2 Engines, 1 Aerial Platform, 1 Tanker, 1 Heavy Rescue, 1 Grass Truck, 6 staff vehicles

v. Performance statistics

1. See attached 3 year trend
2. Response times: 10/12/13 minutes @ 90 %-ile (see attached)
3. Personnel turnout: 13/13/13.7 @ 10 %-ile (day/night/weekend)
4. Personnel turnout: 13/22/24 typicals (day/night/weekend)
5. 72% of members qualified for LOSAP in 2012

b. SWOT Analysis

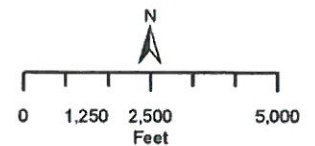
	2010	2011	2012
Fires	24	29	26
Auto	13	8	6
Brush/Mulch	10	2	11
Other	169	139	170
Duty Officer	355	295	372
TOTALS	571	473	585

Fire Department Response Interval Overlay—Concentric Zones Valid Calls 2000-2002



City of Hudson, Ohio
GIS Division

Legend							
	Street Index Pages						
	Streets						
	Railroads						
	Center Zone-- 43/7 7=90%						
	Middle Zone-- 43/9 11=90%						
	Outer Zone 53/10 13=90%						
<table border="1"> <thead> <tr> <th>No. Calls</th> <th>Avg. Response Interval</th> </tr> </thead> <tbody> <tr> <td colspan="2" style="text-align: center;">Zone</td> </tr> <tr> <td colspan="2">90th percentile response interval in whole minutes</td> </tr> </tbody> </table>		No. Calls	Avg. Response Interval	Zone		90th percentile response interval in whole minutes	
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Map Produced: 10/9/2003

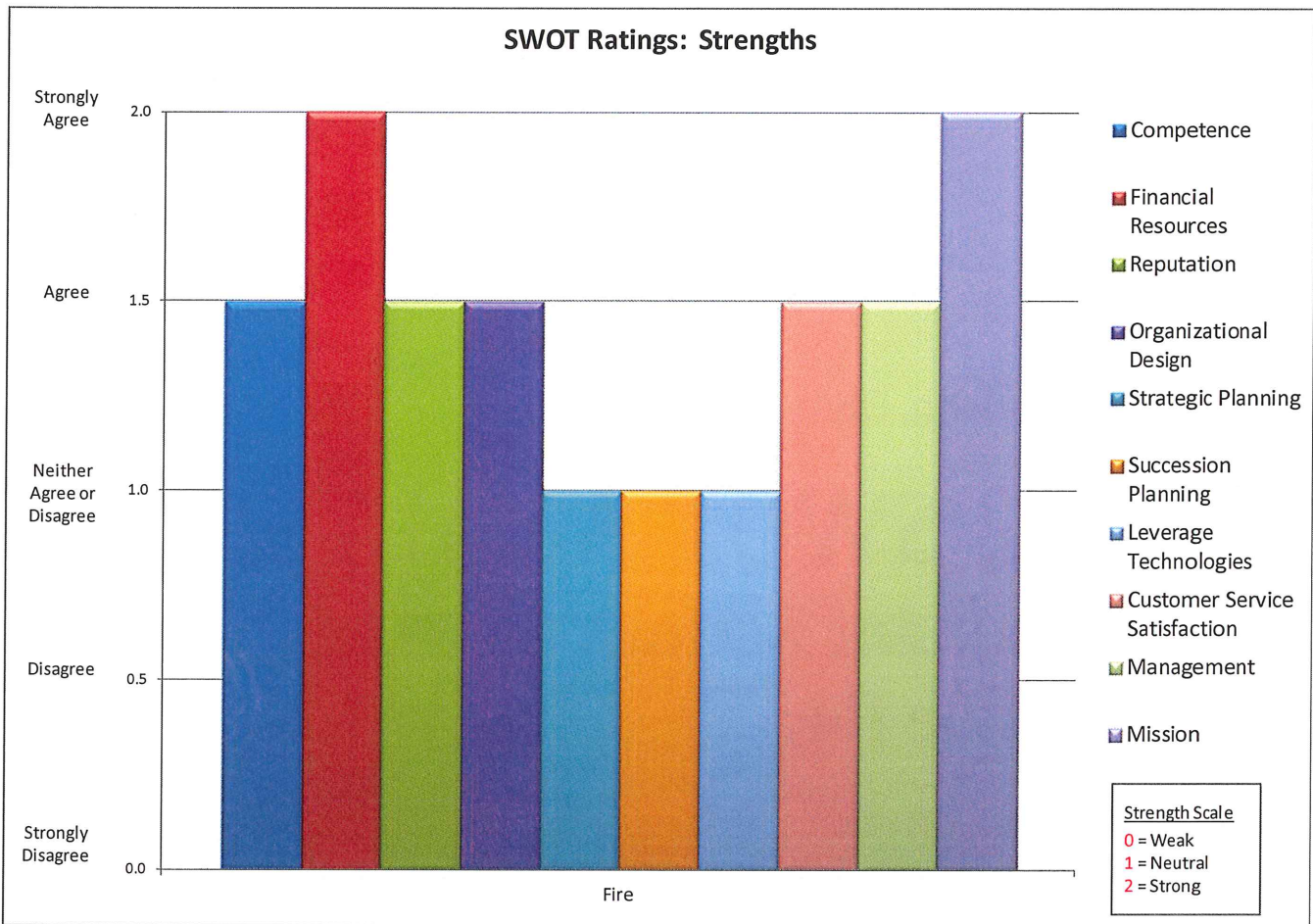
City of Hudson, Ohio

2012 SWOT ANALYSIS

Department Ratings Charts &
Narrative for:

Fire Department

SWOT Detail: Fire Dept. 2012



SWOT Strength Ratings

Item	Question	Category	SCALE DESC./ Value	Fire
1	We have a high level of competence throughout our Dept.?	Competence	Strongly Disagree = 0	1.5
2	We have adequate financial resources for our operations?	Financial Resources	Disagree = 0.5	2.0
3	We have a good reputation with our community?	Reputation	Neither Agree or Disagree = 1	1.5
4	We have well-conceived functional areas in our Dept.?	Organizational Design	Agree = 1.5	1.5
5	We have a formal strategic plan in place for our Dept.?	Strategic Planning	Strongly Agree = 2	1.0
6	We have a succession plan in place in our Dept.?	Succession Planning		1.0
7	We leverage technology to increase efficiencies in our Dept.?	Leverage Technologies		1.0
8	We have a high level of customer service satisfaction?	Customer Service Satisfaction		1.5
9	We have strong management in all levels of the Dept.?	Management		1.5
10	We have a clear mission and understand our function?	Mission		2.0

SWOT Detail: Fire Dept.

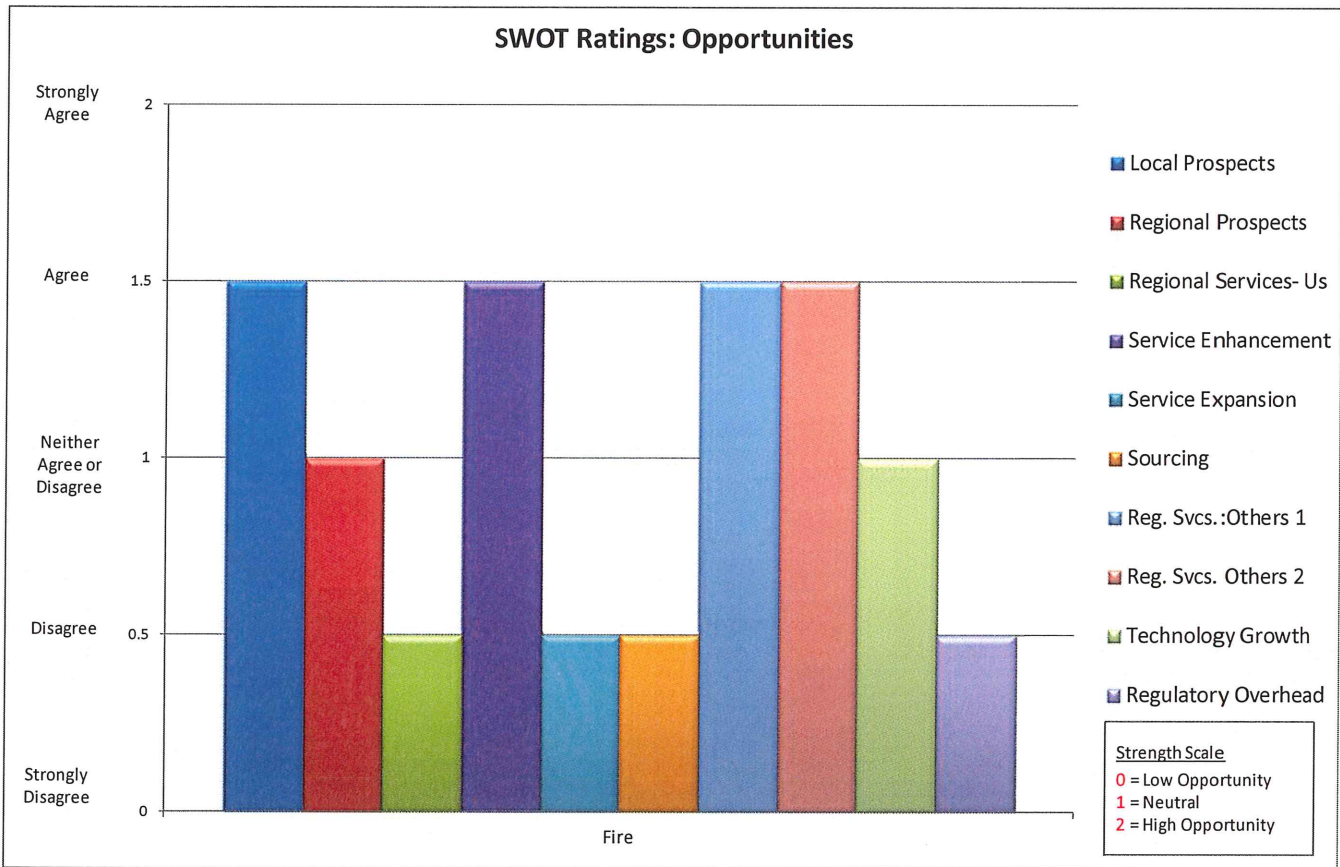
2012



SWOT Strength Ratings

Item	Question	Category	SCALE DESC./ Value	Fire
1	We have no clear strategic direction?	Strategy	Strongly Disagree = 0	0.5
2	Our facilities are obsolete?	Facilities	Disagree = 0.5	1.5
3	We are lacking managerial depth and talent?	Management	Neither Agree or Disagree = 1	1.0
4	We are missing key skills or competencies?	Key Competencies	Agree = 1.5	0.5
5	We lack a solid track record in implementing strategy?	Strategy Implementation	Strongly Agree = 2	0.5
6	We experience internal operating problems?	Internal Operations		1.5
7	We are falling behind on technology issues?	Technology		1.0
8	We need to improve our customer service image?	Customer Service		0.5
9	We have higher overall costs relative to similar local communities?	Cost Structure		0.1
10	Our expenses continue to exceed our revenues?	Budget Sustainability		0.1

SWOT Detail: Fire Dept. 2012

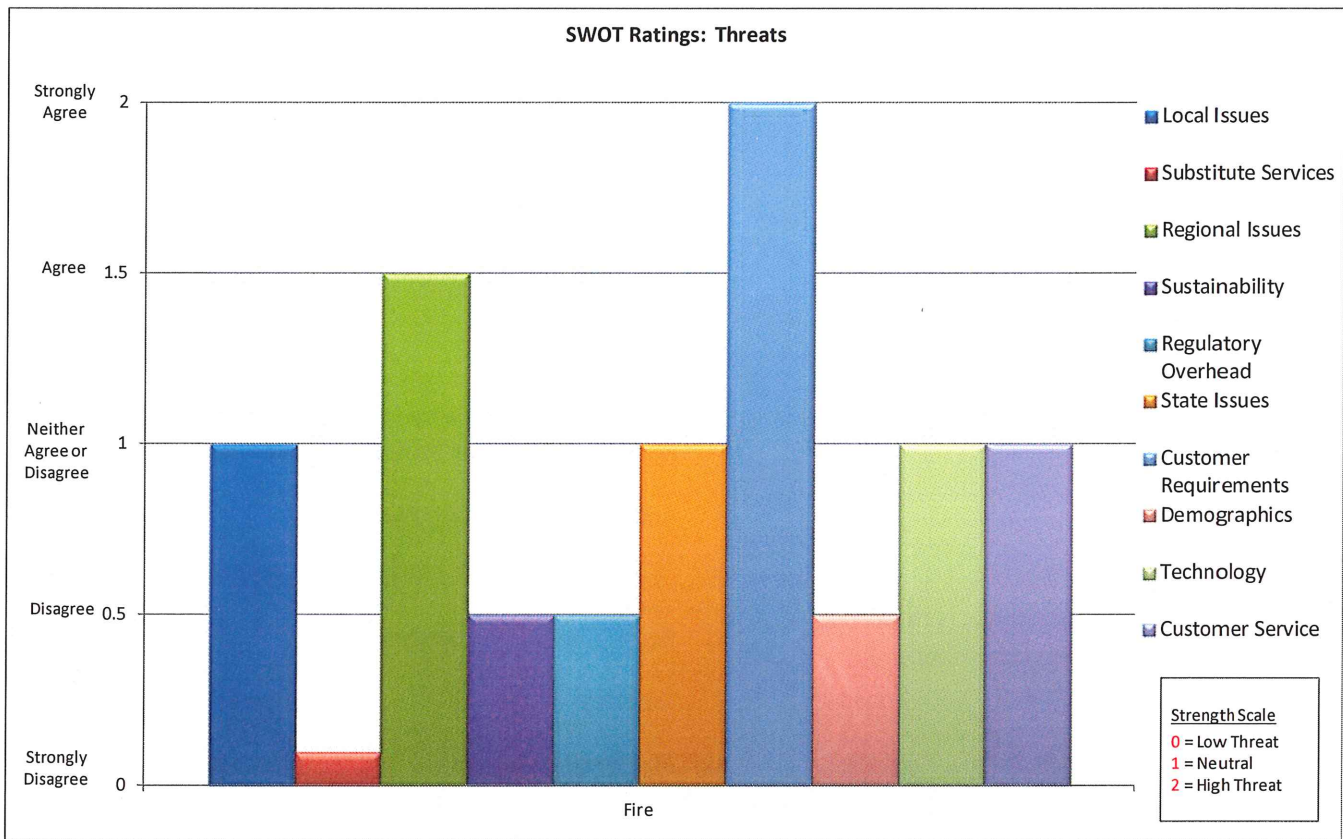


SWOT Ratings

Item	Question	Category	SCALE DESC./ Value	Fire
1	There are additional customer groups that we can serve within Hudson?	Local Prospects	Strongly Disagree = 0	1.5
2	There are additional customer groups that we can serve contiguous to Hudson's boundary?	Regional Prospects	Disagree = 0.5	1
3	There are additional customer groups that we can serve on a regional basis?	Regional Services- Us	Neither Agree or Disagree = 1	0.5
4	We can expand our current services to meet the current needs of our customers?	Service Enhancement	Agree = 1.5	1.5
5	We can expand our current services to meet the future needs of our customers?	Service Expansion	Strongly Agree = 2	0.5
6	We can control sourcing or supply activities to provide for lower operational costs?	Sourcing		0.5
7	There are other communities contiguous to Hudson that could supply us with services?	Reg. Svcs.:Others 1		1.5
8	There are other communities within the region that could supply us with services?	Reg. Svcs. Others 2		1.5
9	Integrating new technologies into our operations will provide us with greater efficiencies?	Technology Growth		1
10	Fewer regulatory requirements will make doing business easier for our operations?	Regulatory Overhead		0.5

SWOT Detail: Fire Dept.

2012



SWOT Strength Ratings

Item	Question	Category	SCALE DESC./ Value	Fire
1	Local issues are affecting the Department's current or future (1-5 years) success?	Local Issues	Strongly Disagree = 0	1
2	Customers can get our products/services less expensively from regional consortiums?	Substitute Services	Disagree = 0.5	0.1
3	Regional issues are affecting the Department's current or future (1-5 years) success?	Regional Issues	Neither Agree or Disagree = 1	1.5
4	There are shifts in local demographics, thus affecting our sustainability?	Sustainability	Agree = 1.5	0.5
5	Regulatory requirements are becoming onerous?	Regulatory Overhead	Strongly Agree = 2	0.5
6	State issues are affecting the Department's current or future (1-5 years) success?	State Issues		1
7	Our customer's needs are changing in directions that point away from our current expertise?	Customer Requirements		2
8	Local demographic changes are having a negative impact on our Dept.?	Demographics		0.5
9	The inability to implement emerging technologies is a threat to our Dept.?	Technology		1
10	We currently lack resources needed to meet developing/anticipated needs of our customers.	Customer Service		1

SWOT Detail: Fire Dept.

2012

Item	Strengths	Department: Fire
S1	What are the Department's five (5) most significant strengths?	<ol style="list-style-type: none"> 1. Committed membership (firefighter/officers) and pride of membership 2. Well financed 3. High quality modern apparatus and personal protective equipment 4. Training 5. Involvement in County functions (Haz Mat, Tech Rescue, Chief involvement in county activities)
S2	What five (5) things is the Department staff doing well?	<ol style="list-style-type: none"> 1. Budgeting and future planning 2. Good relationship with business community 3. Recruiting and adding members 4. Training 5. Incident management
S3	What are the Department's core competencies?	<ol style="list-style-type: none"> 1. Incident management and response 2. Training 3. Inspection and Plans Review 4. Fire Safety Education 5. Organizational management
S4	If you have a stated mission, where are you making the most positive gains toward achieving your mission?	In all areas
S5	What do you believe the community sees as your strengths?	<ol style="list-style-type: none"> 1. Cheap 2. Community based (volunteer membership) 3. Pride among department membership 4. Pretty apparatus 5. Fire Safety Education

SWOT Detail: Fire Dept.

2012

Item	Weaknesses	
W1	What are the five (5) most critical weaknesses in the Department?	<ol style="list-style-type: none"> 1. Maintain high level of training for volunteer members 2. Response times (apparatus turnout) 3. Lack of hydrants city-wide 4. N. Main St. target hazard with lack of modern fire alarm and sprinkler systems 5. Maintain safe volunteer response to station – private vehicles
W2	Where do you lack resources?	<ol style="list-style-type: none"> 1. Existing facility – bursting at seams 2. Consideration of additional station locations 3. Development on Seasons – hospital and industrial development high hazard with long response times
W3	What areas (not more than 5) of your operation are least efficient and thus need improvement?	<ol style="list-style-type: none"> 1. Payroll and attendance systems 2. Fire Prevention Bureau – efficiency 3. Lack of strategic training plan 4. Lack of communications interoperability with southern SC departments (800 MHz) 5. NIMS compliance and Emergency Planning
W4	What do you believe the community sees as your weakness?	Predominantly volunteer department Concern about cost of apparatus EMS and FD separate departments
Item	Opportunities	
O1	What new technologies (not more than 5) would most significantly improve the Department's operations?	<ol style="list-style-type: none"> 1. Weather monitoring 2. 800 MHz interoperability 3. Standardized testing incorporated into training 4. CAD competency 5. VOIP optional features
O2	What emerging trends and best practices should the Department implement and leverage to most significantly improve service and efficiency?	Regional dispatch – if \$ make sense What is tipping point to consider?

SWOT Detail: Fire Dept.

2012

O3	What are some new needs of your customers that you see developing?	More involvement by membership
Item	Threats	
T1	What are the most significant obstacles (not more than 5) that the Department needs to overcome to achieve its mission?	<ol style="list-style-type: none"> 1. Continued training with volunteer time availability 2. Age of officer corps 3. Recruitment 4. Communications interoperability
T2	What are the most significant local issues (not more than 5) affecting the Department's current or future (1-5 years) success?	<ol style="list-style-type: none"> 1. Significant fire in N. Main St retail area 2. Fire/EMS separation 3. Maintaining good financial base in context of general fund cutbacks
T3	What are the most significant regional issues (not more than 5) affecting the Department's current or future (1-5 years) success?	<ol style="list-style-type: none"> 1. Regional dispatch 2. Availability of surrounding departments for mutual aid support given cutbacks and increased EMS burden
T4	What are the most significant state issues (not more than 5) affecting the Department's current or future (1-5 years) success?	Reduced revenue from state
T5	What are the most significant vulnerabilities (not more than 5) the Department faces in the next 5 years?	<ol style="list-style-type: none"> 1. Untrained firefighter – critical mistake 2. Firefighter fatality or serious injury 3. Poor performance at incident with public/media sanctions 4. Reckless driving (primarily responding to station) resulting in accident
T6	What are the most significant impediments (not more than 5) the Department faces to meet the developing/anticipated needs of its customers?	Concern about demands placed by Seasons Rd developments – high life/property hazard – complex operations – may result in greater risk or greater loss operations