



STRATEGIC PLAN

2025-2029

Upper Arlington
FIRE DIVISION
Upper Arlington, Ohio



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Executive Summary

The Upper Arlington Fire Division (UAFD) has completed a strategic plan during the fourth quarter of 2024 to steer its operations from 2025 to 2029. AP Triton was selected to facilitate the process after a comprehensive nationwide consultant search. AP Triton was established in 2014 and is a leading provider of administrative services in the public safety industry. This strategic planning process allowed UAFD to assess its current circumstances, identify challenges and opportunities, and establish priorities for the next five years. The process emphasized the organization's mission, formulated a vision for the future and delineated the objectives required to realize this vision, all while considering the community's expectations.

Both internal stakeholders, division employees, and external stakeholders provided valuable input through online surveys and in-person workshops designed to review current division operations and to express future expectations. This information was employed during internal stakeholder planning workshops conducted on September 18 and 19, 2024. These workshops involved a representative selection of employees from all positions and ranks within the organization, as well as community members and city administration, who collaborated in the development of the Strategic Plan.

The workshop participants began by reviewing the division's previous *Mission Statement* and *Core Values*. The group then developed new Mission, Vision, and Values statements. These updated statements accurately reflect the priorities identified through the previous surveys. The division now actively utilizes the established Mission, Vision, and Values as guiding principles in its operational and strategic activities.

Upper Arlington Fire Division Mission Statement

- To preserve life and property, reduce community risk, and promote quality of life.

Upper Arlington Fire Division Vision Statement

- To adapt to the community's evolving needs.
- To lead in innovation, education, and service delivery.
- To be a model of excellence.

Upper Arlington Fire Division Values Statement

- **Professionalism:** Dedicated to the highest standards of excellence.
- **Service:** Committed to serving the community and each other.
- **Integrity:** Serving ethically and honestly with accountability.
- **Respect:** Treating all with dignity, compassion, and courtesy.
- **Teamwork:** Committed to working together towards common goals.

The next step in creating the Strategic Plan is developing initiatives based on the division's mission, vision, and values, along with feedback from internal and external stakeholders. These initiatives were broken down further into specific goals, and then again into objectives for each goal. These objectives should be Specific, Measurable, Action-oriented, Realistic, and Time-based (SMART). This process has resulted in four strategic initiatives, each with its own goals and objectives.

The Divisions four strategic initiatives are:

Initiative 1 – Training & Professional Development

*Maintain the technical competence of all personnel;
Improve professional development and succession planning.*

Initiative 2 – Operational Performance and Staffing

*Improve Fire Division resource deployment and
response time to emergencies.*

Initiative 3 – Capital Improvements

Ensure equipment and facilities are reliable and well-maintained.

Initiative 4 – Community Risk Reduction

Expand the impact of services provided by the Fire Division.

Strategic Planning Team

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- Mark Weade
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Strategic Planning Overview

Process Overview

Strategic Planning is a systematic process where an organization maps out its vision for how best to serve the community. This process sets priorities, focuses energy, strengthens operations, and ensures that staff works toward the common goal of enhancing the quality of life for the community served. The plan is hyper-focused on what the organization can achieve over the next three to five years.

The key steps in the process used by AP Triton involved:

- **Strategic Planning Team:** Upper Arlington Fire Division formed a planning team comprising representatives from various divisions, shifts, ranks (including civilian employees), and labor representatives. This team assisted in the planning and participated in an evening community meeting as well as a 2½-day workshop dedicated to developing the strategic plan.
- **Environmental Scan:** An overview of the agency was conducted to understand its context and operating environment.
- **Internal and External Surveys:** AP Triton provided draft surveys, which the Fire Chief and the Strategic Planning Team reviewed and finalized before publishing. AP Triton created an online survey for distribution and summarized the results.
 - The internal survey was distributed by the Fire Chief to all employees.
 - For the external survey, Upper Arlington posted the survey on the website, social media, and through contact with local businesses and industries.
- **Planning Workshop:** The Planning Workshop was held over 2½ days and involved a review of the environmental scan and community and member survey results. Following this review, the development of the following deliverables for the strategic plan was facilitated:
 - **Mission, Vision, and Values:** Defined the organization's fundamental purpose, long-term aspirations, and the core values that shaped its culture, behavior, and decision-making processes.
 - **SWOT/C Analysis:** Assessed the organization's strengths, weaknesses, opportunities, threats, and challenges.
 - **Critical Issues and Service Gaps:** Identified critical issues and service gaps that drove the development of strategic initiatives.

- **Strategic Initiatives:** Pinpointed broad initiatives where there was a need and opportunity to improve service to the community.
- **Outcome Statements:** Articulated clear statements that defined what success looked like when the strategic initiatives were achieved.
- **Goals and Objectives/Action Items:** Detailed the steps or actions required to achieve each initiative, developed using the SMART method: **S**pecific, **M**easurable, **A**chievable, **R**ealistic, and **T**ime-bound.
- Final Report and Adoption:
 - On the last day of the workshop, AP Triton provided the Upper Arlington Fire Division with a draft report. Time was taken to review and gather input from members before finalizing the actual strategic plan. AP Triton encouraged presenting the updated Mission/Vision/Values along with the strategic initiatives and action items to the governing body for approval.
- Implementation and Updates:
 - During each budget cycle, staff should review the objectives and critical tasks, make necessary modifications or additions, and determine which items will be included in the next budget cycle.
 - Annually, staff should identify and publish the objectives and critical tasks completed in the previous year and those planned for the upcoming year. In the last year of the plan, staff should conduct a final review of progress and begin developing the next strategic plan.

STRATEGIC PLAN

Mission, Vision, & Values Statements

Mission Statement

A mission statement is a concise statement that defines an organization's fundamental purpose and reason for existence. It outlines the organization's core objectives, values, and primary activities, serving as a guiding principle that informs decision-making, strategy development, and daily operations.

Key characteristics of a mission statement include:

- **Purpose and Scope:** It succinctly describes the organization's reason for being and the scope of its activities, including who it serves, what it does, and why it does it.
- **Values and Principles:** A mission statement often incorporates the organization's core values, guiding principles, and ethical standards, reflecting its beliefs and priorities.
- **Customer or Stakeholder Focus:** It may specify the target audience or beneficiaries of the organization's products, services, or activities, highlighting its commitment to meeting their needs or addressing their concerns.
- **Differentiation:** A mission statement may articulate what sets the organization apart from others in its industry or sector, emphasizing its unique value proposition, competitive advantage, or distinctive approach.
- **Conciseness and Clarity:** Mission statements are typically brief and to the point, conveying the essence of the organization's mission in a clear and understandable manner.
- **Inspiring and Motivating:** A well-crafted mission statement inspires and motivates stakeholders, including employees, customers, investors, and partners, by articulating a compelling vision of what the organization aspires to achieve.

Overall, a mission statement serves as a foundational element of an organization's identity and provides a framework for aligning goals, strategies, and actions with its overarching purpose and values. It helps stakeholders understand the organization's mission and fosters a sense of unity, purpose, and commitment among its members.

Vision Statement

A vision statement is a concise declaration that communicates an organization's long-term aspirations, desired future state, and overarching purpose or direction. It describes what the organization aims to achieve or become over time and serves as a guiding principle to inspire and align the actions of its stakeholders.

Key characteristics of a vision statement include:

- **Future Orientation:** A vision statement focuses on the future and describes the desired state or outcome that the organization seeks to attain.
- **Inspiring and Aspirational:** It should inspire and motivate stakeholders by articulating a compelling and ambitious vision that reflects the organization's values, ideals, and aspirations.
- **Clear and Concise:** A vision statement is typically brief and succinct, conveying the essence of the organization's long-term goals in a clear and understandable manner.
- **Alignment with Values and Purpose:** It should be aligned with the organization's core values, mission, and purpose, reflecting its fundamental beliefs and guiding principles.
- **Memorable and Impactful:** A well-crafted vision statement is memorable and leaves a lasting impression, making it easier for stakeholders to internalize and rally behind.
- **Realistic yet Challenging:** While visionary, a vision statement should also be grounded and achievable, albeit stretching the organization to strive for continuous improvement and growth.

Overall, a vision statement serves as a beacon that guides the strategic direction, decision-making, and actions of the organization, providing a sense of purpose and direction for all stakeholders.

Value Statement

Value statements, also known as core values, articulate the guiding principles and beliefs that shape an organization's culture, behavior, and decision-making processes. They represent the fundamental beliefs and ideals that are important to the organization and serve as a framework for how individuals within the organization interact with one another and with external stakeholders.

Key characteristics of value statements include:

- **Core Principles:** Value statements typically outline the core principles, ethics, and beliefs that are central to the organization's identity and operations.
- **Guiding Philosophy:** They reflect the organization's philosophy and priorities, providing a basis for setting priorities, making decisions, and determining actions.
- **Behavioral Expectations:** Value statements often articulate desired behaviors and attitudes that are expected of individuals within the organization, guiding their interactions and conduct.
- **Alignment with Mission and Vision:** Value statements are aligned with the organization's mission and vision, ensuring that its values support its overarching purpose and long-term goals.
- **Distinctive Identity:** Value statements may highlight the unique characteristics or qualities that differentiate the organization from others in its industry or sector, reflecting its identity and brand.
- **Communication and Transparency:** Value statements are communicated internally and externally to stakeholders to foster understanding, alignment, and accountability.
- **Continuous Improvement:** They promote a culture of continuous improvement by setting standards for excellence, innovation, and ethical behavior.

Value statements play a critical role in shaping organizational culture, guiding decision-making, and fostering a sense of identity and cohesion among members. When effectively implemented, they can enhance employee engagement, build trust with stakeholders, and contribute to organizational success.

Updated Mission, Vision, and Values Statements

The Strategic Planning Committee reviewed the existing mission, vision, and values statements for Upper Arlington Fire Division and determined that they needed to be refreshed. The following statements are a result of that effort and have since been presented to Division personnel.

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Definition of Terms

There are six main components to a strategic plan: Initiatives, Goals, Objectives, Critical Tasks, and Outcomes or Performance Indicators. For purposes of this strategic plan, they are defined as follows:

- **Initiative:** The largest overarching element of a strategic plan, an initiative is a broad enterprise where the Division may have multiple areas of focus.
- **Goal:** A smaller component of and subordinate to an initiative, a goal is focused on one particular area but is still general in nature. If all of the goals under an initiative have been accomplished, the initiative will have been achieved.
- **Objective:** A smaller component of and subordinate to a goal, an objective is usually defined as specific, measurable, action-oriented, realistic, and time-sensitive. If all objectives under a goal are accomplished, the goal will have been accomplished.
- **Critical Task:** The smallest component of a strategic plan, critical tasks are the immediate (within 90 days) action steps needed to meet an objective or a goal. Not all goals or objectives have critical tasks.
- **Outcome Statement:** The description of a desired result of a goal or objective once accomplished.
- **Performance Metric:** The description of measurable improvement of an objective once accomplished.

Strategic initiatives, goals, objectives, critical tasks, performance metrics, and outcomes become important parts of the organization's efforts. By following these components carefully, the organization will be guided into the future and should benefit from reduced obstacles and distractions. Each of the initiatives, goals, and objectives was identified in a two-day planning workshop facilitated by AP Triton with the internal planning team.

The following section lists and defines each initiative with its subordinate goals and each goal with its subordinate objectives. Timelines are listed after the objectives. The initiative manager is responsible for tracking that initiative's progress. Each objective also has a responsible party for coordinating the effort to implement that objective.

Initiative 1—Training & Professional Development

*Maintain the technical competence of all personnel;
Improve professional development and succession planning.*

Goal A: Enhance New Employee Training

Outcome Statement: New firefighters will have successfully completed the probationary period and be a well-prepared, functional member of the UAFD.

- **Objective 1:** Review the current new hire academy for gaps and have revisions submitted to EMS and Training Battalion Chief.
 - **Responsible:** Training Lieutenant
 - **Timeline:** March 2025

- **Objective 2:** Establish a journeyman program with a focus on extending the learning process for new employees.
 - **Responsible:** Training Lieutenant
 - **Timeline:** June 2026

- **Objective 3:** Establish mentorship program and validate through participant feedback.
 - **Responsible:** Training Lieutenant
 - **Timeline:** June 2027

Goal B: Formalize and expand the fire training program to a comprehensive rotating schedule.**Outcome Statement:** Projected training across the next five years to meet specific topics.

- **Objective 1:** Formalize the fire CEU curriculum and create yearly competence checkoffs.
 - **Responsible:** Training Lieutenant
 - **Timeline:** December 2025

- **Objective 2:** Develop and implement a Standards Committee that establishes organizational performance standards.
 - **Responsible:** Training Lieutenant
 - **Timeline:** December 2026

- **Objective 3:** Identify and engage the SMEs that will be responsible for training.
 - **Responsible:** Battalion Chiefs with Training Lieutenant
 - **Timeline:** Ongoing

Goal C: Develop Leadership Training

Outcome Statement: UAFD will have a formalized Officer Development Plan.

- **Objective 1:** Develop and implement an Officer Development Plan for all ranks.
 - **Responsible:** Assistant Chief
 - **Timeline:** June 2025

- **Objective 2:** Develop a comprehensive field training program for new officers.
 - **Responsible:** Battalion Chief with Training Lieutenant and EMS and Training Battalion Chief
 - **Timeline:** June 2026

Goal D: Enhance EMS Training

Outcome Statement: UAFD will have implemented a comprehensive training curriculum that satisfies state requirements and competencies as directed by the Medical Director.

- **Objective 1:** Formalize an EMS CEU curriculum that meets and exceeds the State of Ohio requirements.
 - **Responsible:** Training Lieutenant with EMS and Training Battalion Chief
 - **Timeline:** December 2025

- **Objective 2:** Create yearly EMS competencies as directed by the Medical Director.
 - **Responsible:** Training Lieutenant, EMS and Training Battalion Chief, Medical Director
 - **Timeline:** December 2025

- **Objective 3:** Develop and implement an EMS Standards Committee that regularly meets and reviews best practices and provides guidance.
 - **Responsible:** Training Lieutenant with EMS and Training Battalion Chief
 - **Timeline:** December 2027

- **Objective 4:** Develop and implement a CQI process.
 - **Responsible:** EMS and Training Battalion Chief
 - **Timeline:** December 2025

- **Objective 5:** Identify internal SMEs to assist with specific-topic training and promote best practices.
 - **Responsible:** Battalion Chiefs with Training Lieutenant.
 - **Timeline:** Ongoing

- **Objective 6:** Conduct a job task analysis to determine the need for adding staff to the Division's EMS and fire training program.
 - **Responsible:** Assistant Chief and EMS and Training Battalion Chief
 - **Timeline:** 2029

Initiative 2—Operational Performance & Staffing

Improve Fire Division resource deployment and response time to emergencies.

Goal A: Determine community risk and Division's ability to provide effective coverage.

Outcome Statement: UAFD will have successfully identified opportunities to provide equitable services to our community.

- **Objective 1:** Conduct Community Risk Assessment and Standards of Cover Deployment Analysis (CRA/SOC).
 - **Responsible:** Chief/Assistant Chief
 - **Timeline:** December 2026

Goal B: Improve Response Times

Outcome Statement: Inefficiencies in the response times will have been reduced.

- **Objective 1:** Evaluate ability to improve dispatch processing times.
 - **Responsible:** Chief/Assistant Chief
 - **Timeline:** December 2025

- **Objective 2:** Set achievable turnout time standard.
 - **Responsible:** Assistant Chief
 - **Timeline:** March 2025

- **Objective 3:** Evaluate traffic preemption gaps throughout the city.
 - **Responsible:** Assistant Chief
 - **Timeline:** December 2025

- **Objective 4:** Add traffic preemption equipment at identified intersections.
 - **Responsible:** Assistant Chief
 - **Timeline:** December 2028

Goal C: Expand Service Delivery Capacity

Outcome Statement: UAFD will expand service delivery capabilities to meet demands and development throughout the community.

- **Objective 1:** Recommend staffing adjustments based on CRA/SOC results.
 - **Responsible:** Chief/Assistant Chief
 - **Timeline:** 2027

- **Objective 2:** Recommend station location addition based on CRA/SOC results.
 - **Responsible:** Chief/Assistant Chief
 - **Timeline:** 2027

- **Objective 3:** Identify alternate apparatus types to accommodate limited access locations throughout the city.
 - **Responsible:** Assistant Chief
 - **Timeline:** 2027

- **Objective 4:** Develop plan for implementing/staffing peak-demand vehicles based on CRA/SOC.
 - **Responsible:** Assistant Chief
 - **Timeline:** 2027

Goal D: Improve Recruitment

Outcome Statement: UAFD will endeavor to increase the pool of viable candidates.

- **Objective 1:** Evaluate current hiring requirements and criteria.
 - **Responsible:** Assistant Chief/HR/Labor Relations Team
 - **Timeline:** December 2025

- **Objective 2:** Increase recruitment efforts in the region.
 - **Responsible:** Assistant Chief/HR/Labor Relations Team
 - **Timeline:** Ongoing

- **Objective 3:** Evaluate pay and benefits to determine if they are commensurate with peer agencies.
 - **Responsible:** Assistant Chief/HR/Labor Relations Team
 - **Timeline:** Ongoing

Goal E: Maintain Retention

Outcome Statement: UAFD will maintain its current retention levels.

- **Objective 1:** Evaluate alternative schedules to improve retention.
 - **Responsible:** Labor Relations Team
 - **Timeline:** April 2025

- **Objective 2:** Explore incentives relative to continuing education and certification requirements.
 - **Responsible:** Labor Relations Team
 - **Timeline:** June 2025

- **Objective 3:** Project management delegation to expand engagement and influence within the Division.
 - **Responsible:** Battalion Chiefs
 - **Timeline:** Ongoing

- **Objective 4:** Evaluate health and wellness services and adjust to provide for identified improvements.
 - **Responsible:** Health and Safety Team
 - **Timeline:** Ongoing

Initiative 3—Capital Improvements

Ensure equipment and facilities are reliable and well-maintained.

Goal A: Maintain the Frontline Apparatus Replacement Plan

Outcome Statement: All vehicles meet the NFPA and FASTER equipment recommendations.

- **Objective 1:** Create a fleet summary with replacement date and build time.
 - **Responsible:** Battalion Chief in charge of fleet with Public Service Fleet staff
 - **Timeline:** Annual Update

- **Objective 2:** Create a 5-year replacement schedule with projected costs.
 - **Responsible:** Battalion Chief in charge of fleet with Public Service Fleet staff
 - **Timeline:** 3rd Quarter 2025, updated annually

- **Objective 3:** Recommend vehicles to the Chief to include in the annual Capital Equipment Budget.
 - **Responsible:** Battalion Chief in charge of fleet with Public Service Fleet staff
 - **Timeline:** July annually

Goal B: Renovate Station 71

Outcome Statement: Station 71 is renovated.

- **Objective 1:** Complete a facility assessment of Station 71.
 - **Responsible:** Assistant Fire Chief and Facilities staff
 - **Timeline:** RFP in January 2025 with completion in June 2025.

- **Objective 2:** Bring forward final assessment recommendations with design and construction cost estimates to City Administration.
 - **Responsible:** Assistant Fire Chief, Facilities staff, City Engineer
 - **Timeline:** July 2025 for inclusion in the 2026 CIP budget

- **Objective 3:** Complete design plans for construction of the renovation.
 - **Responsible:** Assistant Fire Chief and Facilities staff
 - **Timeline:** RFP in January 2026 and kick-off design contract by Q2 2026 with completion in Q2 2027. Start community engagement in Q1 2027.

- **Objective 4:** Bring forward final construction plans and cost estimates to City Administration and to continue public engagement.
 - **Responsible:** Assistant Fire Chief and Facilities staff
 - **Timeline:** July 2027 for updates included in the 2028 CIP budget

- **Objective 5:** Bid out and construct the renovation to Station 71.
 - **Responsible:** Facilities staff
 - **Timeline:** January 2028 bid construction plans with construction completion by 2029.

Goal C: Expand Station 72

Outcome Statement: Administrative office space is expanded and an assessment has been completed for the layout of Station 72.

- **Objective 1:** Convert training lab, library, or other space into two offices and add conference room to museum.
 - **Responsible:** Assistant Fire Chief and Facilities staff
 - **Timeline:** RFP for architect in January 2025, design plans, complete by August 2025.

- **Objective 2:** Complete a facility assessment of Station 72.
 - **Responsible:** Assistant Fire Chief and Facilities staff
 - **Timeline:** RFP in January 2029 with recommendations by July 2029

Goal D: Retain former Station 73 for potential re-use.

Outcome Statement: Building has been maintained in a functional capacity.

- **Objective 1:** Replace HVAC units and water heater to maintain utilities and climate control.
 - **Responsible:** Assistant Fire Chief and Facilities staff
 - **Timeline:** Q1 2025 purchase replacements and install by Q3 2025.

- **Objective 2:** Complete annual condition assessment for annual maintenance repair costs recommendations.
 - **Responsible:** Assistant Fire Chief and Facilities staff
 - **Timeline:** Ongoing

Goal E: Replace fire education trailer to include ADA accessibility and expanded public safety education amenities.

Outcome Statement: UAFD has expanded capabilities to include students with disabilities.

- **Objective 1:** Recommend \$200,000 to be included in the 2025–2026 biannual budget.
 - **Responsible:** Fire Chief
 - **Timeline:** Fall 2024

- **Objective 2:** Design and purchase fire education trailer and implement into program.
 - **Responsible:** Fire Marshal
 - **Timeline:** Q1 2025 with program implementation by Q4 2025

Goal F: Replace all SCBAs, cylinders, and RIT packs by 2030.

Outcome Statement: All SCBAs, cylinders, and RIT packs are replaced before the end of their recommended service life.

- **Objective 1:** Reapply for Assistance to Firefighters Grant (AFG).
 - **Responsible:** SCBA Project Manager
 - **Timeline:** 2025 grant cycle

- **Objective 2:** Include 25% funding (\$125,000) for replacements in budget if grant application successful and order replacements through State Term or Source Well contract.
 - **Responsible:** SCBA Project Manager and Fire Chief
 - **Timeline:** July 2027

- **Objective 3:** Develop a replacement schedule for future SCBAs, cylinders, and RIT Packs for future budgeting.
 - **Responsible:** SCBA Project Manger
 - **Timeline:** 2028, updated annually

Goal G: Maintain recommended service life rotation schedule for PPE and ballistic vests.

Outcome Statement: All PPE and ballistic vests are replaced before the end of their recommended service life.

- **Objective 1:** Streamline the replacement schedule for PPE.
 - **Responsible:** PPE project manager
 - **Timeline:** July, updated annually

- **Objective 2:** Research grant opportunities for ballistic vests.
 - **Responsible:** Assistant Fire Chief
 - **Timeline:** Ongoing

- **Objective 3:** Streamline the replacement schedule for ballistic vests.
 - **Responsible:** PPE project manager
 - **Timeline:** July, updated annually

Initiative 4—Community Risk Reduction

Expand the impact of services provided by the Fire Division.

Goal A: Expand impact and awareness of Public Education programming.

Outcome Statement: UAFD will increase its capacity and promotion of public education programming.

- **Objective 1:** Maintain and promote the current educational programming.
 - **Responsible:** Various Program Managers
 - **Timeline:** Ongoing

- **Objective 2:** Conduct an assessment, including staffing needs, of the current program and identify new opportunities for expansion.
 - **Responsible:** Fire Marshal/Assistant Chief
 - **Timeline:** December 2026

- **Objective 3:** Implement expanded services to include use of the City's new community center space.
 - **Responsible:** Various Program Managers
 - **Timeline:** Ongoing

Goal B: Increase capacity of Fire Prevention.

Outcome Statement: UAFD will expand the capabilities of Fire Prevention to meet the current demands and future development of the community.

- **Objective 1:** Conduct an assessment, including staffing needs, of the current program and identify opportunities for improvements.
 - **Responsible:** Fire Marshal/Assistant Chief
 - **Timeline:** December 2026 and ongoing

- **Objective 2:** Implement improved services.
 - **Responsible:** Fire Marshal
 - **Timeline:** Ongoing

Goal C: Expand impact of Community Assistance, Referrals, and Education Services (CARES)

Outcome Statement: UAFD will expand the capabilities of CARES to meet the needs of the community.

- **Objective 1:** Maintain and promote CARES educational programming.
 - **Responsible:** Various Program Managers
 - **Timeline:** Ongoing

- **Objective 2:** Conduct an assessment, including staffing needs, of the current program and identify new opportunities for growth.
 - **Responsible:** Program Manager/Assistant Chief, EMS and Training Battalion Chief
 - **Timeline:** December 2026

- **Objective 3:** Implement expanded services including use of the City's new community center space.
 - **Responsible:** Program Manager
 - **Timeline:** Ongoing

Implementation Methodology

This section outlines key guidelines for the successful implementation of the Strategic Plan for the Upper Arlington Fire Division. Research conducted by the consulting group by *OnStrategy* highlights the four most prevalent reasons organizations fail in executing their strategic plans:

- 60% of organizations do not connect their strategy with budgeting.
- 75% fail to align employee incentives with the strategy.
- 86% of business leaders dedicate less than one hour per month to strategy discussions.
- 95% of the average workforce is unaware of their organization's strategy.

To mitigate these failures, three critical elements are recommended:

1. Prioritizing and completing objectives.
2. Incorporating feedback from division members.
3. Consistently monitoring the progress of each goal.

Team Responsibilities

The implementation process begins with the Upper Arlington Fire Division adopting the Strategic Plan and encouraging City Council to publicly endorse the process through an open letter to the community. The Fire Chief's endorsement of the plan is also pivotal, demonstrating the organization's unified commitment to achieving the plan's objectives.

Once commitment is established, each goal is assigned to a specific individual or team with the necessary expertise and enthusiasm. Responsibilities include:

- Conducting regular meetings.
- Developing a detailed work plan with timelines.
- Establishing metrics for measuring success.

Team leaders are charged with clear responsibilities, objectives, and budget constraints for their initiatives. Effective internal and external communication is vital to maintain ongoing support across the Division.

Role of the Planning Team & Fire Chief

The Strategic Plan is a living document, requiring regular updates to reflect the organization's evolving needs. The original Strategic Planning Team should meet quarterly to review goal progress, identify barriers, and address potential delays. The Fire Chief plays a key role in facilitating these meetings and ensuring that information is shared organization-wide. Additionally, achievements related to the plan's initiatives should be communicated to the community, reflecting the plan's origins in community input.

Communication Strategies

Effective communication is fundamental to the success of the Strategic Plan. The following strategies are recommended:

- **Regular Goal Updates:** Include updates on goals as a standing agenda item during City Council updates, presented by the Fire Chief.
- **Officer Meetings:** Provide updates and engagement opportunities related to specific goals.
- **Training:** Accompany updates to mission, vision, and value statements with training for all members to ensure organizational continuity.
- **Accessibility:** Ensure that an electronic version of the Strategic Plan is accessible to all organization members and interested community members.
- **Transparency:** Distribute Strategic Planning Team meeting minutes electronically to the entire organization.

Transparency is critical to the success of the organization. While not everyone may agree with every goal or objective, informed consensus is achievable. Clear, collaborative communication fosters a unified pursuit of organizational goals.

Conclusion

The strategic plan outlined herein was developed using a collaborative approach that included engagement with the community at-large and fire division personnel. It is important to note that this endeavor marks the beginning of a more extensive process. Fire division leadership is tasked with delegating the objectives and goals to project managers who will implement and institutionalize the plan. This document is designed to be dynamic; it is subject to modifications as circumstances and events evolve. By monitoring the plan's progress, staff will ensure alignment with the division's **mission, vision, and values**, as well as with the expectations of the community. This plan serves as a roadmap for the future of the Upper Arlington Fire Division. Our ability to adapt will enhance the probability of achieving the desired outcomes.

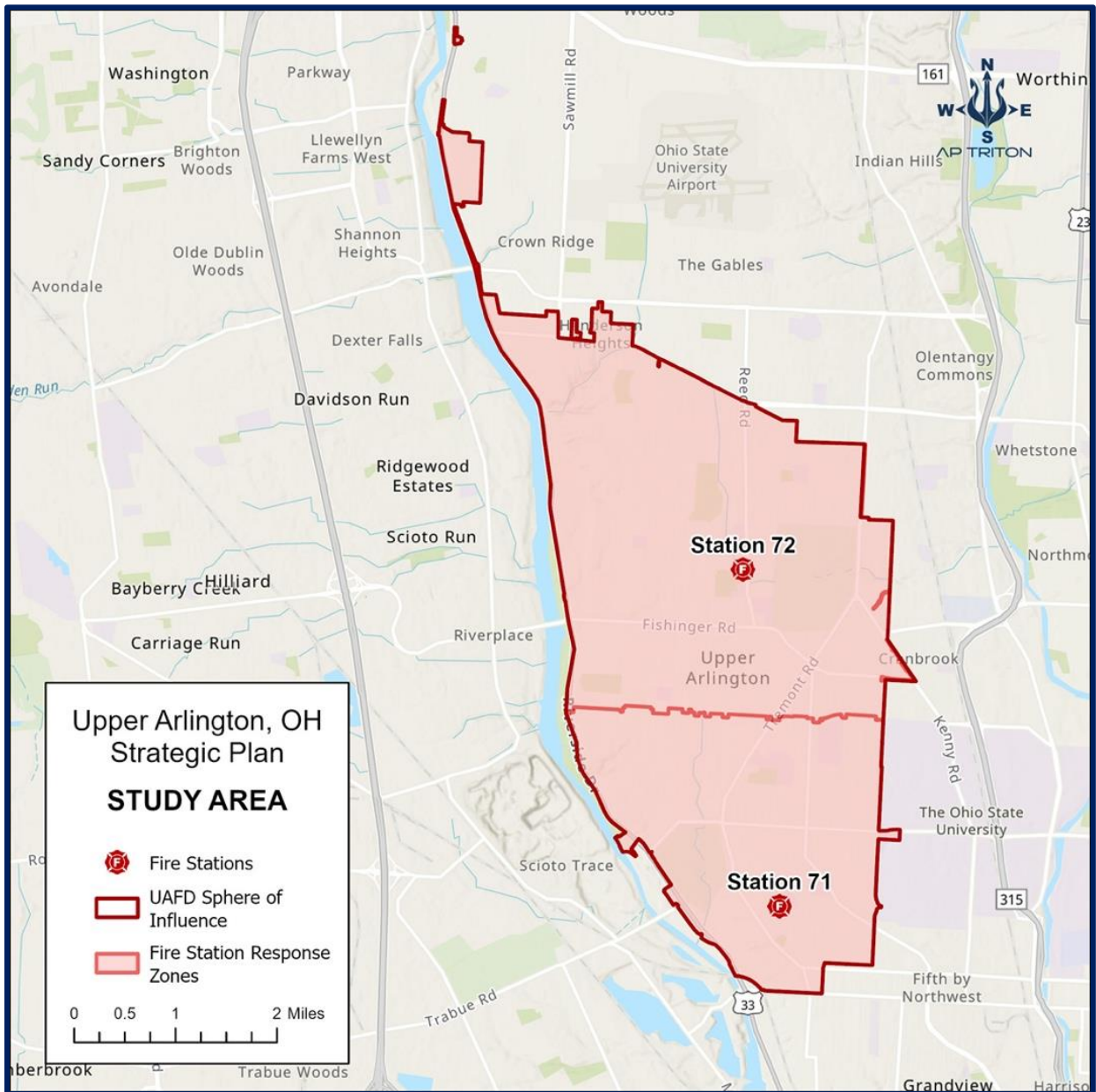
Appendix A: ENVIRONMENTAL ASSESSMENT

Overview of Upper Arlington Fire Division

Needs Assessment Analysis

The Upper Arlington Fire Division completed a Fire and EMS Operational and Administrative Analysis in 2023. Developing a strategic plan is a continuation of taking the above analysis and developing a prioritized implementation plan for the next five years. Throughout this document, the above analysis is referenced to guide the development of the strategic plan.

Figure 1: Upper Arlington Fire Division Study Area



The following section consists of a general overview of the Upper Arlington Fire Division (UAFD) and the various emergency services and public safety resources available in the region.

History of the Fire Division

The Upper Arlington Fire Division has a rich history that dates back to the early 20th century, reflecting the City's growth and commitment to public safety. The Division was officially established in 1929, about a decade after Upper Arlington itself was incorporated. Initially, the fire division was a volunteer organization, staffed by residents who were deeply invested in protecting their community.

In its early years, the Upper Arlington Fire Division operated with limited resources, using a single fire truck and relying heavily on the dedication of its volunteers. As the City grew and developed, so did the Fire Division. By the mid-20th century, the division transitioned from a volunteer-based service to a fully professionalized fire division, reflecting the increased demands of a growing suburban community.

Over the decades, the Upper Arlington Fire Division expanded its services beyond firefighting. It now includes emergency medical services (EMS), fire prevention education, and various community outreach programs, such as the Community Assistance, Referrals, and Education Services (CARES). The Division has continued to modernize its equipment and training to keep pace with advancements in fire safety and emergency response.

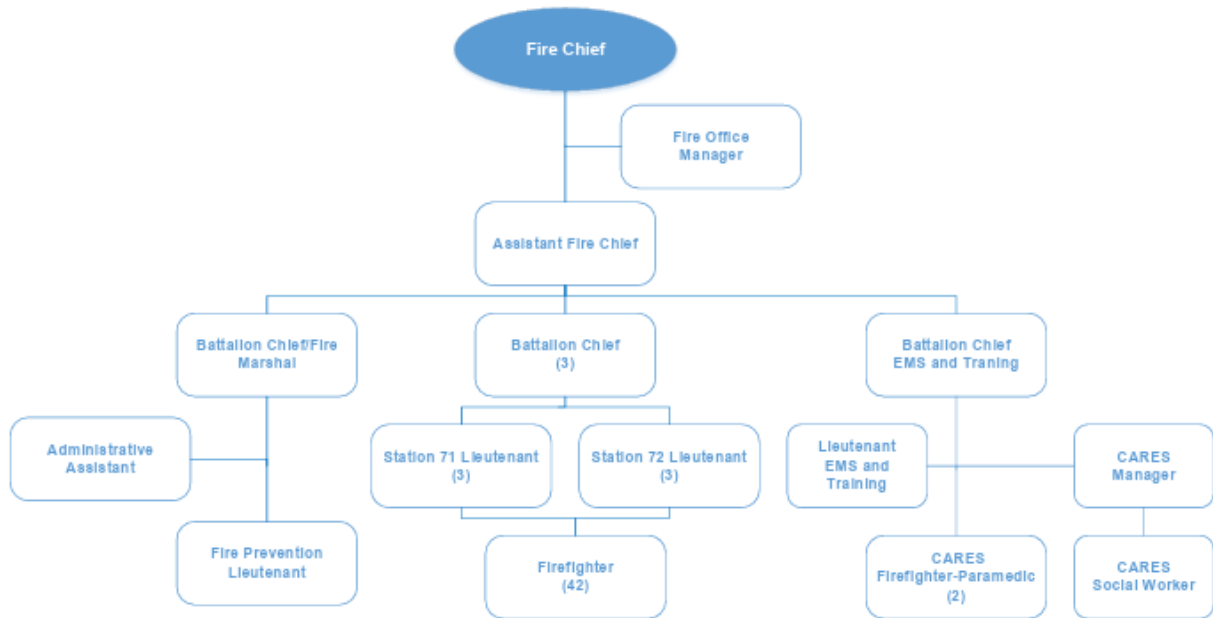
The Fire Division has also been actively involved in the community, not only through its emergency services but also by participating in local events, educational programs, and safety initiatives. The division's commitment to excellence has earned it a strong reputation within the community and recognition from various professional organizations.

Today, the Upper Arlington Fire Division operates out of two fire stations, equipped with state-of-the-art technology and staffed by highly trained firefighters and paramedics. The Division continues to uphold its mission of protecting lives and property while adapting to the evolving needs of the Upper Arlington community.

Organizational Structure

The City of Upper Arlington, Ohio, is governed by a City Council composed of seven members. These council members are elected at-large, meaning they represent the entire City rather than specific districts. The City Council is responsible for setting policies, enacting legislation, and overseeing the City’s budget and operations. The UAFD Fire Chief is a direct report to the City Manager. The following figure is an illustration of the current organizational structure of UAFD.

Figure 2: Upper Arlington Fire Division Organizational Structure (2024)



Authorized Personnel	2023	2024	Proposed 2025	Proposed 2026
Full-Time Budgeted	59.00	62.00	63.00	63.00
FTE	0.00	0.00	0.00	0.00
Total	59.00	62.00	63.00	63.00

Operations & Deployment

The Upper Arlington Fire Division is an all-hazards public safety agency providing traditional fire protection, medical first-response (MFR), and ambulance transport at the Advanced Life Support (ALS) level, special operations that include water and rope rescue, hazardous materials response, and vehicle extrication.

Other Emergency Services Resources in Franklin County

Emergency Medical Transport

Both emergent (911) and non-emergent ground emergency medical transport are provided by the Upper Arlington Fire Division. The Division staffs its ambulances with certified Paramedics and provides Advanced Life Support.

Communications & Dispatch

The 911 dispatch services for the City of Upper Arlington, Ohio, are provided by the Northwest Regional Emergency Communications Center (NRECC). This center handles emergency dispatching for multiple jurisdictions in the area, including Upper Arlington. The NRECC is responsible for coordinating responses to emergencies by dispatching the appropriate police, fire, and emergency medical services within the region.

Mutual & Automatic Aid

The Upper Arlington Fire Division is surrounded by several neighboring fire departments that provide automatic aid and support when needed. These surrounding fire departments include:

- **Columbus Division of Fire**—Serving the City of Columbus, borders Upper Arlington north, south, east, and west.
- **Grandview Heights Division of Fire**—Serving the nearby City of Grandview Heights, which is located just southeast of Upper Arlington.
- **Norwich Township Fire Department**—Serving Norwich Township, including the City of Hilliard, which lies to the west of Upper Arlington.
- **Washington Township Fire Department**—Serving Washington Township, including the City of Dublin lies to the northwest of Upper Arlington
- **Worthington Division of Fire & EMS**—Serving the City of Worthington, located to the northeast of Upper Arlington.

These neighboring departments work closely with the Upper Arlington Fire Division to ensure comprehensive emergency response coverage across the region.

City of Upper Arlington

Upper Arlington, Ohio, is a suburban city located in Franklin County, just northwest of Columbus. Established in 1918, it is known for its well-planned residential areas, strong community focus, and high quality of life. The City features a mix of historic and modern homes, excellent schools, and ample parks and recreational facilities. Upper Arlington has a reputation for being an affluent and family-friendly community, with a range of cultural events and community activities throughout the year. The City is also known for its commitment to maintaining green spaces and its vibrant, engaged population. As of April 1, 2023, the City's estimated population was 36,800 persons. The following figure is an illustration showing the 2023 population density within Upper Arlington.

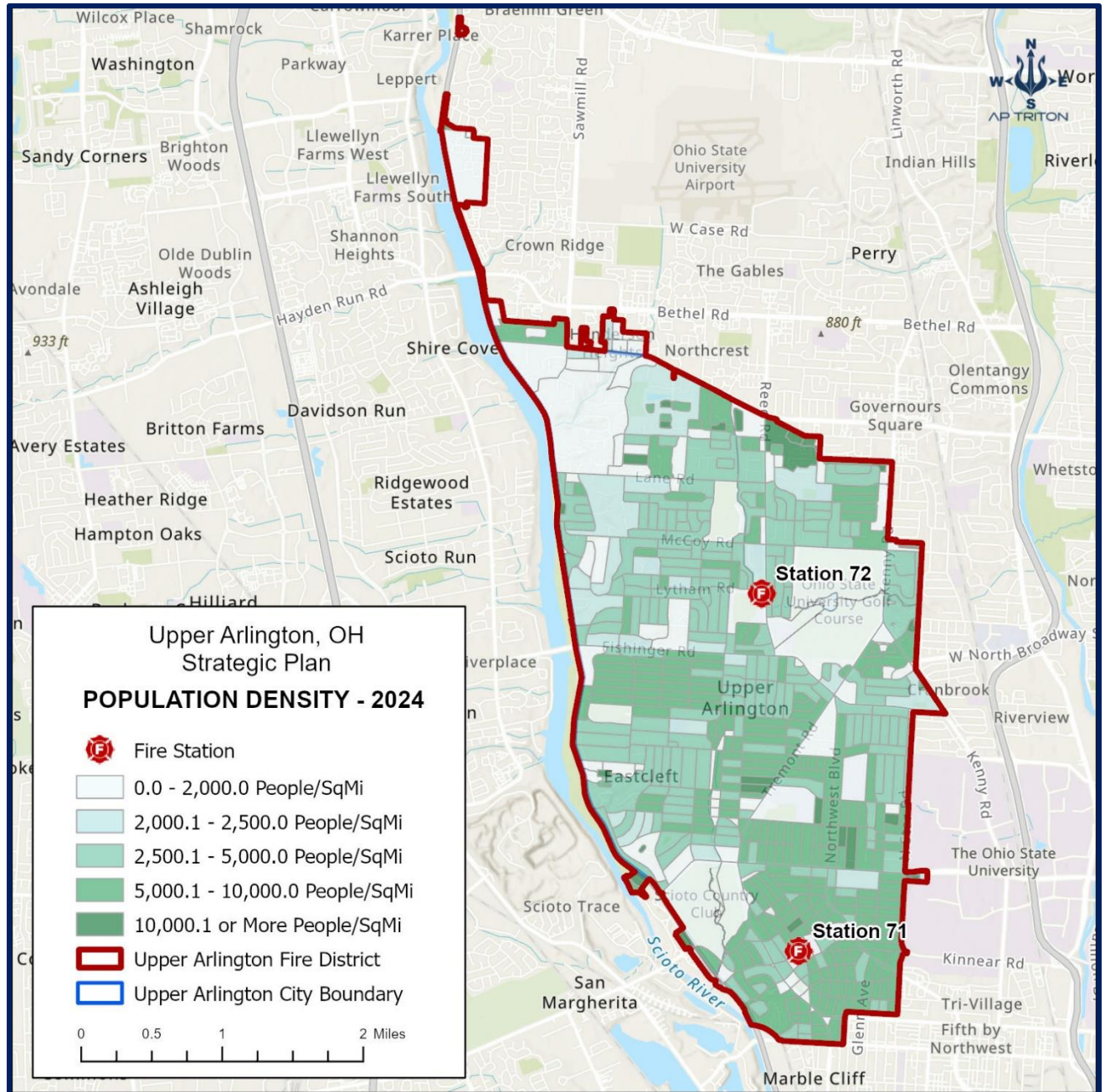
The City's demographics reflect a predominantly White population, making up about 85% of the total. Other racial and ethnic groups include Asian (7%), people of two or more races (4%), Hispanic or Latino (3%), and African American (1%). The City is known for its high level of education, with nearly 79% of residents holding a bachelor's degree or higher. The median household income in Upper Arlington is significantly above the national average, at around \$144,705.

Upper Arlington also has a low poverty rate of about 2.6% and an unemployment rate of approximately 1.5%, indicating strong economic conditions within the community.

These demographic characteristics contribute to the City's reputation as an affluent and well-educated suburb within the Columbus metropolitan area.

Service demand is distributed widely throughout the response area, with a higher incident density located north of Stations 71 and 72. The following figure shows the population density in relation to the station location.

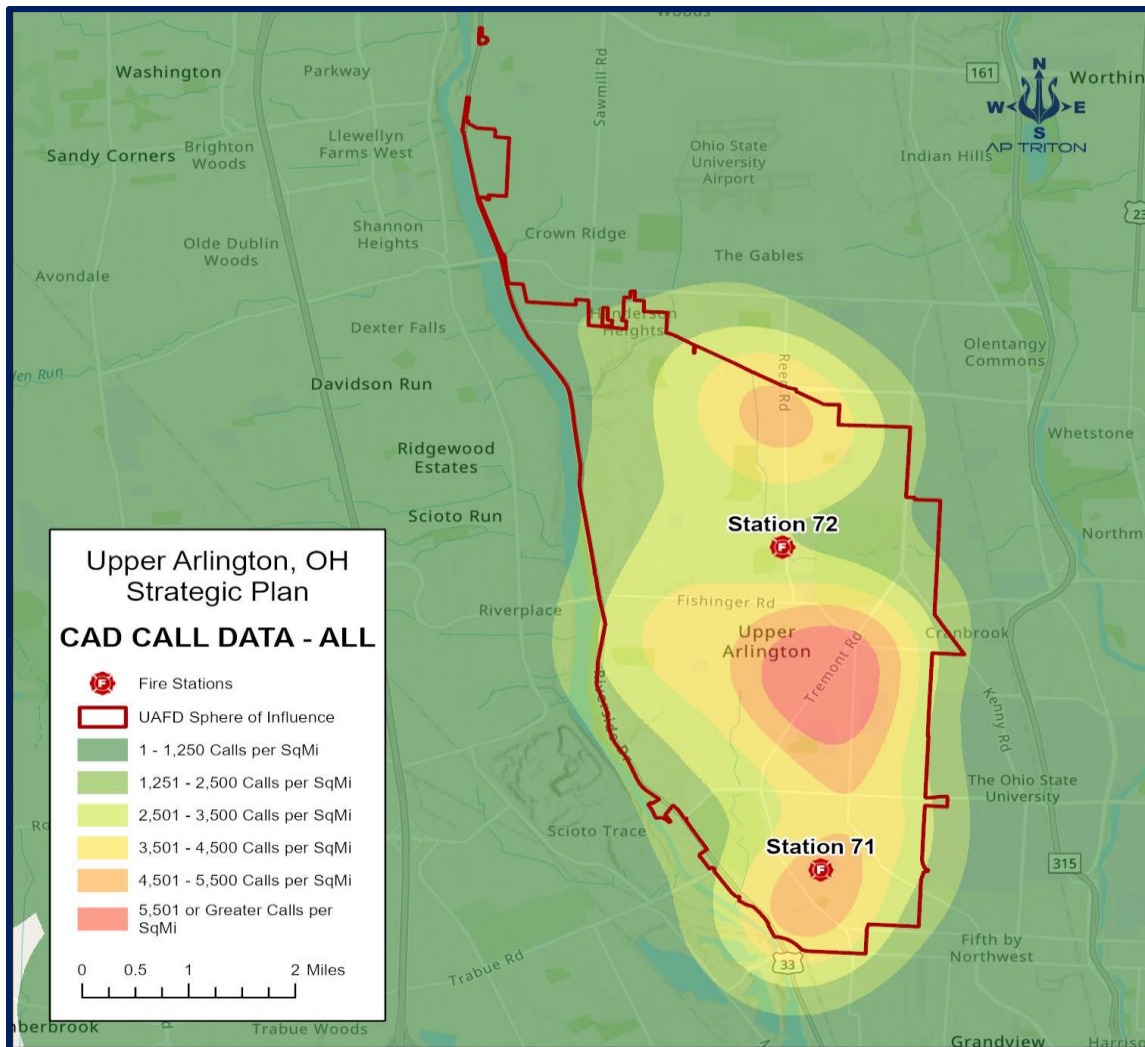
Figure3: UAFD Population Density



Geographic Service Demand

The following figure depicts the density of incidents, indicating all requests for service. The various colors correspond to the differing number of incidents per square mile. The relationship between station locations and the higher intensity of service demand is visible on the following map.

Figure 3: Service Demand (Total) Incident Density (2023)



When comparing historical calls for service and estimated travel time, roughly 87% of calls for service in UAFD's primary response area were within the NFPA 1710 4-minute travel window. Evaluating UAFD's estimated 8-minute area shows that it covers virtually 100% of the Division's area and 99.9% of historical calls for service. Please note the map above only represents travel time and does not consider alarm handling and turn-out times. 73% of external survey respondents desire a total response time of less than 6 minutes.

Community Survey Results

The Upper Arlington Fire Division (UAFD) and AP Triton conducted a comprehensive survey to gather feedback from the community on its services, performance, and areas for potential improvement. The survey garnered responses from **655** participants, who shared their thoughts across a range of topics, including emergency response times, fire safety education, first responder qualities, and recommendations for future services. The survey included rating, ranking, multiple-choice questions, and open-ended responses, allowing for a detailed understanding of community perceptions and preferences.

Top Key Trends:

- **High Satisfaction with UAFD Services:** A significant majority of respondents expressed satisfaction with the Fire Division's performance, with **92% of those who had received services reporting being very satisfied**. Most communities surveyed give a very satisfied rating 70–80% of the time.
- **Prioritization of Emergency Medical Services (EMS) and Fire Suppression:** The community strongly values the UAFD's ability to respond quickly to emergencies, with **97% of respondents** rating EMS and fire suppression as critical priorities.
- **Desire for More Community Engagement and Education:** Many respondents expressed interest in additional fire safety and CPR training programs, with a specific focus on **hands-on public education and safety preparedness**.
- **Some expressed concern over Response Times:** Although many respondents were satisfied with current response times.

Top Recommendations:

- **Expand CPR and Public Safety Education Programs:** The UAFD should continue to invest in and expand CPR, first aid, and fire safety education programs, especially hands-on training for both adults and children.
- **Maintain and Improve Response Times:** Efforts to improve response times, particularly in areas with traffic or further from fire stations, should be a focus to meet the community's expectations.
- **Increase Community Visibility and Engagement:** Hosting more open houses, fire station tours, and community events can strengthen relationships between the UAFD and residents, fostering a sense of safety and trust.

- **Continue to Upgrade Equipment and Facilities:** Ensuring that fire equipment and facilities remain modern and well-maintained should continue to be a priority to support the Fire Division's high performance and efficiency.

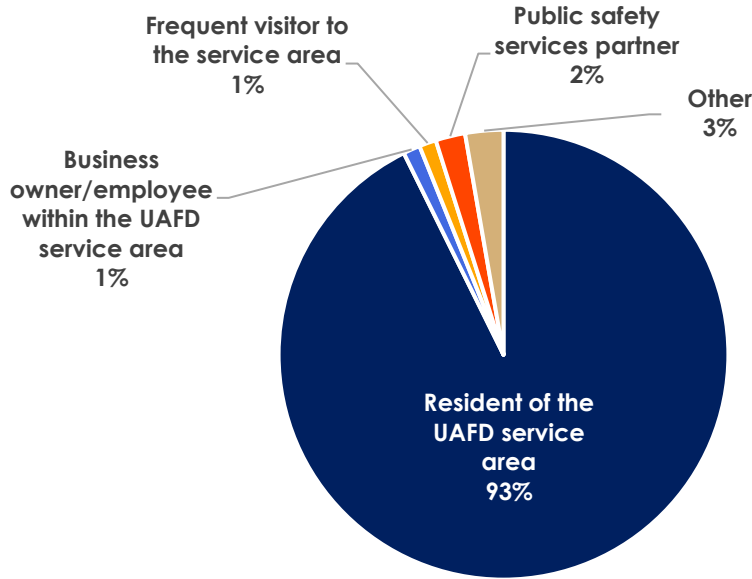
In summary, the survey highlights a community that is highly satisfied with the UAFD's services but also offers constructive feedback for enhancing education, inclusivity, and operational efficiency in the future.

Service Priority Ranking Activity:

Priority 1 Emergency Response Activities	Priority 2 Community Risk Reduction Activities	Priority 3 Additional Fire Division Activities
<ul style="list-style-type: none"> • Emergency Medical Services • Fire Suppression • Hazardous Materials Response • Technical Rescue Services 	<ul style="list-style-type: none"> • CARES • Public Education • Fire Prevention Inspections • Fire Investigation 	<ul style="list-style-type: none"> • Emergency Management • Plan Review • Public Outreach • Community Events

Which of the following best describes your relationship with UAFD?

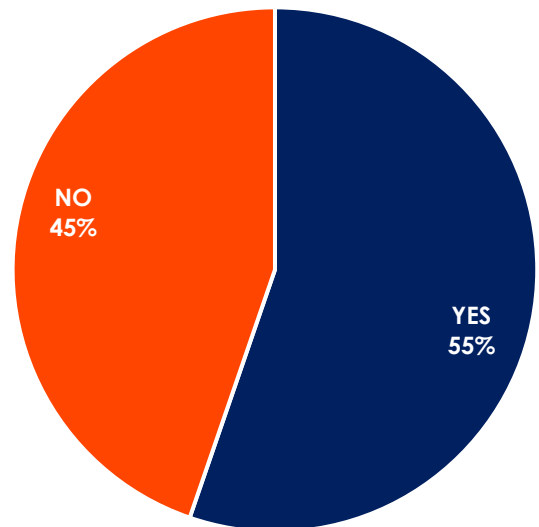
The survey results show that the majority of respondents (93%) identify as residents within the Upper Arlington Fire Division service area. A small percentage, 1%, either own a business or are employed within the service area, while another 1% report being frequent visitors to the service area. Additionally, 2% of respondents are public safety services partners, and 3% provided other responses, which include a variety of roles such as firefighter/paramedic, former residents, business owners, and medical advisors. In total, the survey received 655 responses, with no participants skipping the question.



Have you received any services from the Fire Division?

The survey results show that 55% of respondents (362 people) have received services from the Fire Division, while 45% (293 people) have not.

Among those who provided additional comments on services received, the most common themes include:

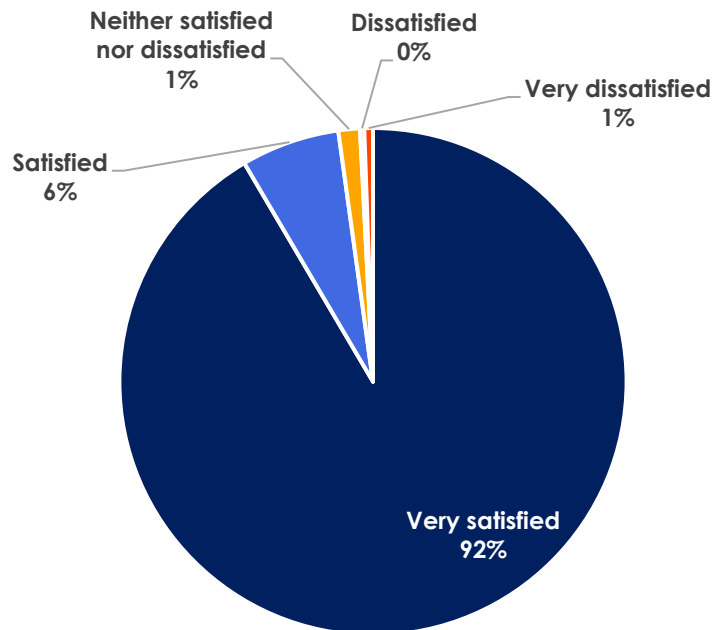


- EMS and paramedic services:** Many respondents shared experiences with emergency medical services, such as responding to heart attacks, respiratory issues, and accidents. They frequently mentioned the professionalism, knowledge, and care provided by the Fire Division's paramedics.
- Educational programs and events:** Several respondents commented on participating in educational events, fire station tours, and fire safety programs, including CPR training and lectures on home safety.
- CARES Program:** Several respondents mentioned the CARES (Community Paramedicine) program, highlighting its value in providing home visits, follow-up services, and assistance with health and safety at home.

- **Fire suppression and rescue services:** Respondents reported experiences with the Fire Division handling fire suppression, gas leaks, carbon monoxide emergencies, and rescue services.
- **Installation of smoke detectors:** Some respondents appreciated services such as smoke detector installations, where the Fire Division provided equipment and advice to enhance home safety.
- **Positive feedback:** Many respondents praised the Fire Division for its prompt, professional, and compassionate services, emphasizing gratitude for their responsiveness and support during emergencies.

If you responded YES to the previous question, were you satisfied with the service?

The survey results indicate a very high level of satisfaction among respondents who have received services from the Fire Division:



Internal Survey Results

The Upper Arlington Fire Division's internal survey was aimed at evaluating various aspects of the division's operations, morale, and future outlook. The survey received a total of 39 responses, with questions designed to assess employee opinions on topics such as work environment, leadership, division strengths and weaknesses, community relations, and future priorities. The survey included rating, ranking, multiple-choice questions, and open-ended responses, allowing participants to provide detailed feedback on the division's performance and areas for improvement.

Top Key Trends:

- **High Employee Pride:** A significant majority of respondents (77%) expressed that they were "very proud" to be a part of the Upper Arlington Fire Division, indicating strong internal pride in the division's mission and service.
- **Staffing Challenges:** Many respondents highlighted issues related to inadequate staffing levels and the impact this has on service delivery and morale. Specifically, the need to reopen Station 73 was repeatedly mentioned as a priority.
- **Leadership and Accountability:** Feedback on leadership was mixed, with some respondents expressing concerns about leadership transparency and accountability, particularly within upper management and officer ranks.
- **Support for Training and Development:** There was a strong emphasis on the need for more internal and external training opportunities, especially for younger and newer firefighters, to maintain a high level of preparedness and expertise.
- **Community Development and Division Resources:** With Upper Arlington's continued development, many respondents expressed concerns about the division's ability to keep up with increasing demand, citing a need for more resources, personnel, and apparatus.

Top Recommendations:

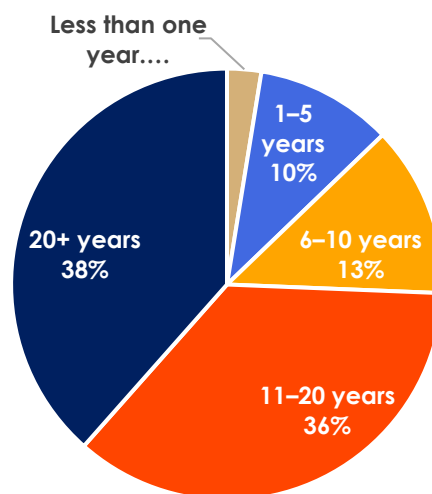
- **Reopen Station 73:** Respondents consistently recommended reopening and staffing Station 73 to improve response times and better serve the community, especially with the City's ongoing re-development.
- **Increase Staffing Levels:** Respondents indicated a need to hire more operational and administrative staff to support the division's demands for service and maintain high service quality.

- **Improve Leadership and Accountability:** To address concerns about leadership, respondents recommended more engagement from senior leadership, as well as greater accountability at all levels of command.
- **Enhance Training Programs:** Investing in both internal and external training programs was recommended to ensure that the division's personnel are well-prepared for the challenges they face, especially as the division becomes younger.
- **Adapt to City Re-Development:** Respondents emphasized the need to align the division's resources with the City's expansion by increasing manpower, adding new equipment, and upgrading existing facilities to keep pace with the growing demand for services.

These survey results provide a comprehensive look at the current strengths and challenges faced by the Upper Arlington Fire Division and offer actionable insights for strategic planning over the next several years.

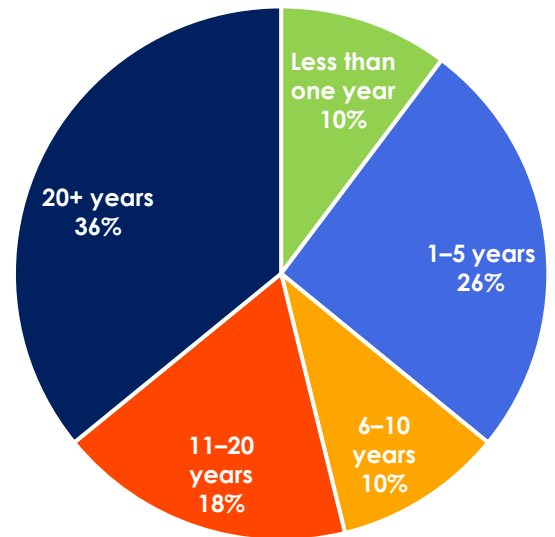
Please identify your total number of years of experience (paid and volunteer) in the fire service:

The Upper Arlington Fire Division Internal Survey reveals a wide range of experience levels among respondents. Three percent (3%) of the participants have less than one year of fire service experience. A small portion, 10%, have served for 1–5 years, while 13% have between 6–10 years of service. A significant percentage, 36%, have 11–20 years of experience, and the largest group, 38%, have more than 20 years of fire service experience. This distribution suggests a highly experienced workforce, with a substantial number (74%) of personnel possessing over a decade of service.



Please identify your total number of years of service for the Upper Arlington Fire Division:

The results show a slightly more varied distribution of experience among respondents with Upper Arlington experience compared to the previous results. In this case, 10% of respondents have less than one year of experience, while 26% have served between 1–5 years. Another 10% have 6–10 years of service, and 18% have been with the Division for 11–20 years. The largest group, at 36%, consists of personnel with more than 20 years of Upper Arlington service. The survey indicates that while there is a small group of newer personnel, the Division is still dominated by a highly experienced workforce, with a notable proportion having over two decades of experience at Upper Arlington.



Which one of the following best describes your current position?

The majority of respondents (56%) were Line Staff, while Command Staff and Company Officers each made up 18% of the respondents. Support Staff comprised 8% of the responses.

