



MANSFIELD FIRE DEPARTMENT



2025 Annual Report

Prepared by
Fire Chief Dan Crow

Prepared for
Mayor Jodie Perry
Mansfield City Council

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Guiding Principles

Mission Statement

It is the mission of the Mansfield Fire Department to be a team of dedicated, selfless fire service professionals that provide high-quality public safety services to the residents, businesses, and visitors of the city of Mansfield.

Vision Statements

- To be a fire department that is a regional leader that provides peace of mind through prompt, effective, compassionate service to the families in the Mansfield community.
- To be a fire department focused on leadership and teamwork.
- To be a fire department that places emphasis on the emotional, mental, and physical success of its personnel.
- To be a fire department that embraces changing technology to benefit our personnel and the community served.

Core Values

- Integrity
- Selflessness
- Compassion
- Professionalism
- Motivation
- Customer Focused
- Diversity and Inclusion

In Memoriam

A Last Alarm for Our Retirees

With deepest respect, we honor the retirees of the Mansfield Fire Department who passed away in 2025. Their service, courage, and dedication to our community will forever be remembered.

Firefighter Delmar Sturts

Dates of Service: July 1, 1960 – March 27, 1992

Died: January 18, 2025

Firefighter James Knackstedt

Dates of Service: August 15, 1966 – January 18, 1992

Died: May 18, 2025

Through the "last alarm" rite, we recognized their steadfast commitment and celebrated lives devoted to serving others. Their legacies live on, inspiring future generations.



**Dan Crow,
Fire Chief**

Dear Mayor Perry and the Citizens of Mansfield,

2025 was a year of continued growth and progress for the Mansfield Fire Department as we balanced increasing service demand with meaningful investments in our people, equipment, and operational capacity. Our department remained focused on delivering high quality, dependable service while strengthening the foundation necessary to meet both current and future challenges.

This annual report provides a detailed overview of the department's accomplishments during 2025, along with performance data, operational highlights, and progress across all bureaus. It also outlines key priorities and goals for 2026 as we continue to responsibly plan for Mansfield's evolving needs.

In 2025, we are proud to report the following accomplishments:

- **Operational Achievements:** Responded to 12,220 incidents in 2025, with EMS accounting for 10,390 calls or approximately 85 percent of total activity.
- **EMS System Improvements:** Completed a department-wide upgrade of EMS equipment on all ambulances, including cardiac monitors, powered cots, powered load systems, and LUCAS devices. The department met American Heart Association Mission Lifeline metrics for the first time.
- **Policy and Administrative Improvements:** Completed a comprehensive department review focused on facilities, apparatus, and the department's service model. Completed a full update of department policies and implemented a cloud-based scheduling system to improve staffing efficiency and accountability.
- **Technology and Communications:** Updated the department website to improve public access to information, recruitment outreach, and transparency.
- **Training and Professional Development:** Expanded firefighter and EMS training, including officer development and paramedic education, supported by grant funding and regional partnerships.
- **Fire Prevention and Community Outreach:** Increased inspection activity, strengthened re-inspection follow-up, and enhanced pre-incident planning using GIS-based tools, while maintaining robust Fire and Life Safety Education efforts.

We also honored the retirements of six valued members, welcomed ten new recruits, and celebrated the promotions of two individuals.

Looking ahead to 2026, the department has identified the following priorities:

- Complete a comprehensive update of department Standard Operating Procedures and implement a new fireground accountability system
- Re-establish the Health and Wellness Committee
- Continue making progress toward objectives in the department's strategic plan
- Purchase a new fire engine and re-chassis an ambulance.
- Continue studying and improving the department's service model

On behalf of the Mansfield Fire Department, I extend my sincere appreciation to the citizens of Mansfield, Mayor Perry, and City Council for your continued trust and support. I am equally grateful to the men and women of this department whose professionalism, teamwork, and dedication make this organization strong. Together, we will continue working toward a safer and more resilient Mansfield.



**Mike Blair,
IAFF 266
President**

As we close out 2025 and welcome in 2026, Mansfield Local #266 proudly recognizes the professionalism, dedication, and resilience demonstrated by our firefighters throughout the past year. Our members have met the demands of an increasing call volume while maintaining an unwavering commitment to public safety, teamwork, and service to the community. The data reflected in this year's run review underscores both the demanding nature of our work and the high level of performance consistently delivered by our members.

In 2025, our union continued to grow as we welcomed new members into this proud profession. Local #266 also celebrated 100 years of IAFF affiliation, while honoring members who retired and began new chapters in their lives. These milestones reflect the strength of our union's past, present, and future.

Looking ahead to 2026, Local #266 remains committed to working collaboratively with departmental leadership. Our goal remains to ensure that our firefighters have the resources, support, and working conditions necessary to safely and effectively serve the public in the year ahead.

In Solidarity,

M. Blair
President, Mansfield Firefighters I.A.F.F. Local #266



2025 RETIREES



Lt Steve McKay
25 Years of Service



FF Spencer Edwards
23 Years of Service



Lt Tim Kash
29 Years of Service



FF Chris Olson
26 Years of Service



FF Phil Dollish
33 Years of Service



FF Mike Woods
25 Years of Service

HONORING OUR RETIREES, A LASTING TRIBUTE



In 2025, the Mansfield Fire Department strengthened its commitment to honoring those who built the department’s legacy through two permanent recognition efforts. A new Mansfield Fire Department monument was dedicated in Central Park, made possible through the leadership and generous donation of the department’s 1977 recruit class, and serves as a public tribute to the service, sacrifice, and dedication of firefighters past and present. In addition, the department established the Mansfield Fire Department Wall of Honor at Station 1, creating a lasting internal tribute recognizing retired members whose careers were defined by professionalism, courage, and service to the community. Together, these projects ensure the contributions of Mansfield firefighters are preserved, honored, and remembered for generations to come.

2025 PROMOTIONS



**Ryan Osborne to
Lieutenant**



**Josh Krueger to
Lieutenant**

2025 NEW MEMBERS



FF Tylor Danals



FF Brady Hitchcock



**FF Tyler King, Matthias Boland, Jacob Maddy,
Kason Antrican, Collin Reed, James McPherran,
Andrew Householder**



FF Dominic Planck

2025 FIREFIGHTER OF THE YEAR



FF Corey Volz

FF Corey Volz is hereby awarded the 2025 Firefighter of the Year Award for the Mansfield Fire Department.

FF Volz is consistently the first to step up and the last to step away. Whether it's taking initiative on the toughest tasks or supporting his fellow firefighters without being asked, his commitment never goes unnoticed. His willingness to work harder than anyone else sets the standard for excellence and inspires everyone around him. FF Volz truly embodies what it means to be a senior man on the Mansfield Fire Department.

For these reasons and many more, the awards committee is proud to present FF Corey Volz with the 2025 Firefighter of the Year award.

2025 EMT OF THE YEAR

FF Michael Garn is hereby awarded the 2025 EMT of the Year Award for the Mansfield Fire Department.

FF Garn is an exceptional paramedic whose skill, professionalism, and compassion are consistently evident. His dedication to patient care is unwavering, and he routinely goes above and beyond to ensure the best possible outcomes for those he serves. FF Garn embodies the values and standards that the Mansfield Fire Department strives to uphold. His positive attitude, strong work ethic, and genuine desire to help others make him an outstanding representative of the department.

For these reasons and many more, the awards committee is proud to present FF Michael Garn with the 2025 EMT of the Year award.



FF Mike Garn

Awards Committee:
Capt. Tim Tingley
Lt. Don Adams
Lt. Mike Blair
FF Matt Wurgler
FF Devin Ramey
FF Travis Pickering
FF Brenden Ganshorn

OSU WEXNER BURN HEROES AWARD



In 2025, members of the Mansfield Fire Department were formally honored for their exceptional response to an explosion incident, receiving recognition from OSU Wexner Medical Center as Burn Heroes for outstanding lifesaving burn care and heroic effort. Firefighters Isaiah Finley, Brendan Ganshorn, Spencer Edwards, Lt. Steve McKay, Lt. Matt Carey, and Chief Dan Crow were recognized for their professionalism, skill, and teamwork during a complex and demanding emergency response carried out alongside regional fire departments, MedFlight, and other partner agencies. In recognition of this service, the department also welcomed Col. Cramer to Station 1, where involved members were personally acknowledged and presented with the final flag flown on a Mansfield based C-130.

AHA MISSION LIFELINE EMS RECOGNITION



In 2025, the Mansfield Fire Department received Silver-level recognition from the American Heart Association's Mission Lifeline EMS program, marking the department's first time earning this national award. The recognition reflects the department's commitment to providing timely, evidence-based care for patients experiencing life-threatening cardiac and stroke emergencies. This achievement highlights the dedication of our EMS personnel and the continued focus on improving prehospital care and patient outcomes within our community.

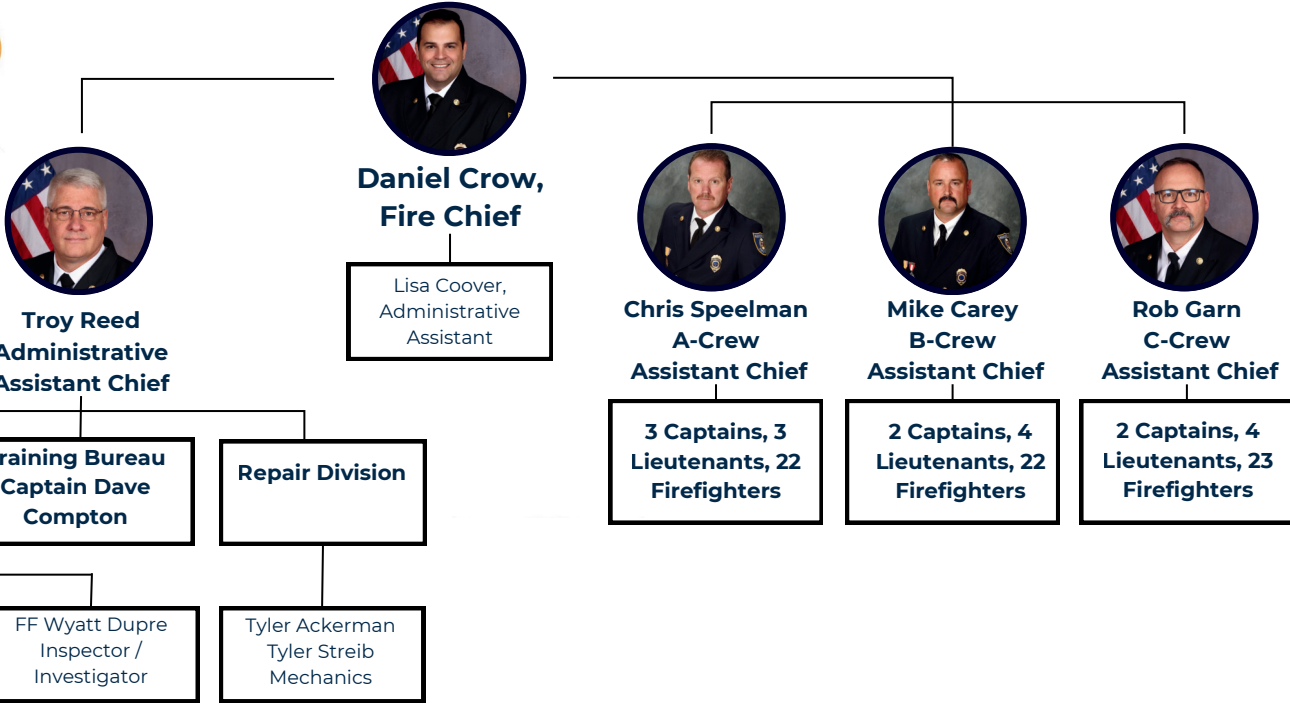
LEXIPOL CONNECT TRAINING EXCELLENCE AWARD

In 2025, the Mansfield Fire Department received the Lexipol Connect Silver Recognition Award, recognizing the department's commitment to high-quality training management and professional excellence. Led by Captain Dave Compton, the Training Bureau delivered more than 6,300 hours of training in 2024, strengthening fire and EMS readiness across the organization. This recognition reflects the department's continued investment in preparing its members to serve the Mansfield community safely and effectively.





Mansfield Fire Department



Sworn Personnel	
Chief	1
Assistant Chief	4
Captain	9
Lieutenant	11
Firefighter	68
Total Sworn	93

Civilian Personnel	
Administrative Assistant	2
Mechanic	2
Total Civilian	4
Total Personnel	
	97

Average Dept. Seniority	10.98
Median Dept. Seniority	7.61

Operations Bureau



The Operations Bureau continues to serve as the backbone of the Mansfield Fire Department, delivering essential fire suppression, rescue, and emergency medical services to the community.

The bureau operates with three platoons, each working a 24 hour shift followed by 48 hours off. This schedule ensures uninterrupted coverage for Mansfield's residents and businesses. Each platoon is led by an Assistant Chief, and supported by Captains and Lieutenants who provide direct supervision and leadership to the crews.

Operational incident demand continued to increase in 2025, reflecting sustained pressure on department resources and response capacity, with detailed incident analysis and supporting data provided in the appendix.

- Total Incidents: 12,220 calls in 2025, a 2.7 percent increase from 2024
- EMS Activity: 10,390 incidents, accounting for 85 percent of total responses
- Building Fires: 61 incidents, a modest increase from last year
- Motor Vehicle Accidents with Injuries: 233 incidents, a slight decrease from 2024
- Carbon Monoxide Incidents: 36 responses, continuing a downward trend

Emergency Medical Services accounted for the majority of all incidents in 2025. With four rescue squads in service each day, highly trained EMTs and paramedics provide both basic and advanced life support. Through our ongoing partnership with OhioHealth Mansfield Hospital, Dr Ambrose Wu continues to serve as the department's Medical Director, providing professional oversight of EMS operations. This relationship supports access to medical supplies, pharmacy services, and ongoing education that enhances patient care throughout the system.

Notable Accomplishments in 2025

- In 2025, the Operations Bureau completed a department wide replacement of critical EMS equipment. All ambulances were upgraded with new cardiac monitors, powered cots, powered load systems, and LUCAS mechanical CPR devices. These improvements enhance patient care, increase operational efficiency, and reduce physical strain on personnel during patient movement and resuscitation.
- For the first time, the Mansfield Fire Department met the American Heart Association Mission Lifeline performance metrics. This milestone reflects the combined impact of focused training, updated clinical protocols, and modernized EMS equipment, resulting in measurable improvements in time sensitive cardiac care.
- The department implemented a Drone as First Responder program in 2025 to support rapid response to priority incidents. This capability provides early aerial situational awareness, improves on scene size up, and supports tactical decision making before ground units arrive. The program enhances responder safety and expands operational effectiveness during fires, rescues, and large scale incidents.

Goals for 2026






- Complete a comprehensive update of all department Standard Operating Procedures
- Implement a new fireground accountability system to enhance incident safety and command effectiveness
- Place a new vehicle dash camera system into service across the fleet
- Continue to study and improve the department's service delivery model to meet growing operational demands

The Operations Bureau remains committed to a culture of teamwork, professionalism, and continuous improvement. Personnel participate in ongoing training to maintain proficiency in firefighting, EMS, and rescue disciplines, as well as specialized response areas including hazardous materials and technical rescue.

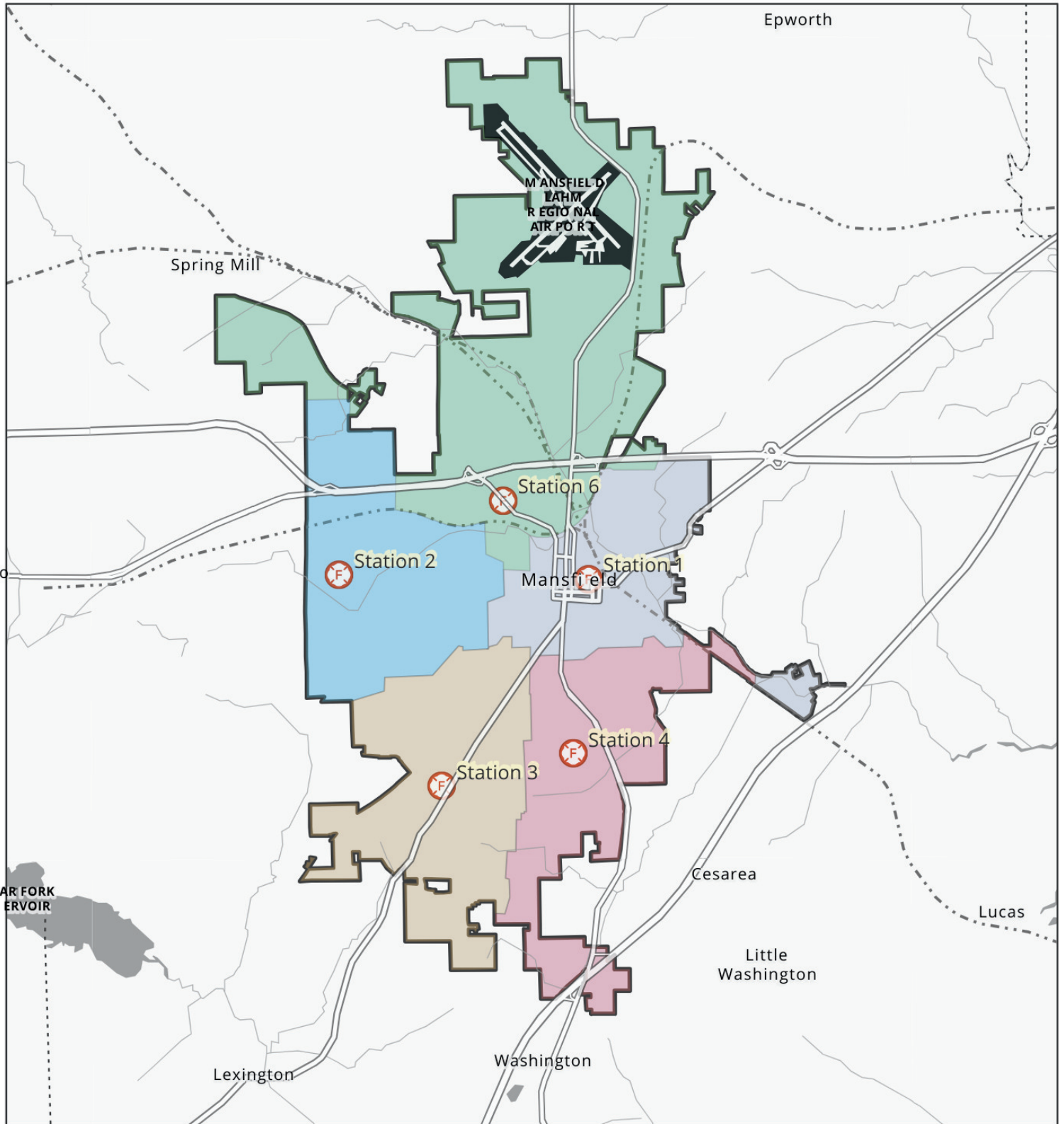
Current Platoon Assignments

A	B	C
AC Speelman	AC Carey	AC Garn
<u>Station 1</u> Capt. Swank Lt. Krueger FF Pickering FF Slater FF Adams FF Garn FF Talbott FF Reed FF Boland FF Maddy	<u>Station 1</u> Capt. Toussant Lt. Blair FF Ramey FF Delauder FF Cutlip FF White FF Dawson FF King FF Antrican FF Planck	<u>Station 1</u> Capt. Tingley Lt. Osborne FF Wurgler FF West FF Moore FF Ganshorn FF Damron FF McPherran FF Householder
<u>Station 2</u> Lt. Sacramone FF Kaser FF Prise FF Hickey	<u>Station 2</u> Lt. Odson FF Cronebach FF Arnold FF B. Young FF Elsten	<u>Station 2</u> Capt. Lifer FF Bridgeman FF Yeater FF Hockenberry FF Danals
<u>Station 3</u> Capt. Burwell FF Lanier FF Sieving FF Cooper FF Bruce	<u>Station 3</u> Lt. Prochaska FF Hartson FF Ryan FF Griffeth	<u>Station 3</u> Lt. Adams FF A. Young FF Raudebaugh FF Shoup FF Droll FF Sword
<u>Station 4</u> Capt. Yerian FF Walker FF Hoptry FF Mott FF Compton	<u>Station 4</u> Lt. Hedrick FF Champer FF Getz FF Firmi FF Hitchcock	<u>Station 4</u> Lt. Carey FF Drum FF Martin FF Fulk FF Boebel
<u>Station 6</u> Lt. Landin FF Reip FF Meilinger FF Finley	<u>Station 6</u> Capt. Emerson FF Waldman FF Atwell FF Smith	<u>Station 6</u> Lt. Ransom FF Spencer FF Volz FF Matz

Mansfield Fire Stations

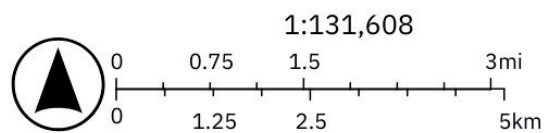
Station	Address	Year Built	Daily Staffing	Primary Apparatus	Square Miles Covered	Total Housing Units	Total Population	Total Incidents 2025
1 	140 E 3rd St	1978	5	Engine 1 Rescue 1	3.77	4,551	9,185	3,417
2 	35 N Brookwood Way	1960	4	Engine 2 Rescue 2	4.89	4,645	9,270	2,103
3 	705 Sunset Blvd	1965	4	Engine 3 Rescue 3	5.35	5,767	11,216	2,975
4 	1020 S Main St	2008	4	Engine 4 Rescue 4	4.56	4,230	8,338	1,505
6 	677 Springmill St	1940	3	Engine 6	12.28	2,216	9,514	1,859

Mansfield Fire Stations and Response Districts



2/8/2024

- Mansfield Fire Stations
- ENGINE 1
- ENGINE 2
- ENGINE 3
- ENGINE 4
- ENGINE 6
- Ohio Freight Rail Lines
- Mansfield_Boundary



City of Mansfield, Esri, TomTom, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, EPA, NPS, USDA, USFWS

VEHICLES AND APPARATUS

Frontline Apparatus					
Vehicle	Year	Make	Model	Type	Location
502	2022	Ford	Expedition	Command	Station 1
E1	2019	Pierce	Impel Aerial	Ladder	Station 1
E2	2016	Pierce	Impel	Engine	Station 2
E3	2023	Pierce	Impel	Engine	Station 3
E4	2023	Pierce	Impel	Engine	Station 4
E6	2016	Pierce	Impel	Engine	Station 6
R1	2022	Ford	E450, Braun	Ambulance	Station 1
R2	2019	Ford	E450, Braun	Ambulance	Station 2
R3	2024	Ford	E450, Braun	Ambulance	Station 3
R4	2022	Ford	E450, Braun	Ambulance	Station 4
Reserve and Auxiliary Apparatus					
Vehicle	Year	Make	Model	Type	Location
L1	1997	Pierce	Lance Aerial	Ladder	Station 1
E7	2008	Pierce	Arrow XT	Engine	Station 1
E8	2008	Pierce	Arrow XT	Engine	Station 4
E9	1996	Pierce	Dash	Engine	Station 4
R5	2016	Ford	E450, Braun	Ambulance	Station 1
R6	2012	Ford	E450, McCoy Miller	Ambulance	Station 3
Air/Rehab	2000	Freightliner	FL60	Auxiliary	Station 1
Hazmat	1995	Chevrolet	Topkick	Auxiliary	Station 4
Hazmat Trailer	2004	Haulmark	Race Trailer	Auxiliary	Station 4
Staff and Utility Vehicles					
501	2018	Ford	Interceptor	Command	Station 1
TO	2014	Ford	Interceptor	Training	Station 1
B1	2017	Ford	F-150	Prevention	Station 1
B2	2014	Ford	Interceptor	Prevention	Station 1
Utility 1	2022	Ford	F-250	Auxiliary	Station 1
Utility 2	2008	Ford	F-250	Auxiliary	Station 1

Fleet Maintenance and Repair

The department's fleet mechanics, Tyler Ackerman and Tyler Streib, play a vital role in keeping the Mansfield Fire Department's apparatus and vehicles in top operating condition. During the past year, they completed nearly 400 work orders and preventative maintenance tasks, ensuring the fleet remains reliable and response-ready. In 2025, both attended the Ohio Emergency Vehicle Technician Training Conference, reinforcing their commitment to professional development and the safe, efficient operation of department equipment.



HAZMAT AND SPECIAL RESCUE



The Mansfield Fire Department's HazMat Team, comprised of 25 dedicated members, played a critical role in hazardous materials response throughout 2025. The team responded to seven dispatched HazMat incidents, utilizing HazMat Engine 9 and/or HazMat Trailer.

In 2025, six team members completed the OSHA-required HazMat physical examination, supported through an ongoing partnership with OhioHealth Mansfield Hospital. This collaboration ensures members continue to meet the occupational medical and health standards required for hazardous materials response.

The team logged 665 hours of specialized training, representing a 29% increase over 2024. Training topics included:

- HazMat Crime Lab Response
- HazMat for EMS
- Rail Car Incident Response
- LEPC Tabletop Exercise
- HazMat Technician Refresher (mandatory)
- Confined Space Refresher (mandatory)

During the 2025 training cycle, the team strengthened an important interagency relationship by completing a joint confined space rescue training with the 179th Ohio Air National Guard firefighters. During the Confined Space Rescue course, members trained side-by-side and evaluated equipment and capabilities that would support a coordinated joint response, if needed.

This collaboration proved highly effective and will continue. In coordination with the 179th Ohio ANG and the Richland County EMA, the team jointly applied for the 2026 Hazardous Materials Emergency Preparedness (HMEP) Grant. As part of this initiative, the HazMat Team will participate in joint ARFF live-fire training with the 179th, utilizing mobile aircraft burn training props to simulate a plane crash and subsequent fuel spills. This training will include three consecutive operational training days during the 2nd quarter of 2026.

In addition to emergency response, the team implemented cost-recovery billing when appropriate. In 2025, HazMat officers invoiced trucking companies for \$2,659.04 in cleanup materials and personnel labor costs, attributed to two qualifying responses, allowing reimbursement for absorbents, mitigation supplies, and personnel hours required to stabilize hazards prior to transferring the scene to a contracted professional cleanup company.

Looking Ahead – 2026

- Placing in service a new HazMat Spill Response Vehicle
- Replacing outdated equipment through grant funding procurement
- Maintaining annual OSHA and NFPA refresher compliance
- Expanding technical rescue capability, including: Water and ice rescue equipment acquisition
- Continued collaboration with Richland County EMA
- Operational preparedness for high-impact venues, including:
 - Mansfield Speedway
 - Inkarceration Festival
 - Richland County Fairgrounds

These efforts continue to reinforce the HazMat Team's commitment to readiness, responder safety, and interagency coordination, ensuring continued protection of our community and the firefighters who serve it.

TRAINING BUREAU



In 2025, the Mansfield Fire Department Training Bureau, under the guidance of Capt. Dave Compton continued to advance its commitment to excellence in fire, EMS, and rescue training. The department's efforts resulted in substantial growth across nearly every training category, reflecting both the hard work of our personnel and the strategic investments made through grants and partnerships

Training Category	2024 Hours	2025 Hours	% Change
Total Training Hours	6,316	9,324	47.60%
EMS Continuing Education/Training	2,764	2,573	-6.90%
Company Training	3,310.25	4,663	40.90%
Officer Training	537.5	3,124	480.90%
New Driver/Operator Training	251	2,419	864.10%
Existing Driver/Operator Training	1,508	2,429	61.10%
Hazmat Training	515.75	728	41.20%
Recruit Training	2,349.25	3,583	52.60%
Building Familiarization	575.5	508	-11.70%

Achievements in 2025:

- Seven members completed paramedic school in 2025, each investing 1,150 hours for a total of 8,050 hours. Five more are currently enrolled, with graduation anticipated in summer 2026, and eight additional members are scheduled to begin in 2026.
- Through an Assistance to Firefighter Grant (AFG) from FEMA, all Assistant Chiefs, Captains, and Lieutenants attended Fire Officer 1 and 2 classes (20 members per class).
- All paramedics completed Pediatric Advanced Life Support (PALS) in 2025.
- Continued collaboration with OhioHealth Mansfield Hospital and Central Ohio EMS Academy for ongoing, monthly EMS continuing education.

Goals for 2026:

- Maintain regular, documented company-level training.
- Continue NFPA 1410 drills for company evolutions.
- Conduct an Advanced Stroke Life Support class.
- Schedule ACLS refresher for all paramedics and a BLS refresher for all members.
- Continue to provide monthly EMS continuing education utilizing Central Ohio EMS Academy.
- Conduct compliance training through FireRescue1 and HR-assigned modules.
- Ensure all personnel complete the Emergency Vehicle Operators Course (EVOC).
- Utilize an AFG grant to certify all officers as Emergency Services Instructors.
- Begin the design, specification, and budgeting process for a dedicated training facility.



FIRE PREVENTION AND OUTREACH



The Mansfield Fire Department Fire Prevention Bureau continues to play a vital role in protecting the community through inspections, investigations, education, and code enforcement. The bureau is led by Captain Matt Shafley and staffed by Firefighter Wyatt Dupre and Administrative Assistant Takiyah Wellington. The team remains committed to reducing fire risk and improving life safety throughout the City of Mansfield.

2025 Performance Overview

The bureau experienced significant growth in activity during 2025. Much of this increase was driven by a renewed emphasis on re--inspections, which helped ensure that corrective actions were completed and code compliance was maintained across the city. The bureau also added a new inspection category called Fire Watch Follow Up to better capture and track follow up work required during certain fire protection system outages or special circumstances.

In addition, the bureau implemented a new GIS system for pre incident planning. This system allows inspectors to input critical building and access information that can be used by operations personnel immediately, improving situational awareness and on scene decision making.



Inspection Type	2024	2025
Acceptance Testing	19	38
Building Inspections	952	1396
Consults	47	169
Foster Care	40	29
Knox Box Service	55	82
Fire Watch Follow-up	NA	55
Total	1,113	1,769

Smoke Alarm Program

In collaboration with the Red Cross, the bureau installed 62 smoke alarms. The department also continued its program to replace smoke alarm batteries for residents who need assistance, ensuring that more homes maintain working and reliable smoke detection. These efforts remain an important part of our community risk reduction strategy.

Investigations

In 2025, the bureau completed 25 fire investigations, determining origin and cause and working with law enforcement when necessary to support criminal cases or complex fire scenes.

Looking Ahead

2026 Goals include:

- Strengthen partnerships with community organizations to support fire risk reduction initiatives.
- Continue work on a Community Risk Analysis to guide future prevention strategies.
- Further develop the new GIS pre-incident planning system.
- Enhance the smoke alarm and battery replacement assistance program.
- Identify ways to improve fire investigation quality and coordination with the operations bureau.

Fire and Life Safety Education (FLSE) and Community Outreach remained a major focus for the department in 2025. Significant effort was placed on ensuring the department met the needs of the community by attending as many public events as possible while maintaining operational readiness. FLSE is an all-hands-on-deck mission. While coordinated through the Fire Prevention Bureau, operations personnel play a major role by delivering education, meeting with citizen groups, conducting tours, participating in special events, and demonstrating equipment.

In 2025, the department supported 68 total FLSE events, reaching thousands of residents throughout the city. Activity was especially high from June through October, when most community engagement events occur.

Category	Value
Total Events	68
Peak Activity Month	October
Events in Peak Month	18
Events June through October	54
Estimated Children Reached	1,940
Estimated Adults Reached	4,900
Estimated Total Attendance	6,800 plus
Average Duration per Event	3.0 hours

2026 IMPROVEMENTS AHEAD



In 2026, the department will enhance its Fire and Life Safety Education program with several new teaching tools.

A new inflatable Fire Safety House, along with a Stop, Drop, and Roll bounce pad, will be replacing our 30-year-old House of Hazards trailer. These tools will provide fun and engaging ways for young learners to experience realistic safety scenarios in a safe environment.

We will also be introducing a new propane based fire extinguisher training prop to support outreach to local businesses. This equipment allows employees to practice hands on extinguisher use and learn how to respond safely and confidently during a fire related emergency.

Together, these additions will modernize our education program and expand our ability to reach residents, schools, and the business community.

2026 Goals include:

- Strengthen coordination between the Fire Prevention Bureau and operations personnel
- Increase participation in community events
- Expand partnerships with schools, senior facilities, neighborhood groups, and local organizations
- Improve tracking, documentation, and evaluation of FLSE activities to better measure community impact and guide resource allocation
- Enhance the quality and consistency of public education messaging to ensure residents receive clear, accurate, and relevant fire safety information

The Administration Bureau provides the leadership, coordination, and support that allow the Mansfield's Firefighters to operate efficiently today while planning responsibly for the future. The bureau is led by the Fire Chief and supported by Administrative Assistant Lisa Coover and the Administrative Assistant Chief, a role held by AC Garn in 2025 with AC Reed stepping into the position for 2026.

Through close collaboration with city leadership, regional partners, and internal bureaus, the Administration Bureau works to ensure accountability, transparency, and long-term readiness across all areas of the department.

Together, this team manages the systems and resources behind the scenes so operational personnel can remain focused on emergency response, training, and community service. Areas of responsibility include budgeting and financial oversight, grants and funding coordination, human resources, strategic planning, community risk reduction, capital asset management, professional standards, and overall service delivery.



2025 Performance Overview

- Completed a full modernization and update of the department's Rules and Regulations.
- Completed a comprehensive review of the Mansfield Fire Department to evaluate operations, structure, and future needs.
- Administered a firefighter entry-level examination and a captain promotional examination.
- Updated and refreshed the department website to improve accessibility and public information.
- Continued a strong emphasis on fiscal planning and long-term financial sustainability.
- Maintained an aggressive approach to identifying and pursuing grant funding opportunities.
- Made significant progress toward tasks and objectives outlined in the department's strategic plan

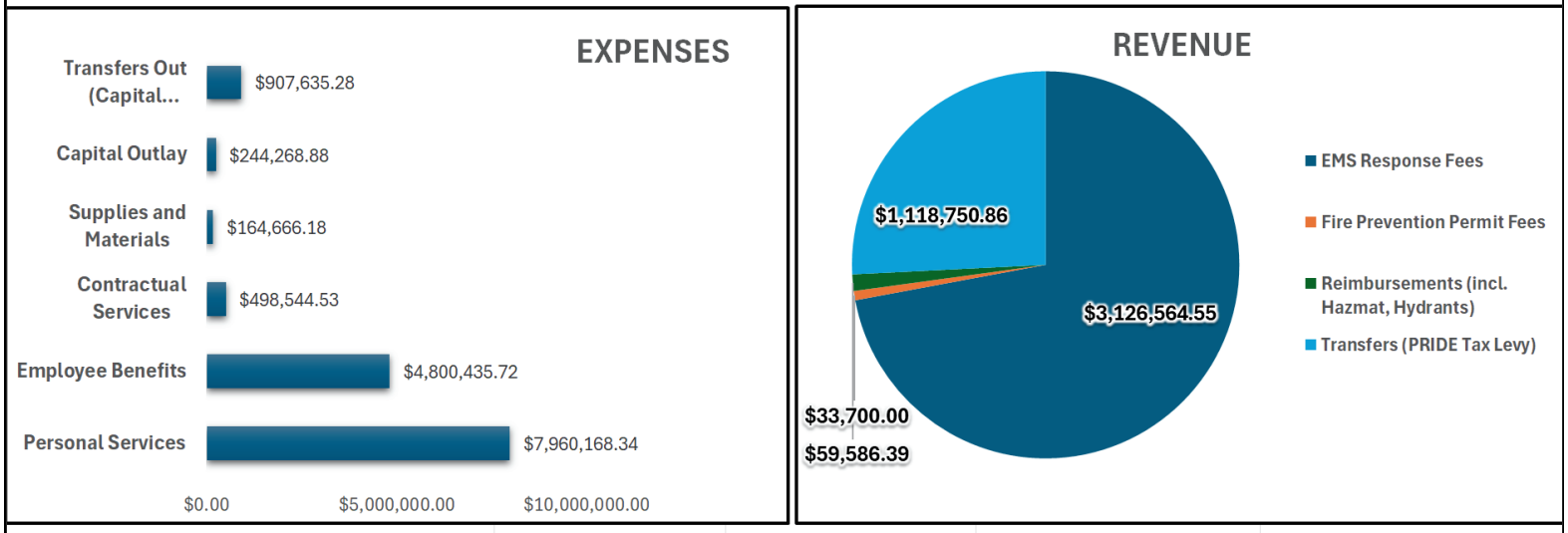
Goals for 2026

- Work with the Operations Bureau to update and modernize the department's Standard Operating Procedures.
- Administer a firefighter entry-level examination.
- Introduce and share the findings and recommendations of the comprehensive department review with all members.
- Update official department photos.
- Update civil service rules, including exploring opportunities for lateral transfers and modernized testing methods.
- Implement standardized procedures for employee evaluations.
- Continue emphasizing fire officer development and leadership growth.
- Re-evaluate the new hire orientation and mentoring program.
- Re-evaluate the fire hydrant inspection and testing process.

The following pages provide additional detail on the work of the Administration Bureau, including budget performance, capital assets, grant funding, strategic planning efforts, and department communications.

Revenue				
Category	Adopted Budget (\$)	Final Collections (\$)	Variance (\$)	Percentage Collected (%)
EMS Response Fees	\$2,500,000.00	\$3,126,564.55	\$626,564.55	125.06%
Fire Prevention Permit Fees	\$10,000.00	\$33,700.00	\$23,700.00	337.00%
Reimbursements (incl. Hazmat, Hydrants)	\$45,000.00	\$59,586.39	\$14,586.39	132.41%
Transfers (PRIDE Tax Levy)	\$1,105,143.00	\$1,118,750.86	\$13,607.86	101.23%
Total	\$3,660,143.00	\$4,338,601.80	\$678,458.80	118.54%

Expenses				
Category	Amended Budget (\$)	Final Expenses (\$)	Variance (\$)	Percentage Expended (%)
Personal Services	\$7,980,112.00	\$7,960,168.34	-\$19,943.66	99.75%
Employee Benefits	\$5,007,901.00	\$4,800,435.72	-\$207,465.28	95.86%
Contractual Services	\$614,853.72	\$498,544.53	-\$116,309.19	81.08%
Supplies and Materials	\$203,049.99	\$164,666.18	-\$38,383.81	81.10%
Capital Outlay	\$285,094.71	\$244,268.88	-\$40,825.83	85.68%
Transfers Out (Capital Equip/Grant Fund)	\$939,353.00	\$907,635.28	-\$31,717.72	96.62%
Total	\$15,030,364.42	\$14,575,718.93	-\$454,645.49	96.98%



In 2025, EMS response fees continued to perform strongly, closing at just over 3.1 million dollars. Recent gains in this category have been driven by focused improvements in care quality and documentation, steady transport growth, higher collection rates supported by Medicare inflationary allowances, and new revenue opportunities through partnerships with correctional facilities and the VA. With these improvements now largely realized, EMS revenue is expected to stabilize in the coming years.

Personnel costs remained the dominant factor in departmental spending, accounting for approximately 88 percent of the total operating budget. While salaries and benefits stayed within amended allocations, overtime continued to place pressure on expenditures. Overtime was budgeted at \$815,000, but finished the year at \$1,069,190.28, driven largely by increases in unscheduled leave and the ongoing need to train new personnel before they can be counted toward shift staffing.

Unscheduled leave rose for the third consecutive year, reaching 15,743.00 hours in 2025. A significant portion of this increase stemmed from the department’s informal “baby boom,” as many members welcomed new children and utilized associated leave benefits. Although we celebrate these milestones with our members, the resulting vacancies required backfilling, further contributing to overtime needs and daily operational strain.

Despite these challenges, the department maintained strong fiscal discipline and finished under budget in all expenditure categories. This outcome reflects the ongoing commitment of personnel to sustaining operational readiness while managing rising service demand. The department remains focused on supporting its workforce and delivering responsible stewardship of public resources.

The Capital Equipment Fund is supported by a dedicated portion of EMS revenue. Each year, 5% of the first \$1,500,000 of EMS revenue is deposited into the fund, and 50% of any EMS revenue above \$1,500,000 is added as well. This structure allows the fund to grow in proportion to EMS activity and provides a stable source of funding for major equipment and apparatus needs.

Year	2025	2026	2027	2028	2029	2030
Beginning Fund Balance	\$ 1,259,842.56	\$ 1,535,572.31	\$ 1,074,083.87	\$ 407,366.66	\$ 489,124.45	\$ 395,353.99
Revenue						
Budgeted EMS Revenue	\$ 3,126,564.55	\$ 3,000,000.00	\$ 3,090,000.00	\$ 3,182,700.00	\$ 3,278,181.00	\$ 3,376,526.43
5% of first \$1.5 Mil	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00
50% over \$1.5 Mil	\$ 818,733.69	\$ 750,000.00	\$ 795,000.00	\$ 841,350.00	\$ 889,090.50	\$ 938,263.22
Total Revenue	\$ 893,733.69	\$ 825,000.00	\$ 870,000.00	\$ 916,350.00	\$ 964,090.50	\$ 1,013,263.22
Expenses						
Land		\$ 500,000.00				
Training Facility			\$ 675,000.00			
EMS Equipment	\$ 3,554.42	\$ 203,726.71	\$ 203,726.71	\$ 203,726.71	\$ 203,726.71	\$ 203,726.71
Ladder 1 (2019)	\$ 71,612.36	\$ 71,612.36	\$ 71,612.36	\$ 71,612.36	\$ 71,612.36	\$ 71,612.36
Ladder 2 (1996)						
Ambulance- R1 (2022)	\$ 42,271.23	\$ 42,271.23		\$ 165,375.00		
Ambulance - R2 (2025)	\$ 50,974.62					
Ambulance - R3 (2024)	\$ 145,094.17					\$ 182,325.94
Ambulance - R4 (2022)					\$ 173,643.75	
Ambulance - R5 (2016)		\$ 150,000.00				
Ambulance - R6 (2019)			\$ 157,500.00			
Engine 2 (2016)		\$ 157,246.47	\$ 157,246.47	\$ 157,246.47	\$ 157,246.47	\$ 157,246.47
Engine 3 (2023)	\$ 80,815.84	\$ 80,815.84	\$ 80,815.84	\$ 80,815.84	\$ 80,815.84	\$ 80,815.84
Engine 4 (2023)	\$ 80,815.83	\$ 80,815.84	\$ 80,815.84	\$ 80,815.84	\$ 80,815.84	\$ 80,815.84
Engine 6 (2016)						
Engine 7 (2008)						
Engine 8 (2008)						
Spill Response Vehicle (2025)	\$ 125,000.00					
Hazmat Truck (1995)						\$ 150,000.00
Fire Prevention 2 (2014)			\$ 35,000.00			
Training 1 (2014)					\$ 40,000.00	
Command - 501 (2018)				\$ 75,000.00		
Utility 2 (2008)			\$ 75,000.00			
House of Hazards	\$ 17,865.47					
Air / Rehab (2000)					\$ 250,000.00	
Total Expenses	\$ 618,003.94	\$ 1,286,488.44	\$ 1,536,717.21	\$ 834,592.21	\$ 1,057,860.96	\$ 926,543.15
Net Change	\$ 275,729.75	\$ (461,488.44)	\$ (666,717.21)	\$ 81,757.79	\$ (93,770.46)	\$ 86,720.07
Ending Fund Balance	\$ 1,535,572.31	\$ 1,074,083.87	\$ 407,366.66	\$ 489,124.45	\$ 395,353.99	\$ 482,074.06

In 2025, the department prioritized the replacement of essential EMS equipment. Rather than spreading purchases over several years, the department elected to complete all replacements at once to maintain consistency across the fleet and improve reliability. This upgrade includes a full maintenance package to support long term performance. The department also purchased a spill response vehicle that is scheduled to be placed in service in 2026. This upgrade is financed over 7 years with payments beginning in 2026.

Capital Equipment - Cont.

Nationwide increases in the cost of fire engines and ladders, along with significant manufacturing delays, continue to challenge departments across the country. The original plan to replace two engines is no longer feasible, as the price of engines has nearly doubled since 2022. As a result, the department plans to order one engine in 2026 and complete an ambulance remount during the same year.

The Capital Equipment Fund remains strong through 2030, consistently maintaining a positive balance that supports the operational needs of the department. Even with major planned purchases, the fund demonstrates the capacity to sustain essential fleet and equipment replacement, reaching a high of \$1,535,572 in 2025 and remaining above \$395,000 at its lowest point in 2029. This stability confirms that the existing revenue structure is effective in meeting long term capital needs. However, the continued rise in vehicle and equipment costs across the fire service may require the department to reconsider elements of the replacement schedule or evaluate adjustments to the funding formula to preserve purchasing power and ensure reliable apparatus availability in the years ahead.

Stronger than expected EMS revenue has also created an opportunity to consider future infrastructure needs. The department now has a path to begin planning for a training facility, with design work and budgeting expected to take place in 2026. This investment will support long term operational readiness and provide a dedicated space for training, skill development, and certification requirements. Additionally, as the department considers planning for new fire stations, funds are available to support the acquisition of land.

2025 Grant Funding Summary

In 2025, the Mansfield Fire Department continued to secure external funding that strengthened leadership development, expanded training capability, and improved firefighter health and safety. Key grants included:

- Completion of Fire Officer 1 and 2 training for lieutenants, captains, and assistant chiefs using the FEMA AFG training grant awarded in 2024. This marked the department's first coordinated leadership development effort across frontline supervisors.
- A new FEMA AFG training grant totaling \$67,250.00 to certify lieutenants, captains, and assistant chiefs as Emergency Services Instructors. This includes \$16,850.00 for course and textbook costs and \$50,400.00 for personnel overtime. The course will be scheduled in 2026.
- A FEMA AFG award totaling \$218,575.97 for the purchase and installation of diesel exhaust capture systems in all fire stations. This investment strengthens firefighter cancer-prevention efforts and improves long term station safety. The project is scheduled to commence in 2026.
- An EMS Training and Equipment Grant from the Ohio Division of EMS in the amount of \$3,500.00 for the purchase of two video laryngoscopes to support airway management training and patient care.
- A \$100 Harbor Freight community grant used to support small equipment needs within the department.

In 2025 the Mansfield Fire Department made significant progress in carrying out the first full year of work under the 2025 through 2030 Strategic Plan. Building on the planning process completed in 2024, the department focused on actions that strengthen service delivery, improve the condition and reliability of facilities and fleet, support members through better recruitment and wellness planning, and expand community risk reduction efforts. The year was marked by major accomplishments across all five strategic goals along with foundational work that sets up important follow through in 2026.

Service Model

- The department completed a full Community Needs Assessment and Community Risk Profile through Kramer and Associates, giving the organization the most comprehensive view to date of community expectations and operational demand. The comprehensive review will be introduced to the department in 2026 to support the next phase of service model and performance improvement work. Staff also advanced the use of data in daily decision making by developing new operations KPIs through ESO Insights. These indicators now support routine performance review at the department, crew, and individual levels.

Facilities and Fleet

- 2025 included the first systematic review of stations, apparatus, and equipment. New daily and weekly inspection procedures were implemented along with a new work order system through Aladtec that improves tracking, follow up, and data analysis. The department also updated maintenance policies and evaluated preventive maintenance needs for critical equipment. A formal architect based facility assessment was completed as part of the larger MFD review. This work lays the foundation for the development of replacement schedules and a modernized facilities plan which will continue in 2026.

Recruitment and Retention

- The department conducted a targeted recruitment campaign during the Civil Service exam process and enhanced outreach efforts with updated website content and improved digital engagement. Recruiting metrics were developed to support future campaigns. Several retention focused efforts were delayed to 2026 due to ongoing CBA negotiations including the Employee Satisfaction Survey and work by the Wellness Committee.

Health and Wellness

- Although the Wellness Committee was unable to launch its full scope of activities in 2025, groundwork was completed for a renewed program that will focus on fitness, mental health, and stress resilience in 2026.

Community Risk Reduction

- The department advanced its risk reduction mission by partnering with the Engineering Division on a WebGIS system to support pre planning, inspections, and hydrant work. Fire and Life Safety Education programs were expanded with updated policies, age specific talking points, and new tracking capabilities in Aladtec. Crews provided education across schools, daycares, nursing homes, and local businesses. Work also continued on evaluating replacement options for the House of Hazards trailer with implementation planned for early 2026.

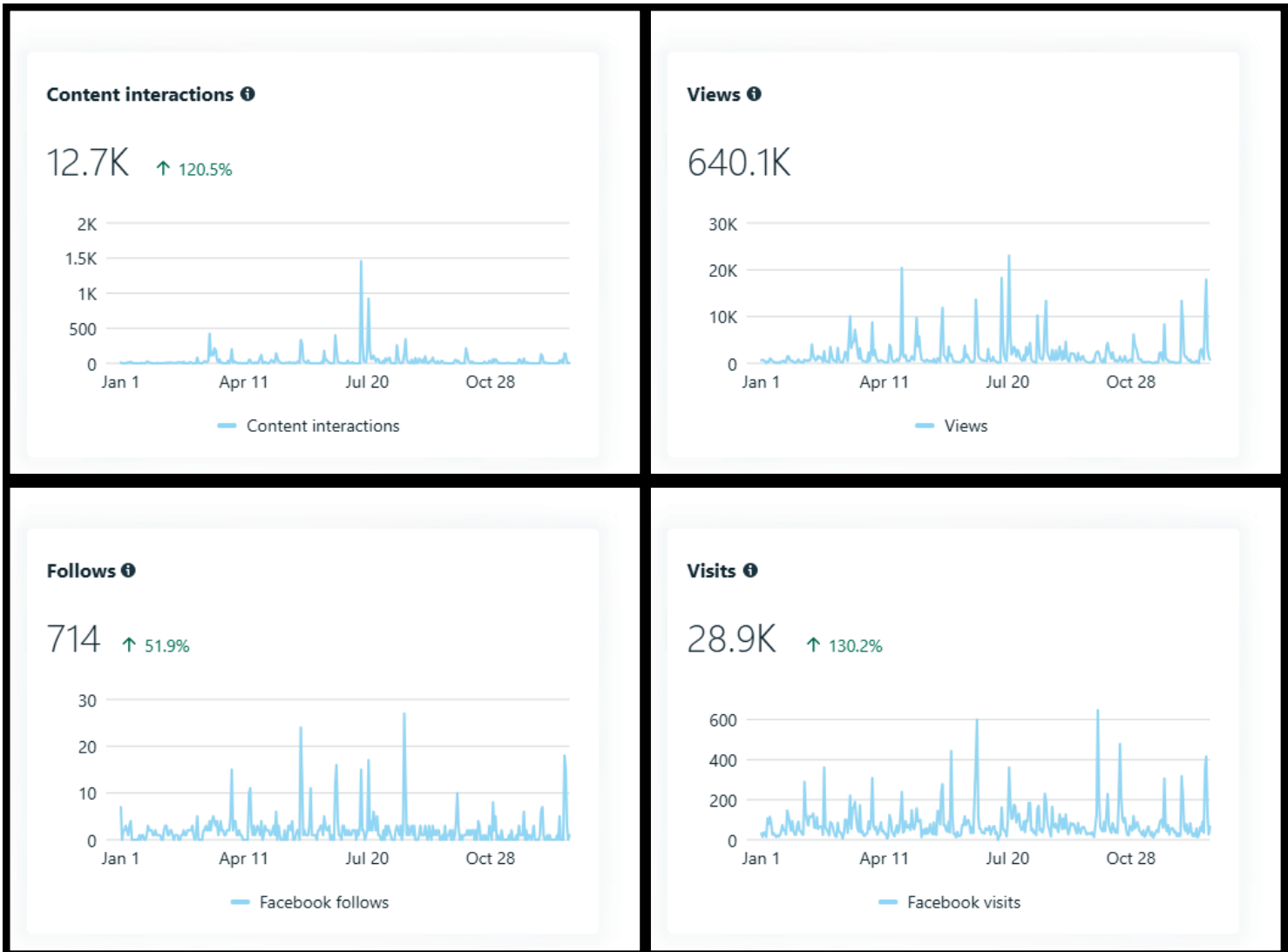
Together these achievements demonstrate steady progress toward the strategic goals and reflect the department's commitment to improving service quality, supporting personnel, and strengthening public safety. Full details of each goal area including task status and performance notes are provided in the appendix.

In 2025, the Mansfield Fire Department successfully integrated traditional media relations with a high-growth digital strategy to enhance public transparency and safety awareness.

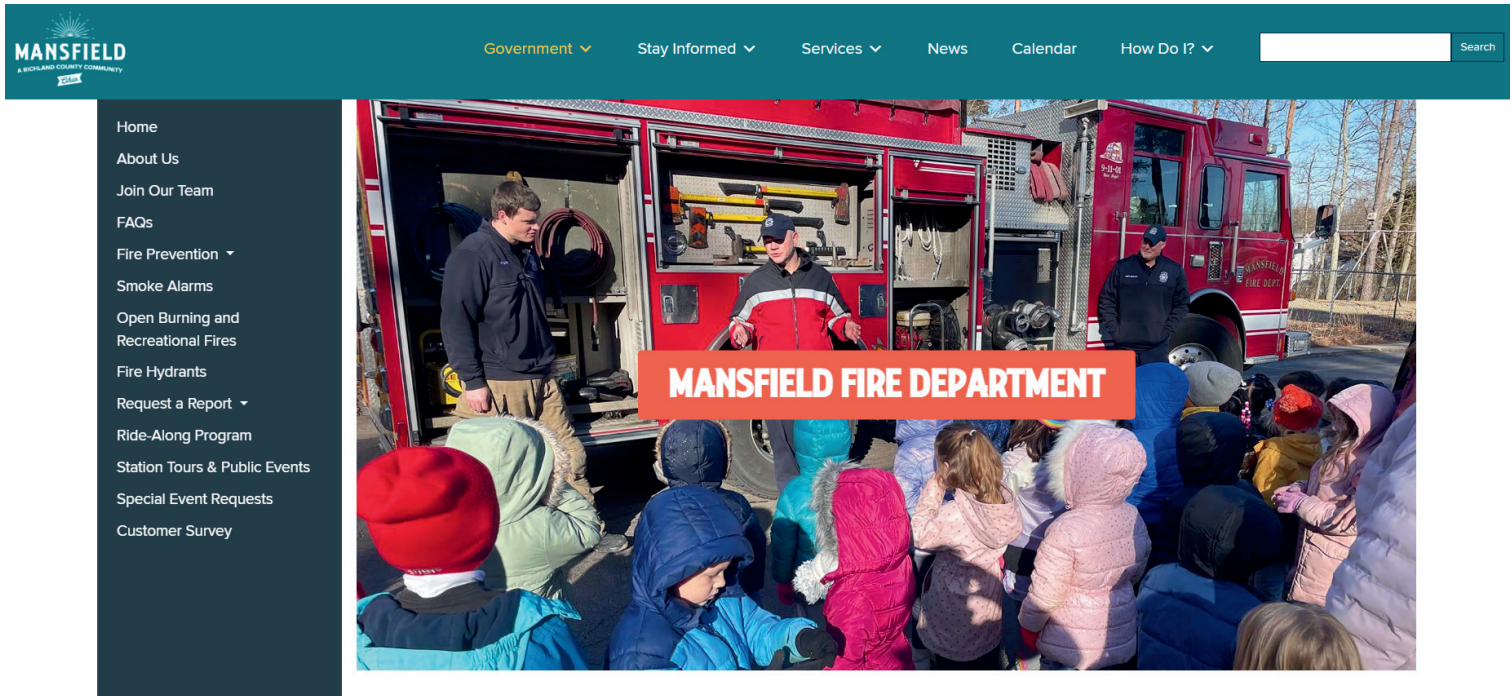
Digital Outreach and Community Engagement

Complementing this media presence, the MFD’s social media platforms experienced exceptional growth. The department recorded 12,700 total interactions—a 51.9% increase over the previous period. The department’s content reached a broad audience with 640,060 total views, successfully engaging both our core followers and a significant number of non-followers (74.6% of total views). This ensures that critical public safety information is being distributed widely beyond our immediate subscriber base.

Our online community grew to 1,171 followers, representing a 51.9% increase in our total following. Analytics show that our primary audience remains intensely local, with 56.9% of followers residing in Mansfield, followed by residents in Lexington and Ontario. Visual communication remains our most effective tool; photo-based posts accounted for nearly 93% of all content views, helping to foster transparency and strengthen the connection between the department and the citizens we serve.



Website Modernization and Infrastructure



A landmark achievement for the department this year was the complete overhaul of the Mansfield Fire Department website. In partnership with local company DRM Productions, the department transitioned from a limited single-page presence to a comprehensive, multi-functional portal. This modernization effort focuses on citizen self-service and recruitment through dedicated pages and interactive forms, including:

- **Administration & Recruitment:** Dedicated Home, About Us, and Join Our Team sections to streamline hiring and transparency.
- **Public Safety & Compliance:** Resource-rich tabs for FAQs, Fire Prevention, Smoke Alarms, Open Burning and Recreational Fires, and Fire Hydrants.
- **Citizen Services:** Digitalized request systems for Request a Report, Ride-Along Program, Station Tours & Public Events, and Special Event Requests.
- **Feedback Loop:** An integrated Customer Survey to ensure the department continues to meet the evolving needs of the Mansfield community.

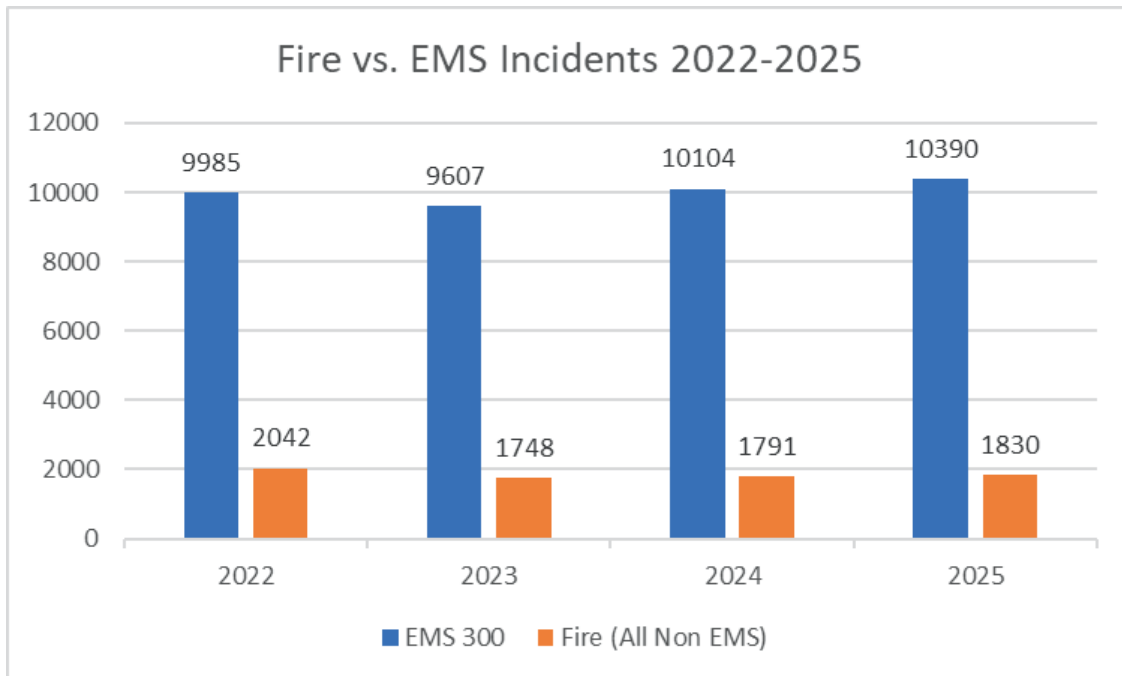
This infrastructure investment ensures that the department's digital home is as robust and professional as its physical response.



2025 Incident Data

In 2025, the department responded to 12,220 incidents, representing the highest annual call volume in the four year period and an increase of nearly 3 percent over 2024. Rescue and EMS incidents accounted for the majority of responses, totaling 10,390 calls and making up approximately 85 percent of all incidents, continuing a long term upward trend and reaffirming EMS as the primary driver of operational demand. Compared to previous years, fire incidents declined steadily, with 213 responses in 2025 marking a reduction of more than 17 percent since 2022, reflecting the effectiveness of ongoing prevention and risk reduction efforts. False alarms, hazardous conditions, service calls, and good intent calls fluctuated year to year but generally remained at or below 2022 levels, with modest increases noted in hazardous conditions and service calls during 2025. Overall, incident activity from 2022 through 2025 shows stable to moderately increasing total demand, driven largely by growth in EMS responses, underscoring the continued need for focused planning around medical service delivery, staffing, and resource allocation.

Incident Type Group	Count of Incidents 2022	Count of Incidents 2023	Count of Incidents 2024	Count of Incidents 2025
100 - Fire	257	235	254	213
200 - Overpressure Rupture, Explosion, Overhead	9	8	8	4
300 - Rescue & EMS	9,985	9,607	10,104	10,390
400 - Hazardous Condition	376	295	304	344
500 - Service Call	360	287	263	312
600 - Good Intent Call	330	255	363	311
700 - False Alarm	676	654	581	617
800 - Severe Weather & Natural Disaster	15	1	5	7
900 - Special Incident	16	13	13	20
Other	3	0	0	2
Total	12,027	11,355	11,895	12,220



The following pages contain summaries of key performance indicators and operational benchmarks based solely on 2025 incident data. These metrics reflect the department’s workload and service demand across core operational areas.

Turnout Time - Dispatched to En Route - 60 Second Benchmark

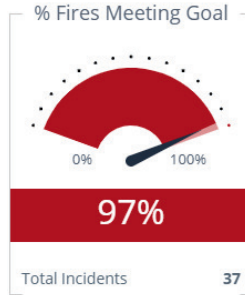
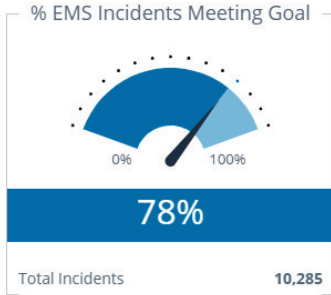
Turnout Time - All Incidents

Median Turnout Time
00m:49s
90th Percentile 1m:54s

Turnout Time - EMS (300 Series) Incidents

Turnout Time - Building Fires

Turnout Time - All Incidents



Travel Time - En Route to Arrival - 4 Minute Benchmark

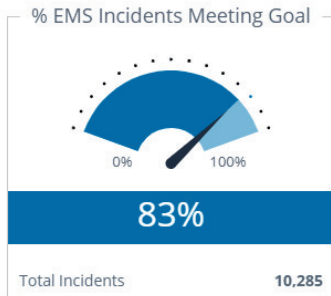
Travel Time - All Incidents

Median Travel Time
02m:47s
90th Percentile 4m:51s

Travel Time

Analyze It ⓘ Ⓞ ⋮ Travel Time

Travel Time



Unit Response Time - Dispatch to Arrival - 5 Minute Benchmark

Response Time ⓘ Ⓞ ⋮

Median Response Time
04m:05s

Response Time - EMS (300 Series) Incidents

Response Time - EMS (300 Series) Incidents

Response Time - All Other Incidents

Response Time - All Other Incidents

Total Incidents
10,285
Average Unit Response Time **06m:40s**

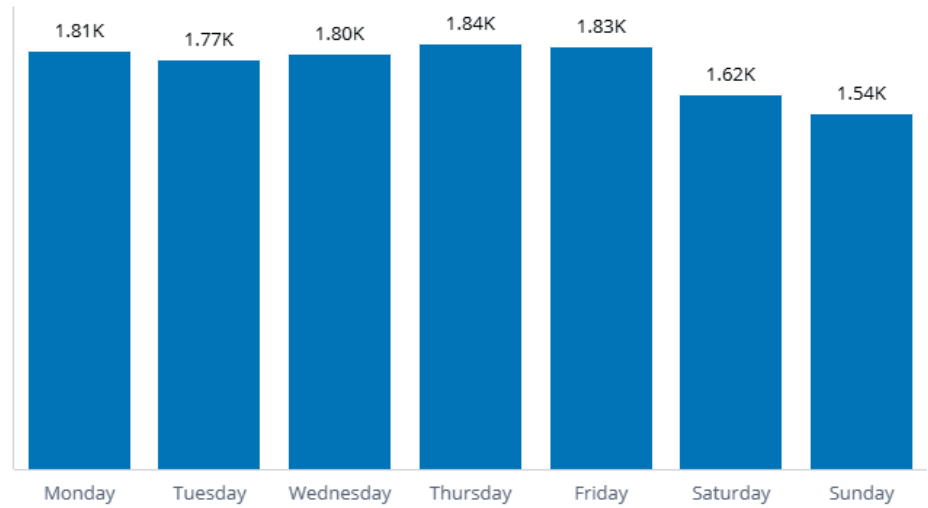


Total Incidents
1,760
90th % Unit Response Time **08m:16s**



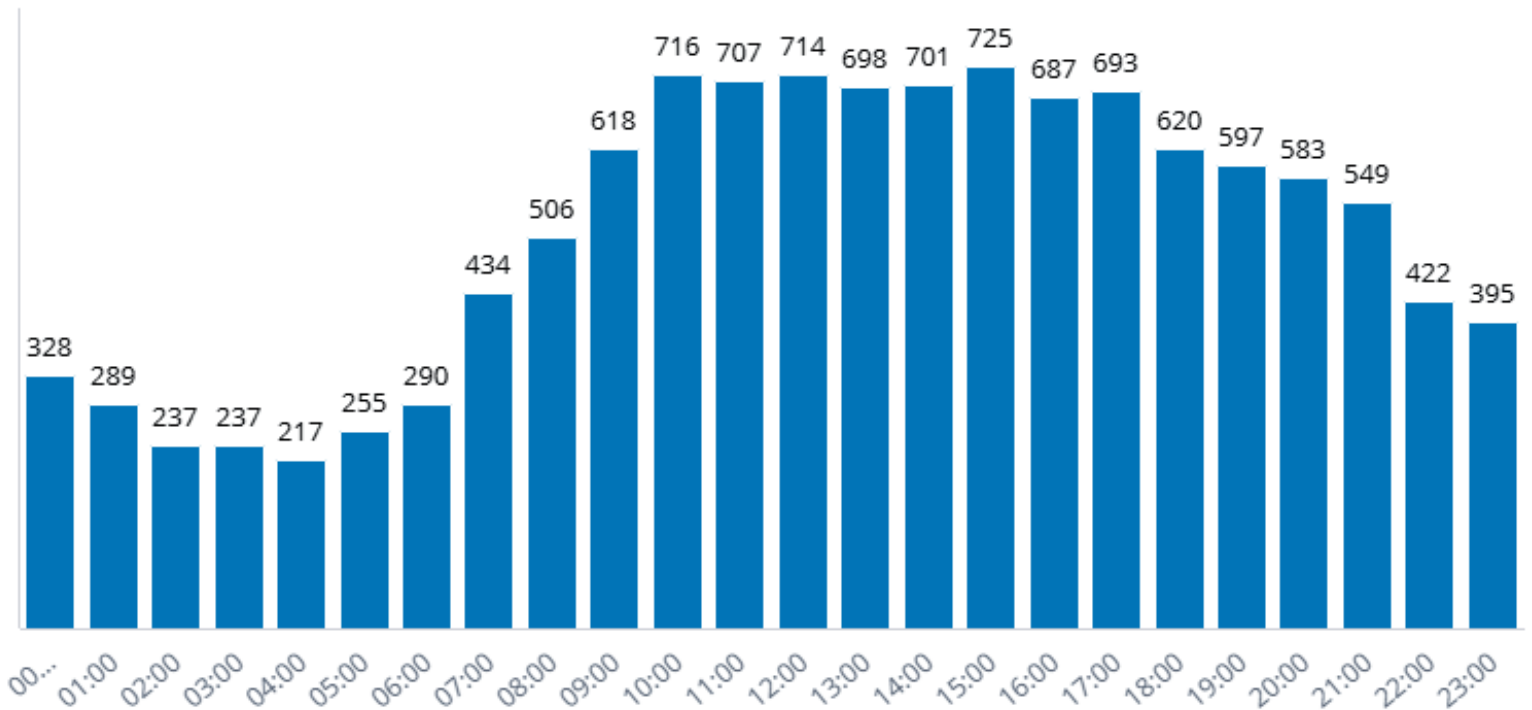
Fire Operations

Incident Count by Day of Week



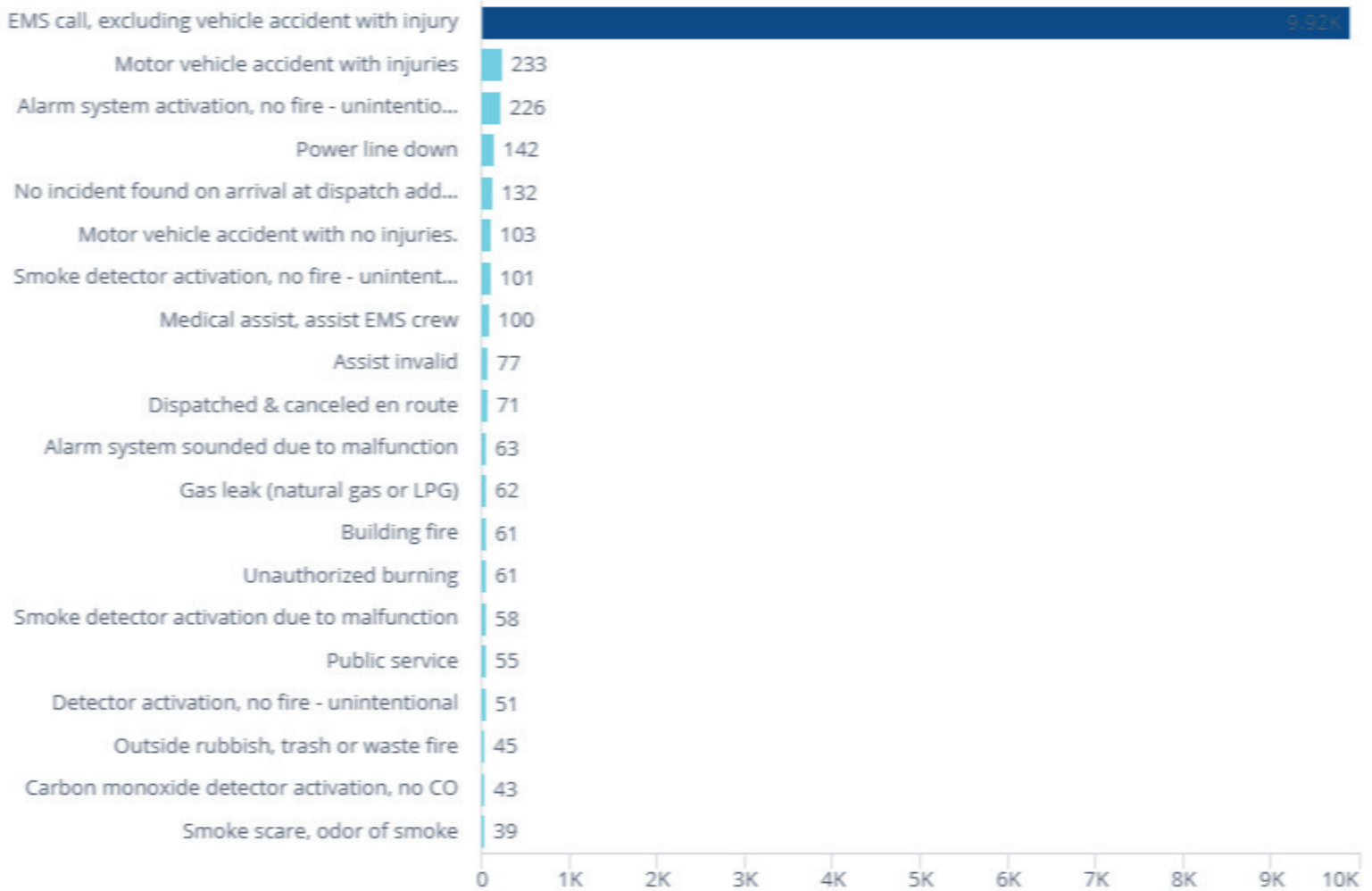
Count of Total Incidents
12,220

Incident Count by Hour of Day

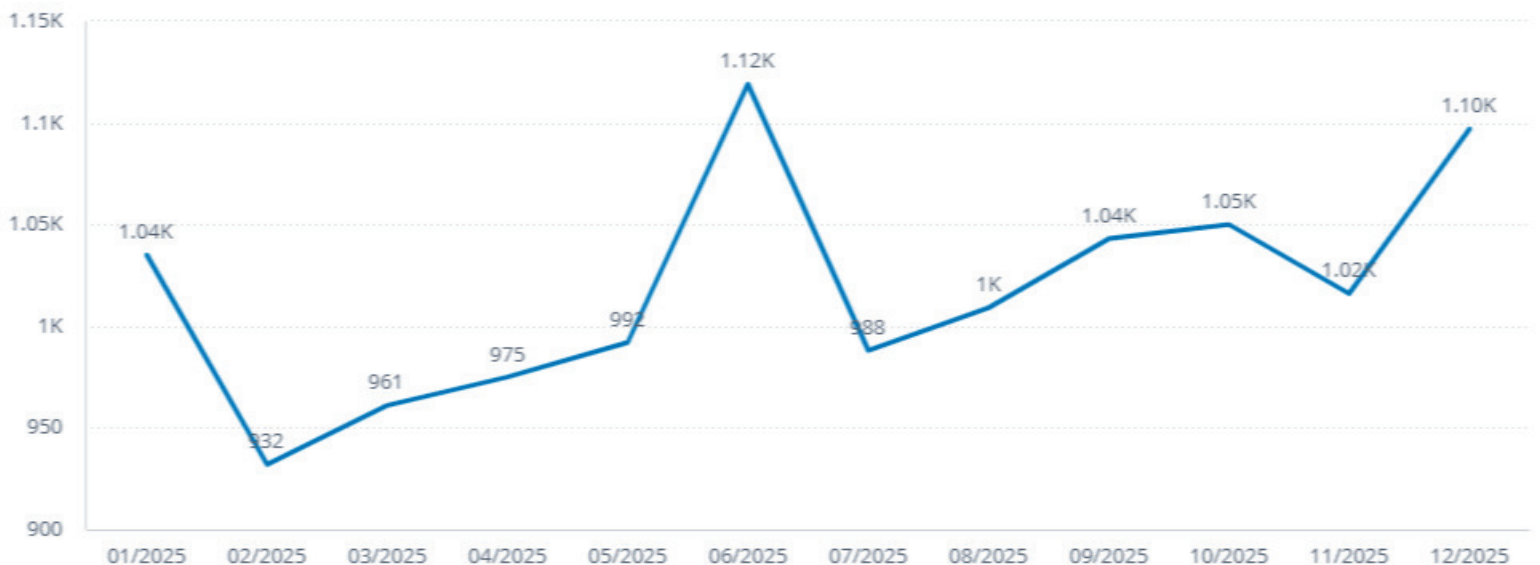


Fire Operations

Breakdown of Incident Types - Top 20

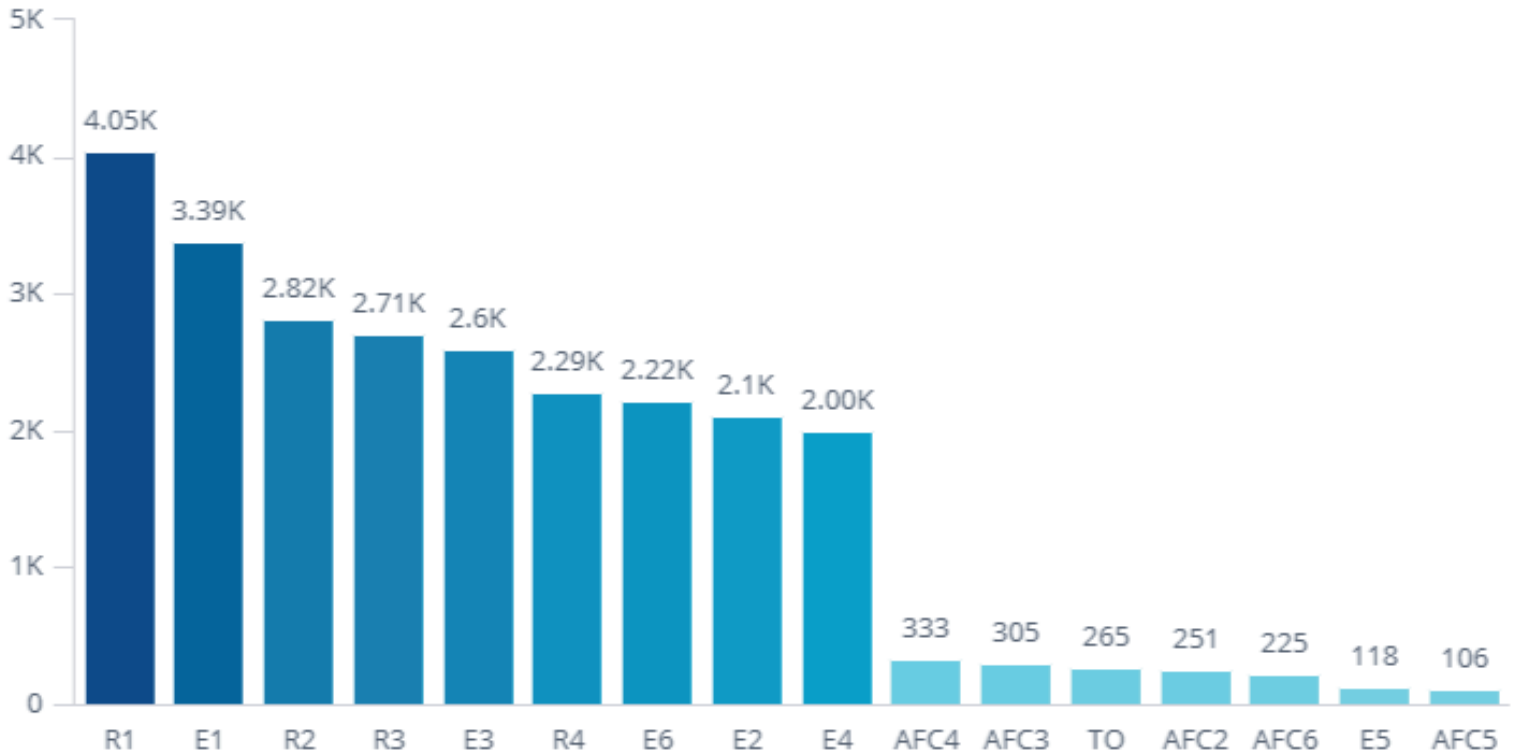


Incident Count by Month

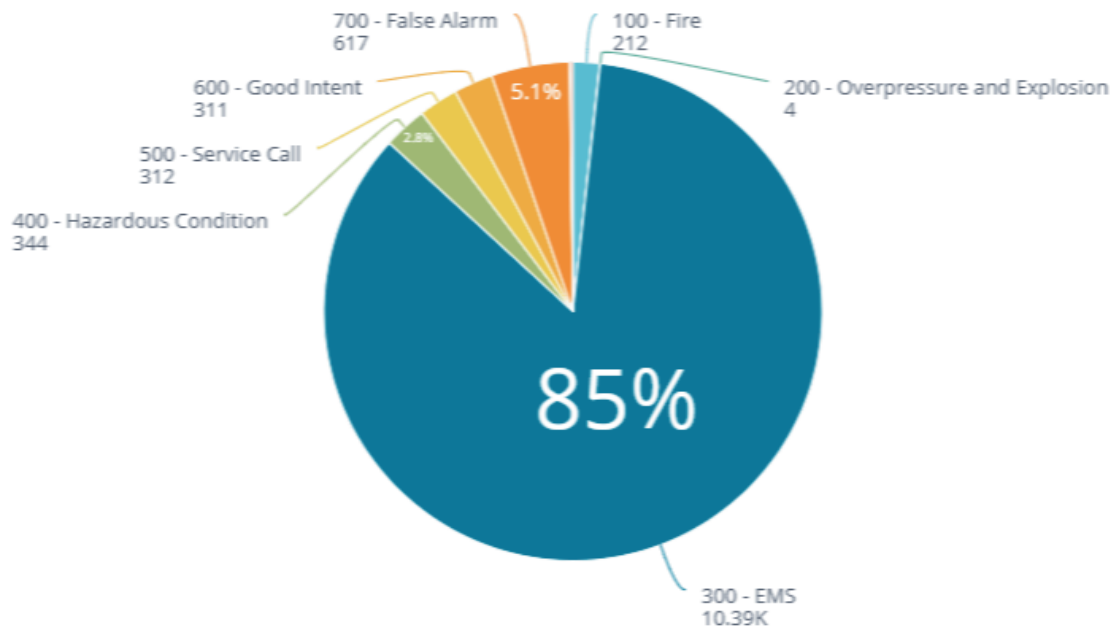


Fire Operations

Count of Incidents by Unit



Incidents by NFIRS Group



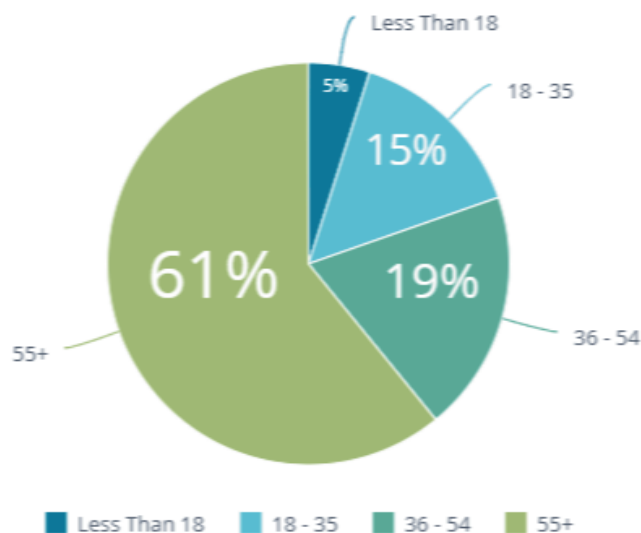
EMS Call Volume

Count of Patients by Age

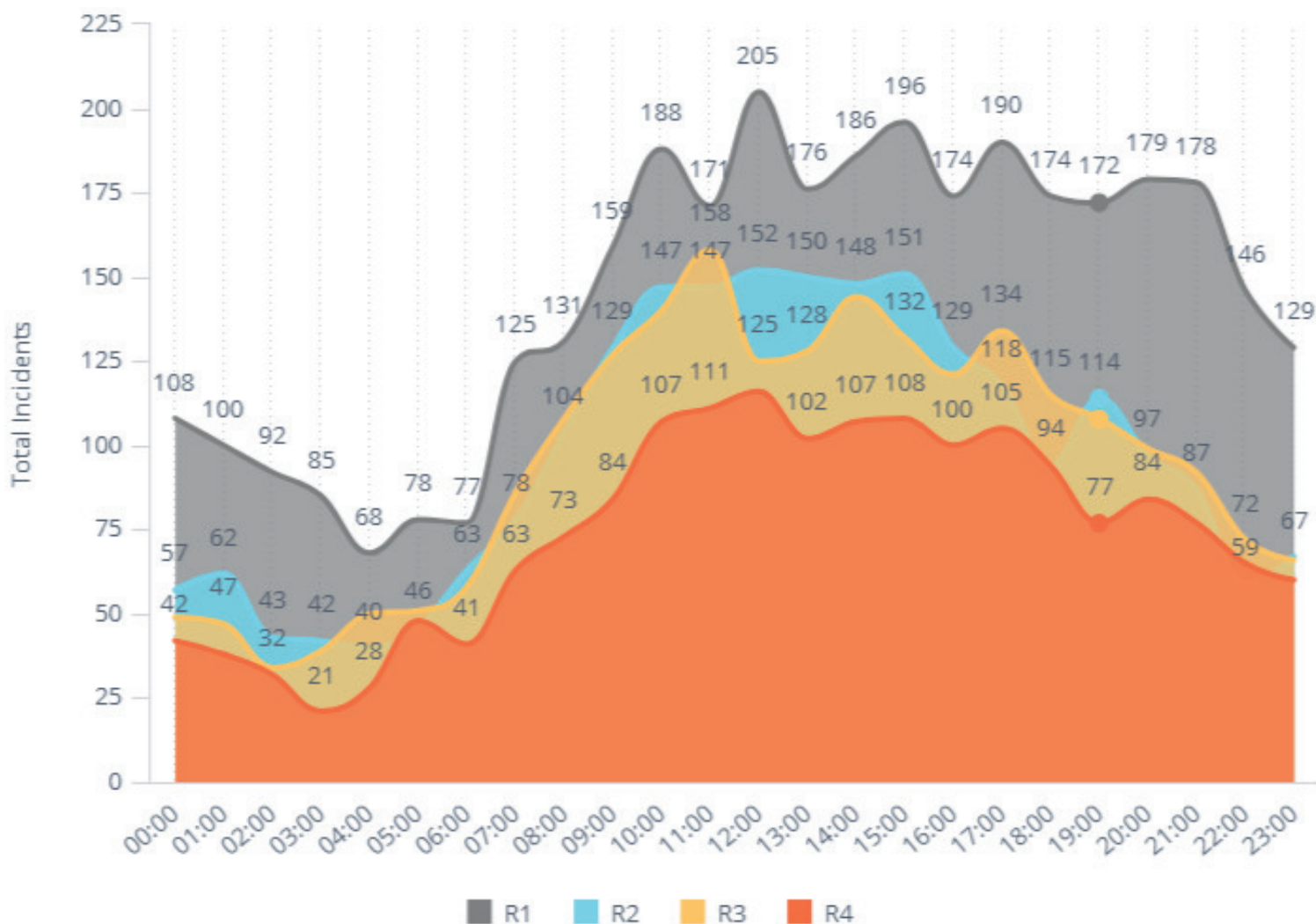
Patient Encounters

10,666

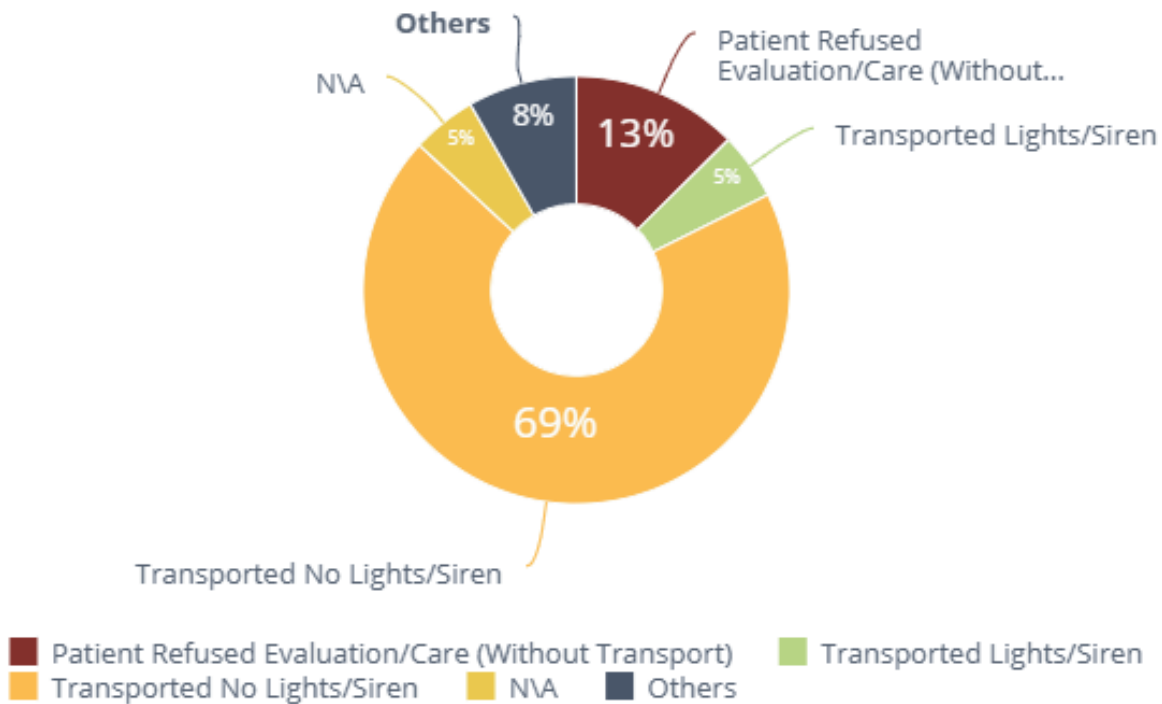
Growth Over Last Quarter **0.7%**



Call Volume by Hour



Calls by Disposition



Aggregation of Total Incidents by Unit Contribution

Unit	Contribution to Total Incidents				
	2025 Q1	2025 Q2	2025 Q3	2025 Q4	Grand Total
R1	34.93%	35.70%	35.46%	35.12%	35.30%
R2	23.43%	23.41%	23.20%	24.04%	23.53%
R3	22.71%	23.69%	22.96%	23.08%	23.11%
R4	18.93%	17.20%	18.38%	17.75%	18.05%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%

Fires in Structures and Vehicles

Total Incidents

Turnout Time

Travel Time

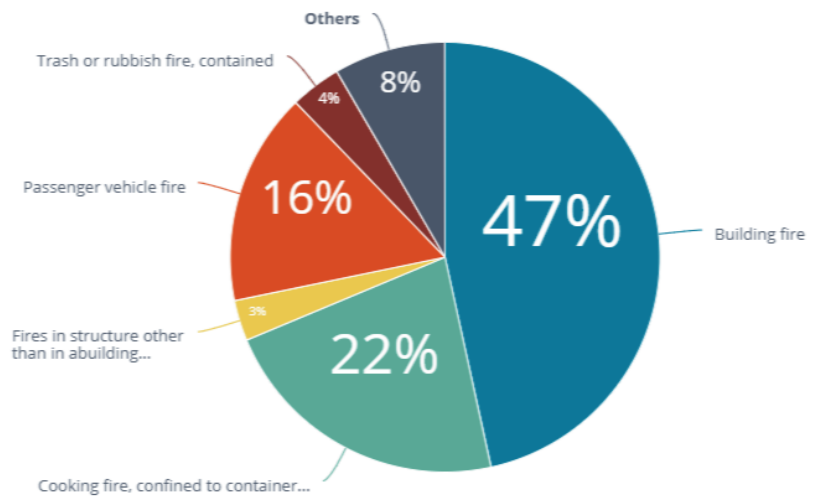
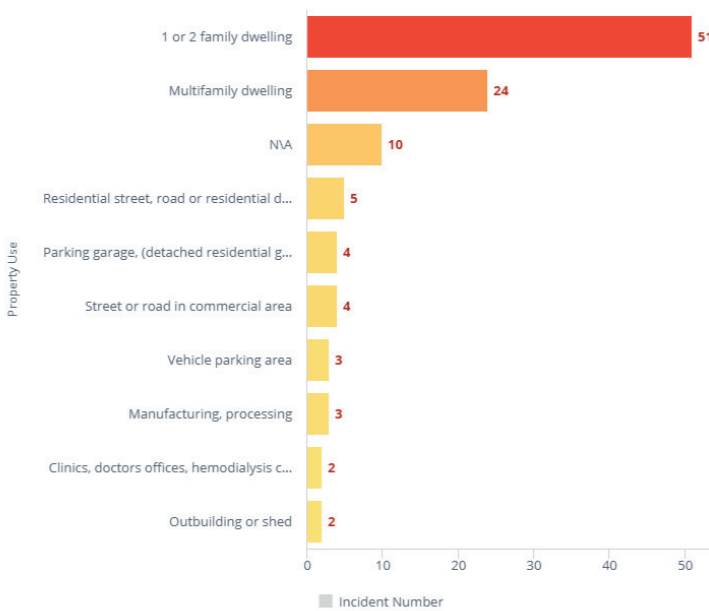
Fires in Structures and Vehicles
130

Median 1st Arriving Unit Turno...
00m:37s

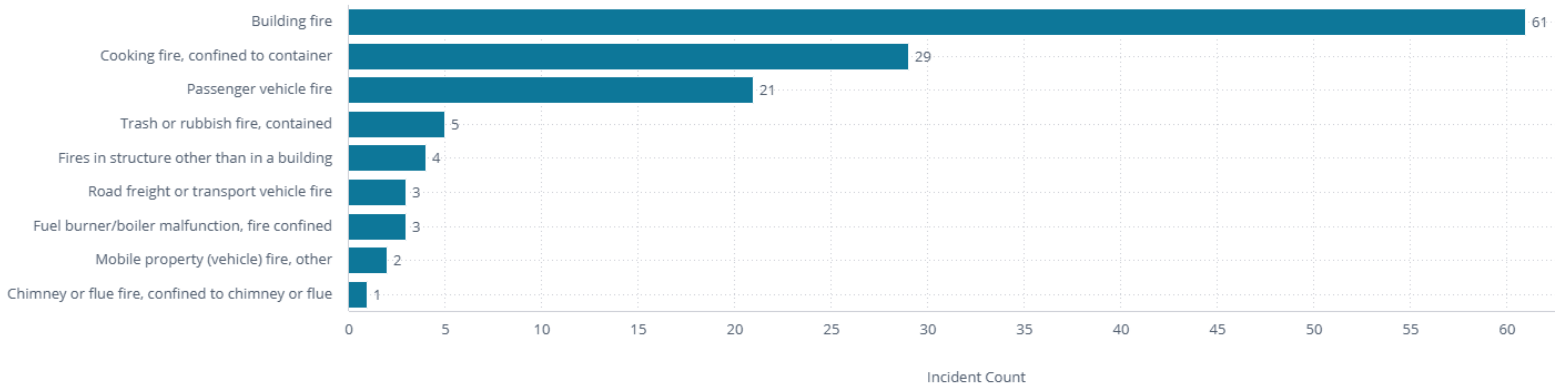
Median 1st Arriving Unit Travel ...
02m:34s

90th Percentile 1st Arriving Tur... **01m:49s**

90th Percentile 1st Arriving Tra... **05m:47s**



Count of Structure and Vehicle Fire Incidents (Top 10)



False Alarms

Incidents with False Alarms

Percent of Incidents with False Alarms

Count of False Alarms

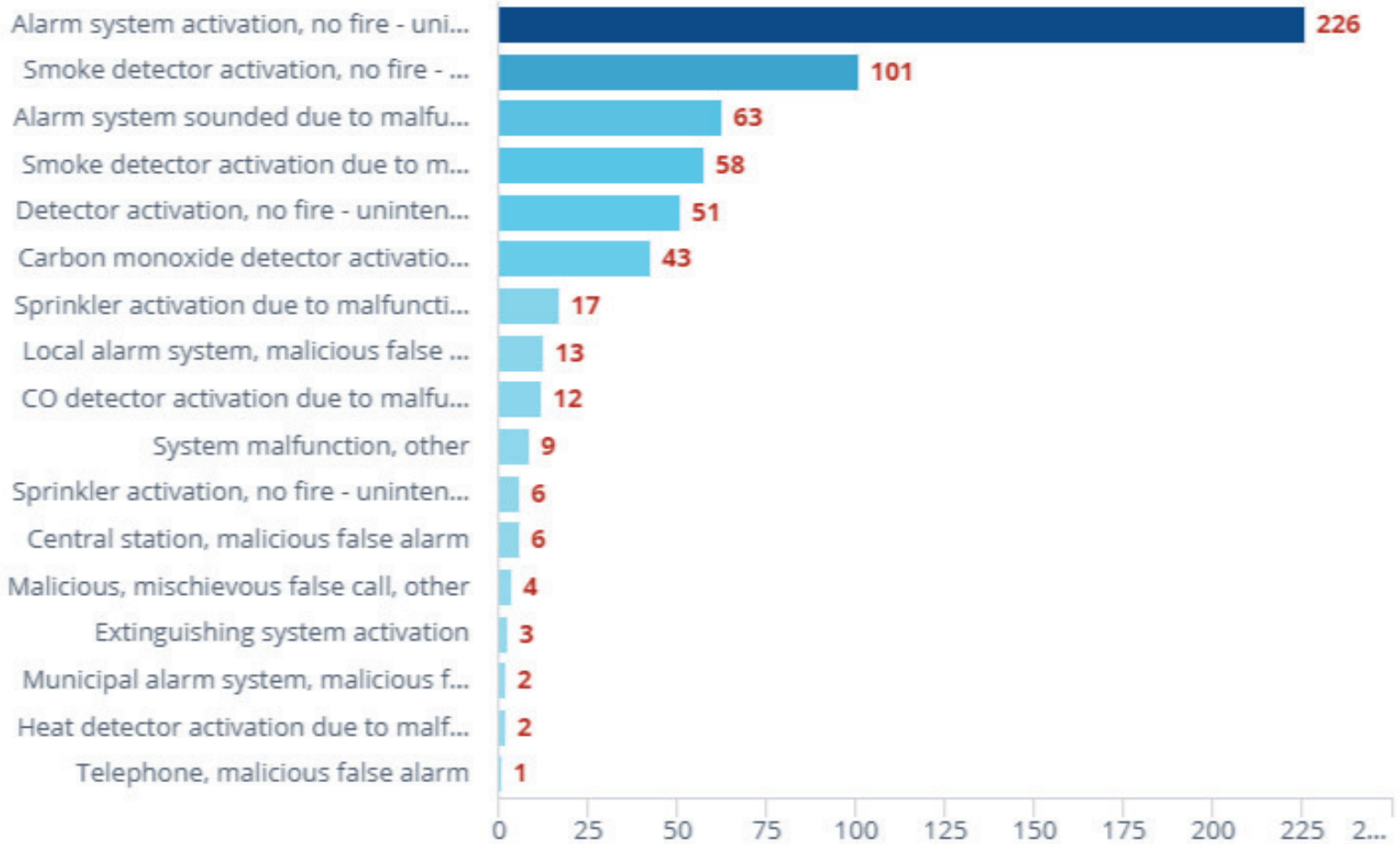
617

Growth Past Year 2.5%

Percent of False Alarm Calls

5.05%

Breakdown of False Alarm Incidents by Type



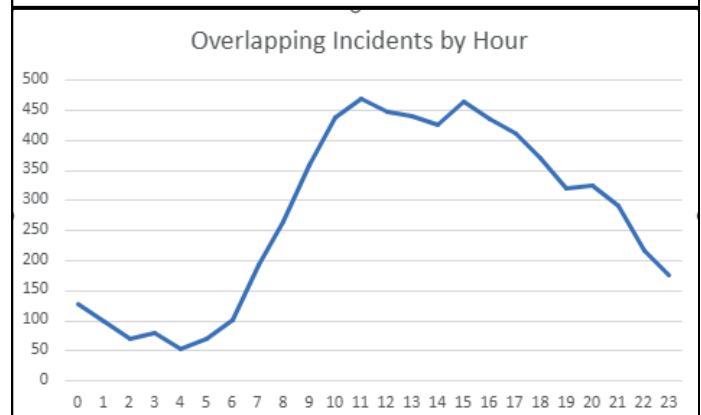
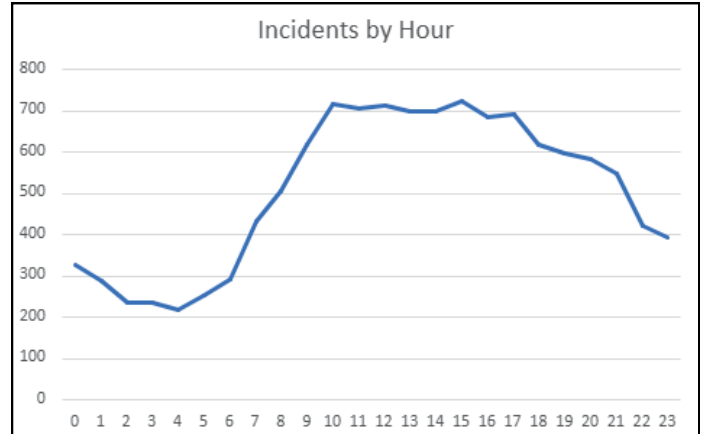
Unit Hour Utilization

Unit Hour Utilization is a metric that shows the amount of time a response unit is committed to calls or assigned activity compared to the total time that unit is in service. It provides a clear view of how often units are engaged in operational work during their scheduled availability. This measure helps describe overall system activity, call demand patterns, and how frequently units are occupied throughout the year. It is one of the standard ways to understand workload in fire and emergency medical operations without assigning value or interpretation to the resulting numbers.

Unit Hour Utilization - EMS Units - 2025						
Unit	Total Responses	EMS Responses*	Fire Responses	Total Hours	Total UHU	Canceled Responses
Rescue 1	4,045	3,754	291	1,856.00	21.19%	391
Rescue 2	2,821	2,617	204	1,372.00	15.66%	427
Rescue 3	2,710	2,543	167	1,336.50	15.26%	349
Rescue 4	2,287	2,065	222	1,082.37	12.36%	362
Unit Hour Utilization - Fire Units -2025						
Unit	Total Responses	EMS Responses**	Fire Responses	Total Hours	Total UHU	Canceled Responses
Command	1,230	139	1,091	382.75	4.37%	347
Engine 1	3,387	2,600	787	856.92	9.78%	783
Engine 2	2,106	1,596	510	594.75	6.79%	419
Engine 3	2,602	2,091	511	735.33	8.39%	378
Engine 4	1,998	1,481	517	565.63	6.46%	424
Engine 6	2,216	1,665	551	650.35	7.42%	298
*EMS Response for EMS Units included Auto Accidents (300, 311, 321, 320, 322, 323, 324, 353)						
**EMS Response for Fire Units exludes Auto Accidents, as they are couted in the Fire Responses (300, 311, 320, 321)						

Overlapping incidents refer to situations when two or more calls for service occur at the same time within the community. This measure shows how often multiple units are needed simultaneously and how frequently calls stack or compete for available resources. Tracking overlapping incidents provides a clear picture of system activity during busy periods and helps describe the overall demand placed on the response network throughout the year. It is a standard way to understand how often the system is managing concurrent events without interpreting the operational impact of those events.

Overlapping Incidents		
Total Incidents	12,220	
Overlapping Incidents	6,659	
Percent of Calls Overlapping	54%	
<hr/>		
2 Concurrent	4,104	34%
3 Concurrent	1,769	14%
4 Concurrent	587	5%
5 Concurrent	147	1%
6+ Concurrent	52	0.4%
<hr/>		
2 Concurrent (Day)	3,344	35%
3 Concurrent (Day)	1,578	17%
4 Concurrent (Day)	547	6%
5 Concurrent (Day)	142	1%
6+ Concurrent (Day)	51	0.4%
<hr/>		
2 Concurrent (Night)	760	28%
3 Concurrent (Night)	191	7%
4 Concurrent (Night)	40	1%
5 Concurrent (Night)	5	0.2%
6+ Concurrent (Night)	1	0.04%
<hr/>		
*Day = 07:00 - 21:59		
*Night = 22:00 - 06:59		



Appendix A - Detailed Incident Count

Detailed Incident Count - 2025			
Incident Type Group	Incident Type Code	Incident Type	Count of Incidents
100 - Fire	111	Building fire	61
	112	Fires in structure other than in a building	4
	113	Cooking fire, confined to container	29
	114	Chimney or flue fire, confined to chimney or flue	1
	116	Fuel burner/boiler malfunction, fire confined	3
	118	Trash or rubbish fire, contained	5
	121	Fire in mobile home used as fixed residence	1
	123	Fire in portable building, fixed location	1
	130	Mobile property (vehicle) fire, other	2
	131	Passenger vehicle fire	21
	132	Road freight or transport vehicle fire	3
	138	Off-road vehicle or heavy equipment fire	1
	140	Natural vegetation fire, other	1
	141	Forest, woods or wildland fire	5
	142	Brush or brush-and-grass mixture fire	5
	143	Grass fire	4
	150	Outside rubbish fire, other	14
	151	Outside rubbish, trash or waste fire	45
154	Dumpster or other outside trash receptacle fire	3	
160	Special outside fire, other	1	
162	Outside equipment fire	3	
100 - Fire Total			213
200 - Overpressure Rupture, Explosion, Overheat	210	Overpressure rupture from steam, other	1
	212	Overpressure rupture of steam boiler	1
	223	Air or gas rupture of pressure or process vessel	1
	251	Excessive heat, scorch burns with no ignition	1
200 - Overpressure Rupture, Explosion, Overheat Total			4
300 - Rescue & EMS	311	Medical assist, assist EMS crew	100
	321	EMS call, excluding vehicle accident with injury	9,914
	322	Motor vehicle accident with injuries	233
	323	Motor vehicle/pedestrian accident (MV Ped)	11
	324	Motor vehicle accident with no injuries.	103
	331	Lock-in (if lock out , use 511)	3
	350	Extrication, rescue, other	1
	352	Extrication of victim(s) from vehicle	3
	353	Removal of victim(s) from stalled elevator	11
	355	Confined space rescue	1
	356	High-angle rescue	1
	360	Water & ice-related rescue, other	1
	363	Swift water rescue	1
372	Trapped by power lines	2	
381	Rescue or EMS standby	5	
300 - Rescue & EMS Total			10,390
400 - Hazardous Condition	410	Combustible/flammable gas/liquid condition, other	2
	411	Gasoline or other flammable liquid spill	9
	412	Gas leak (natural gas or LPG)	62
	413	Oil or other combustible liquid spill	2
	420	Toxic condition, other	1
	421	Chemical hazard (no spill or leak)	1
	422	Chemical spill or leak	6
	424	Carbon monoxide incident	36
	440	Electrical wiring/equipment problem, other	31
	441	Heat from short circuit (wiring), defective/worn	9
	442	Overheated motor	2
443	Breakdown of light ballast	1	
444	Power line down	142	

	445	Arcing, shorted electrical equipment	38
	461	Building or structure weakened or collapsed	1
	480	Attempted burning, illegal action, other	1
400 - Hazardous Condition Total			344
	510	Person in distress, other	6
	511	Lock-out	4
	520	Water problem, other	2
	521	Water evacuation	1
	522	Water or steam leak	15
	531	Smoke or odor removal	35
	540	Animal problem, other	1
500 - Service Call	541	Animal problem	1
	542	Animal rescue	2
	550	Public service assistance, other	29
	551	Assist police or other governmental agency	20
	552	Police matter	1
	553	Public service	55
	554	Assist invalid	77
	555	Defective elevator, no occupants	2
	561	Unauthorized burning	61
500 - Service Call Total			312
	611	Dispatched & canceled en route	71
	621	Wrong location	2
	622	No incident found on arrival at dispatch address	132
	631	Authorized controlled burning	19
	632	Prescribed fire	1
600 - Good Intent Call	641	Vicinity alarm (incident in other location)	2
	650	Steam, other gas mistaken for smoke, other	8
	651	Smoke scare, odor of smoke	39
	652	Steam, vapor, fog or dust thought to be smoke	13
	653	Smoke from barbecue, tar kettle	2
	671	HazMat release investigation w/no HazMat	22
600 - Good Intent Call Total			311
	710	Malicious, mischievous false call, other	4
	711	Municipal alarm system, malicious false alarm	2
	713	Telephone, malicious false alarm	1
	714	Central station, malicious false alarm	6
	715	Local alarm system, malicious false alarm	13
	730	System malfunction, other	9
	731	Sprinkler activation due to malfunction	17
	733	Smoke detector activation due to malfunction	58
700 - False Alarm	734	Heat detector activation due to malfunction	2
	735	Alarm system sounded due to malfunction	63
	736	CO detector activation due to malfunction	12
	741	Sprinkler activation, no fire - unintentional	6
	742	Extinguishing system activation	3
	743	Smoke detector activation, no fire - unintentional	101
	744	Detector activation, no fire - unintentional	51
	745	Alarm system activation, no fire - unintentional	226
	746	Carbon monoxide detector activation, no CO	43
700 - False Alarm Total			617
800 - Severe Weather & Natural Disaster	812	Flood assessment	2
	813	Wind storm, tornado/hurricane assessment	5
800 - Severe Weather & Natural Disaster Total			7
900 - Special Incident	911	Citizen complaint	20
900 - Special Incident Total			20
Other			2
Grand Total			12,220

Appendix B - Strategic Plan Status Report

2025 - Task Status

Goal	2025 Task	Strategic Plan Reference	Status	Note
G1 - Service Model	Complete a Community Needs Assessment.	Goal 1 → Objective 1A → Critical Tasks 1A.1, 1A.2, 1A.3, 1A.4	Completed	Contracted with Kramer and Associates to complete a Comprehensive Review of the MFD. This included a Community Needs Assessment and a Community Risk Profile. Recommendations to be implemented in 2026 Tasks.
G1 - Service Model	Analyze incident data to identify trends, operational benchmarks, and areas for improvement.	Goal 1 → Objective 1A → Critical Tasks 1A.1, 1A.2, 1A.3	Completed	Developed operations KPIs using ESO Insights in our major service areas. KPI indicators are broken down by review period ranging from Daily, Weekly, Monthly and Quarterly. KPIs are grouped by Department, Crew and Individual.
G2 - Facilities and Fleet	Conduct inspections of stations, apparatus, and equipment to document maintenance and safety needs.	Goal 2 → Objective 2A → Critical Tasks 2A.1, 2A.2, 2A.3	In Progress	The apparatus and equipment review is ongoing. New daily and weekly inspection procedures and documentation were implemented in 2025, along with a new work order process to better track maintenance needs and recurring issues. Aladtec was implemented to automate inspections and work orders, improving review, follow-up, and data analysis. A quarterly fire inspection procedure was implemented in Q4 2025.
G2 - Facilities and Fleet	Establish formal maintenance and replacement schedules for resources.	Goal 2 → Objective 2B → Critical Tasks 2B.1, 2B.2	In Progress	Maintenance policies for apparatus, equipment, and facilities were updated in 2025. Preventive maintenance for major equipment was evaluated, with recommendations scheduled for implementation in 2026. Apparatus maintenance schedules will be a 2026 priority, and replacement schedules were integrated into the capital planning process.
G2 - Facilities and Fleet	Conduct a study of current facilities to evaluate if they meet members' and community needs.	Goal 2 → Objective 2C → Critical Tasks 2C.1, 2C.2, 2C.3	Completed	Current Facility Review by a licensed architect was included in the Comprehensive Review of the MFD.
G3 - Recruitment and Retention	Launch a targeted recruitment campaign with partnerships in schools and organizations.	Goal 3 → Objective 3A → Critical Tasks 3A.1, 3A.2, 3A.3	In Progress	The Department administered a Civil Service entrance exam in 2025 and conducted a recruiting campaign during the application period. Recruiting KPIs were developed for review prior to the next campaign. The redesigned website provides current recruiting information and contact forms, and recruiting activities and events are now documented in Aladtec.
G3 - Recruitment and Retention	Conduct an Employee Satisfaction Survey to identify areas for improvement.	Goal 3 → Objective 3D → Critical Tasks 3D.1, 3D.2, 3D.3, 3D.4	Delayed to 2026	Delayed due to CBA negotiations.
G3 - Recruitment and Retention	Redesign the department's website to better reflect goals and attract new members.	Goal 3 → Objective 3A → Critical Tasks 3A.2, 3A.3	Completed	A full redesign and relaunch of the MFD website was completed in Q1 2025 through a contract with DRM. The department also focused on a deliberate and coordinated social media presence throughout 2025.
G4 - Health and Wellness	Re-establish the Wellness Committee to develop fitness, mental health, and stress management initiatives.	Goal 4 → Objective 4A → Critical Tasks 4A.1, 4A.2, 4A.3	Delayed to 2026	Delayed due to CBA negotiations.
G5 - Community Risk Reduction	Develop a Community Risk Reduction Plan to improve education, outreach, and partnerships.	Goal 5 → Objectives 5A & 5B → Critical Tasks 5A.1–5A.6, 5B.1–5B.4	In Progress	A Community Risk Profile was included in the Comprehensive Review. MFD partnered with Engineering to develop a WebGIS system for pre-planning, inspections, and hydrant maintenance. Replacement options for the House of Hazards Safety Trailer were evaluated, with implementation planned for Q1 2026. Fire Prevention policies were updated in 2025, including age-based FLSE talking points, and an Aladtec tracking system was implemented to report FLSE events, audiences, and attendance. Crews delivered FLSE programming to schools, daycares, nursing homes, and local businesses.

2026 - Task Plan










Goal	2026 Task	Strategic Plan Reference	Status	Note
G1 - Service Model	Build and implement a department wide KPI and performance measurement system.	Goal 1 → Objectives 1A/1B → Related CTs	Planned for 2026	Continuation of 2025 work on KPI selection, benchmarking, and data reporting.
G1 - Service Model	Complete the Deployment & Service Model Study and begin implementing operational recommendations.	Goal 1 → Objectives 1A/1C → Related CTs	Planned for 2026	Implements recommendations from deployment and staffing analysis.
G2 - Facilities and Fleet	Conduct full station, apparatus, and equipment condition assessments to guide modernization efforts.	Goal 2 → Objective 2A → Related CTs	Planned for 2026	Build on work done in 2025. Analyze data on station and apparatus work orders and maintenance schedules. Build and analyze maintenance schedules and procedures for equipment.
G2 - Facilities and Fleet	Develop and implement a standardized maintenance and replacement schedule for apparatus and equipment.	Goal 2 → Objective 2B → Related CTs	Planned for 2026	Advances lifecycle planning and replacement scheduling.
G2 - Facilities and Fleet	Produce a facilities modernization roadmap based on operational and member needs.	Goal 2 → Objective 2C → Related CTs	Planned for 2026	Builds on 2025 evaluations of current facilities.
G3 - Recruitment and Retention	Expand firefighter recruitment pipelines through targeted outreach and community partnerships.	Goal 3 → Objective 3A → Related CTs	Planned for 2026	Continues recruitment outreach and digital platform improvements.
G3 - Recruitment and Retention	Build a structured employee engagement and feedback system to guide retention strategies.	Goal 3 → Objective 3D → Related CTs	Planned for 2026	Develops and improves employee satisfaction and engagement tools.
G4 - Health and Wellness	Launch the MFD Wellness Program focused on fitness, mental health, and stress resilience.	Goal 4 → Objective 4A → Related CTs	Planned for 2026	Implements wellness committee work and health initiatives.
G5 - Community Risk Reduction	Develop and finalize the Community Risk Reduction (CRR) Plan.	Goal 5 → Objective 5A → Related CTs	Planned for 2026	Completes risk assessment and CRR program development started in 2025.
G5 - Community Risk Reduction	Expand fire and life safety education and targeted community outreach initiatives.	Goal 5 → Objective 5B → Related CTs	Planned for 2026	Continues 2025 progress in community fire safety education and outreach.

GOAL #1:		Ensure the staffing model and service model meets the needs of the city of Mansfield.		
Objective #1A:	Conduct periodic assessments to identify and understand community needs, demographics, and expectations.		Status	Progress Notes
Critical Task #1A.1:	Select and collect relevant key performance indicators (KPIs) (data) to measure community needs such as incident volume, response performance times, and community satisfaction.		●	Completed: December 2025. Established KPIs using ESO Insights for operations data. Created reports for Daily, Weekly, Monthly and Quarterly Review. These metrics include volume, incident types, location of responses, time of day analysis, overlapping incident, operation benchmarks for EMS and Fire.
Critical Task #1A.2:	Identify methods and develop collaborative partners such as schools, businesses, and non-profits to gather community insights and feedback.		◐	In Progress: December 2025. We continue to maintain a collaborative partnership with the Mansfield City Schools. In 2025, we participated in their safety committee, provided Incident Command training for administrators, helped design and participated in their ERP exercises, and offered feedback and follow-up after a gas leak incident. We also continue to foster a collaborative relationship with OhioHealth through our Medical Director Agreement and Fire Prevention Bureau. In 2026 and beyond we would like to foster new partnerships with OSU-Mansfield/NC State, and the local business community.
Critical Task #1A.3:	Distribute surveys to a representative sample of the community to collect direct feedback on their needs and concerns.		◑	In Progress: December 2025. Updated the Fire Department to include satisfaction surveys for public and targeted partners. Created and distributed performance questionnaires to nursing homes, assisted living, and in-patient rehab facilities to gather data on our EMS operations with these partners. Looked into customer surveys to be distributed by the EMS billing contractor but was cost prohibitive.
Critical Task #1A.4:	Conduct a community risk analysis to identify high risk hazards and high life hazards.		●	Completed: July 2025. Commissioned this analysis with Kramer and Associates as part of a Comprehensive Review of the MFD.
Critical Task #1A.5:	Create a comprehensive profile of the community based on the collected data including demographic information, socioeconomic factors, and identified needs. • Use data analysis tools to identify emerging trends and patterns in community needs and demographics.		◑	In Progress: December 2025. Using data from the Kramer Comprehensive Review, publicly available data, and locally produced GIS data, we have begun to build the profile to better enhance service model planning.
Timeframe(s):	Short-term (within one-year)	Develop and implement a comprehensive community engagement plan including town hall meetings, surveys, and social media outreach; conduct an initial community needs assessment to identify immediate priorities and potential risks; and establish a baseline of demographic data and analyze trends to inform future planning.	◑	In Progress: December 2025. An engagement plan is in place for surveys and social media. Several public speaking engagements were completed during 2025, but a formal plan is needed for 2026. An initial needs assessment was conducted, and baseline data was established.
	Medium-term (two - three years)	Conduct a detailed risk assessment to identify potential hazards and vulnerabilities within the community, analyze collected data to identify emerging trends and changing community needs, and strengthen partnerships with local organizations and agencies to share resources and information.	●	Completed: July 2025. Commissioned this analysis with Kramer and Associates as part of a Comprehensive Review of the MFD.
	Long-term (three - five years)	Implement a continuous improvement process to refine assessment methods and data analysis techniques, explore the use of predictive analytics to forecast future trends and anticipate community needs, and develop strategies to enhance community resilience and emergency preparedness.	○	Not Yet Started
Objective #1B:	Analyze historical and current emergency incident data and assess response performance times to various types of emergencies to identify trends, patterns, and peak demand periods and identify areas for improvement.			Progress Notes









Critical Task #1B.1:	Identify relevant data sources: gather incident reports, dispatch records, property records, global positioning system data from fire apparatus, and other pertinent data. <ul style="list-style-type: none"> Establish data standards ensuring consistency in data collection, categorization, and formatting to facilitate analysis. 	●	In Progress, December 2025. Developed KPI using ESO Dashboards for Fire and EMS Incidents. Used GIS to map incident data from 2023-Present, broken down by incident type. GIS utilizes parcel data that includes zoning and property value information that allows for deeper analysis.
Critical Task #1B.2:	Remove inaccuracies – identify and correct errors, inconsistencies, or missing data. <ul style="list-style-type: none"> Verify data integrity to ensure the data’s accuracy and reliability for analysis. 	●	In Progress, December 2025. QM process for incident reporting helps to reduce inaccuracies. All incident reports go through a documentation review and certain categories undergo a clinical review. Data imported into GIS is checked for error and data consistency prior to geocoding.
Critical Task #1B.3:	Determine appropriate response performance time metrics such as dispatch time, travel time, and on-scene time. <ul style="list-style-type: none"> Use the collected data to calculate response performance times for different types of emergencies. 	●	Completed. Emergency Response Standards were implemented as policy. Outlining key metrics: turnout time, drive time, total response time, scene time, turnaround time and time to report completion.
Critical Task #1B.4:	Employ statistical software or data visualization tools to analyze data. <ul style="list-style-type: none"> Develop charts, graphs, and maps to represent: <ul style="list-style-type: none"> trends, patterns, and peak demand periods; response performance time distributions and trends. 	●	Completed. Implemented a variety of software from ESO Insights, GIS and traditional tables and charts.
Critical Task #1B.5:	Analyze temporal patterns to identify seasonal, weekly, or daily variations in incident occurrences. <ul style="list-style-type: none"> Examine geographical patterns and analyze incident distribution across different areas within the jurisdiction. 	●	Completed. Incident counts by time, day, month are now standard reporting features.
Critical Task #1B.6:	Identify periods of highest incident volume or resource utilization (peak times). <ul style="list-style-type: none"> Investigate factors influencing peak demand such as weather conditions, special events, or community activities. 	●	Completed. Peak times have been identified solely based on time of day. Incident demand during incarceration was analyzed for increased resource demand. Weather patterns have not been reviewed.
Critical Task #1B.7:	Explore relationships between incident types, response performance times, and other relevant factors. <ul style="list-style-type: none"> Determine potential causes of trends and patterns to inform prevention and mitigation strategies. 	●	Completed. Response time performance difference between incident types has been analyzed. There is an improvement in times for reports of structure and vehicle fires when compared to overall performance.
Critical Task #1B.8:	Compare response performance times to national or and other fire department standards. <ul style="list-style-type: none"> Benchmark MFD against similar-sized agencies to learn from their best practices. 	●	Completed and On-Going. Comparing to other jurisdictions is difficult. When compared to NFPA standards the department's response times exceed the national standards, however the apparatus are staffed below the national standard for firefighters.
Critical Task #1B.9:	Identify incidents with exceptionally long or short response performance times. <ul style="list-style-type: none"> Determine factors influencing response performance times such as traffic congestion, geographical challenges, or resource allocation. 	●	Completed and On-Going. Most incident that fail to meet NFPA or department benchmarks are mutual aid responses. Excluding those, overlapping incidents is the second most contributor to longer response times.
Critical Task #1B.10:	Identify and prioritize areas with the greatest need for improvement. <ul style="list-style-type: none"> Develop and implement strategies to address identified deficiencies such as improving dispatch procedures, optimizing station locations, resource allocation, effective use of technology, or enhancing training. 	●	Completed and On-Going. The greatest need for improvement is resource allocation and dispatch procedures. Engine UHU on EMS is high and needs to be reduced. EMD procedures need updated to help reduce unnecessary responses.
Critical Task #1B.11:	Periodically analyze data and share with appropriate stakeholders.	●	Completed and Ongoing: Currently the only release of data is in the Annual Report.
Timeframe(s):	Short-term (within one-year)	●	Completed. Regular intervals of data collection and analysis have been established.
			Implement a robust data collection system to capture detailed information on emergency incidents including response performance times, incident types, and locations; conduct a benchmarking analysis to compare response performance times and performance metrics to other fire departments of similar size and complexity; and analyze historical data to identify initial trends in response performance times, peak demand periods, and common incident types.

Timeframe(s) cont'd.:	Medium-term (two – three years)	Utilize advanced data analytics techniques such as statistical modeling and geographic information systems to identify deeper insights and correlations within the data, develop KPIs to measure response performance time performance and identify areas for improvement, and develop and implement targeted improvement plans based on the identified trends and performance gaps.	●	Completed. GIS and Data Dashboards are standard data analysis tools.
	Long-term (three - five years)	Explore the use of predictive analytics to forecast future demand and anticipate potential emergencies; implement real-time data analysis tools to monitor response performance times and identify potential issues as they arise; and establish a culture of continuous improvement, regularly reviewing and updating performance metrics and improvement plans.	◐	In Progress. Pilot studies have been retrospective, but new real time data analysis tools are being reviewed. Establishing the culture of continuous improvement is being implemented by making data a part of new monthly staff meetings.
Objective #1C:	Evaluate the effectiveness of current service delivery models such as response protocols directing fire, EMS, and specialized service units; and modifying as necessary to ensure the model(s) meet community needs, risks, and expectations.			Progress Notes
Critical Task #1C.1:	Create a comprehensive list of all services provided • Review and revise current list, if established, as needed.		●	Completed. Service list created and updated as necessary. Identifies both community-facing and organizational facing focus.
Critical Task #1C.2:	Clearly define the different specialized units and response protocols currently in place.		◐	In Progress. HazMat and Special Rescue are identified, response protocol require updates.
Critical Task #1C.3:	Define KPIs to measure the effectiveness of each service delivery model such as response performance time, incident resolution, and resource utilization.		◐	In Progress. KPIs or EMS are established. Fire KPIs have been implemented, but need more data to see trends for decision making. Need KPI for HazMat, Rescue and other operational service models.
Critical Task #1C.4:	Collect data on incidents, response performance times, resource allocation, and outcomes for each service delivery model. • Analyze performance by comparing the performance of different models against established criteria.		◑	In Progress.
Critical Task #1C.5:	Identify representative cases by selecting specific incidents or events to analyze in detail. • Evaluate model effectiveness by assessing how well the service delivery models handled these cases.		○	Not Yet Started
Critical Task #1C.6:	Collect feedback from firefighters, community members, and other stakeholders on the effectiveness of different models. • Utilize feedback to identify strengths, weaknesses, and areas for improvement.		◐	In Progress. Some area where feedback was collected was during Strategic Planning Sessions, soliciting feedback from City leaders, and working with the Kramer Group.
Critical Task #1C.7:	Compare the performance of MFD's current service delivery models to industry standards and community expectations, identifying any areas where improvements are needed.		●	Completed. This was addressed in the Kramer Group's Comprehensive Study of the MFD.
Critical Task #1C.8:	Research fire departments with similar community needs, risks, and demographics to identify best practices and innovative approaches to service delivery.		●	Completed. This was addressed in the Kramer Group's Comprehensive Study of the MFD.
Critical Task #1C.9:	Develop modified service delivery models based on identified areas of improvement that meet community needs and expectations.		◐	In Progress.
Critical Task #1C.10:	Evaluate potential budgetary impact for service model changes.		◐	In Progress. Budgetary implications vary from personnel costs, to equipment and apparatus costs/savings and investments in new facilities. Each model requires an exhaustive breakdown.
Critical Task #1C.11:	Secure funding to sustain the service model selected.		◐	In Progress.
Critical Task #1C.12:	Implement new or updated service model(s).		○	Not Yet Started

Critical Task #1C.13:	Review and evaluate effectiveness of service model in meeting community needs.		○	Not Yet Started
Timeframe(s):	Short-term (within one-year)	Conduct a comprehensive evaluation of current response protocols and service delivery models, focusing on response performance times, resource utilization, and customer satisfaction; analyze data to identify inefficiencies, bottlenecks, and areas where modifications could improve service delivery; and implement small-scale pilot projects to test potential improvements such as alternative response protocols or specialized unit deployments.	●	Completed. The Comprehensive Review of the MFD was conducted. KPIs are established and being tracked on a daily, weekly, monthly and quarterly basis. Tabletop pilot projects were used to test alternatives.
	Medium-term (two - three years)	Utilize data analytics to identify trends and patterns in service delivery and to inform decision-making, conduct community engagement activities to gather feedback on service delivery and identify emerging needs, and implement significant modifications to response protocols and service delivery models based on the evaluation and pilot project results.	◐	In Progress.
	Long-term (three - five years)	Establish a culture of continuous improvement, regularly reviewing and updating response protocols and service delivery models; explore the use of emerging technologies to enhance service delivery; and develop a long-term vision for service delivery, anticipating future trends and challenges.	◑	In Progress. The culture of continuous improvement will take time. The department tends to want to revert back to legacy habits of focusing on the day to day.
Objective #1D:	Evaluate the effectiveness of the current staffing model to meet established MFD service standards and community needs.			Progress Notes
Critical Task #1D.1:	Collect and analyze data measuring staffing efficiency and effectiveness. <ul style="list-style-type: none"> • Data on incident volume, response performance times, and staffing levels over a specified period. • Set response performance time benchmarks based on industry standards and community expectations. Asses current response performance times against established benchmarks. • Analyze population growth, age distribution, and socioeconomic factors. • Identify areas with higher fire risk such as industrial zones, densely populated areas, or historical buildings. 		●	Completed. As mentioned in other objectives. Data collection, KPIs and analysis has been the major focus of year 1 of the strategic plan. The Comprehensive Review of the MFD is complete.
Critical Task #1D.2:	Determine the optimal number of personnel per apparatus based on incident volume, response performance time requirements, and community needs. <ul style="list-style-type: none"> • Evaluate staffing resource allocation by comparing current staffing levels to calculated ratios. 		◐	In progress. The current service model fails to meet optimal or even acceptable number of personnel per apparatus. Staffing resource allocation falls short of calculated ratios. MFD responses require more unit responses to achieve minimum staffing needs at the incident scene.
Critical Task #1D.3:	Research and compare MFD staffing model to national and/or other fire department standards with similar municipality and/or agency characteristics.		◐	In Progress. There are no national or regional fire departments implementing the MFD service model.
Critical Task #1D.4:	Ensure an appropriate number of personnel are trained in specific areas (paramedics, hazardous materials technicians, technical rescue, water rescue) to meet respective service models.		◑	In Progress. A training analysis was conducted showing needs for certifications and specialized training. Officer development was identified as a major weakness and addressed using AFG funds and internal department resources. Specialized training is the next area of focus as we update response protocols.
Critical Task #1D.5:	Obtain feedback from current personnel including dispatchers assessing burnout, fatigue, and operational issues based on staffing levels. <ul style="list-style-type: none"> • Evaluate the type and frequency of injuries sustained by personnel. 		○	Not Yet Started. Need a department-wide survey.

<p>Critical Task #1D.6:</p>	<p>Identify peak incident times and days of the week.</p> <ul style="list-style-type: none"> Evaluate current staffing levels to determine if existing staffing levels are sufficient to meet peak demand. Adjust shift schedules to align with peak incident times and ensure adequate staffing during critical times. 			<p>In Progress. Peak Times have been identified. No changes to the current staffing model have been made to address peak demand.</p>
<p>Timeframe(s):</p>	<p>Short-term (within one-year)</p>	<p>Analyze current staffing levels, workload, and response performance times to identify potential gaps and areas for improvement; evaluate response performance time data to determine if current staffing levels are adequate to meet service level agreements; and identify potential staffing shortages during peak demand periods or in specific geographic areas.</p>		<p>Completed. Accomplished through data collection and analysis and the Comprehensive Review of the MFD.</p>
	<p>Medium-term (two – three years)</p>	<p>Develop and implement a staffing optimization model to determine optimal staffing levels based on workload, response performance time requirements, and budgetary constraints; pilot test alternative staffing models such as shift modifications or specialized unit staffing to evaluate their impact on service delivery and operational efficiency; and analyze MFD's workforce demographics, skills, and experience to identify potential succession planning needs and training requirements.</p>		<p>In Progress.</p>
	<p>Long-term (three - five years)</p>	<p>Develop a long-term staffing plan that aligns with MFD's strategic goals and addresses future challenges such as population growth or changing emergency trends; explore innovative staffing solutions such as flexible work arrangements, or public-private partnerships to address staffing challenges and improve service delivery; and assess the potential impact of emerging technologies such as automation and artificial intelligence, on staffing needs and operational efficiency.</p>		<p>Not Yet Started.</p>
<p>Objective #1E: Evaluate and develop alternative staffing models to ensure established service model(s) and community needs are met.</p>				<p>Progress Notes</p>
<p>Critical Task #1E.1:</p>	<p>Analyze incident volume data to identify times of the day, days of the week, and seasons when incident volume is highest.</p> <ul style="list-style-type: none"> Consider special events by identifying recurring events or activities that may increase incident volume. 			<p>Completed. As mentioned in other objectives. Data collection, KPIs and analysis has been the major focus of year 1 of the strategic plan. The Comprehensive Review of the MFD is complete.</p>
<p>Critical Task #1E.2:</p>	<p>Identify resource gaps by identifying areas where additional staffing may be necessary to maintain adequate response performance times and service levels.</p>			<p>Completed. Major gaps exist in apparatus staffing levels, and resource allocation.</p>
<p>Critical Task #1E.3:</p>	<p>Research staffing models of similar fire departments.</p> <ul style="list-style-type: none"> Research and analyze peak staffing positions to investigate their concept and implementation in other fire departments. 			<p>Completed. Service model variations were compared to similar fire departments. No know peak staffing positions exist.</p>
<p>Critical Task #1E.4:</p>	<p>Consider other options by exploring alternative staffing models such as overtime, on-call personnel, or call-back personnel.</p>			<p>In Progress. With each alternative model, ways to fill staffing gaps will need to be evaluated. Under the current model all staffing gaps are filled with overtime.</p>
<p>Critical Task #1E.5:</p>	<p>Create hypothetical scenarios to simulate different incident volumes, community growth patterns, and staffing levels.</p> <ul style="list-style-type: none"> Analyze the impact of various staffing scenarios on response performance times, resource allocation, and operational efficiency. 			<p>Completed. Tabletop pilot projects can be used to evaluate different models using real, retrospective incident data over a randomized time period. This has shown to be the best method to compare different models using actual incidents and removing anecdotal data.</p>







Critical Task #1E.6:	Compare the current staffing model to national and state staffing standards and best practices.		●	Completed. The current staffing model does not meet national or regional staffing standards or best practices.
Critical Task #1E.7:	Select staffing model that effectively meets community needs and service model.		◐	In progress.
Critical Task #1E.8:	Assess the financial implications (e.g., evaluate cost-benefit analysis) by calculating the potential costs (budgetary impact) associated with implementing peak staffing positions or other alternative models. <ul style="list-style-type: none"> Evaluate the potential benefits such as improved response performance times, reduced overtime costs, and enhanced community safety. 		◐	In progress.
Timeframe(s):	Short-term (within one-year)	Analyze current staffing levels, workload, response performance times, and community needs to identify potential gaps and areas for improvement; evaluate the effectiveness of current staffing models including shift schedules, crew sizes, and specialized unit staffing; and identify potential staffing shortages during peak demand periods or in specific geographic areas.	●	Completed. Accomplished through data collection and analysis and the Comprehensive Review of the MFD.
	Medium-term (two – three years)	Develop alternative staffing models such as flexible shift schedules, compressed workweeks, or specialized unit staffing to address identified staffing challenges; pilot test selected alternative staffing models on a small scale to evaluate their impact on service delivery, operational efficiency, and employee satisfaction; and analyze MFD's workforce demographics, skills, and experience to identify potential succession planning needs and training requirements.	◐	In progress.
	Long-term (three - five years)	Implement the most effective alternative staffing model department-wide based on the results of pilot testing and analysis; continuously monitor and evaluate the performance of implemented staffing models to ensure they remain effective and efficient; and explore innovative staffing solutions such as volunteer programs, public-private partnerships, or technology-driven staffing optimization tools to address future challenges and improve service delivery.	○	Not Yet Started.

GOAL #2:	Maintain and improve facilities and fleet to meet current standards and community needs and expectations.			
Objective #2A:	Conduct periodic inspections of all fire stations and equipment to identify maintenance needs, safety hazards, and areas for improvement.		Status	Progress Notes
Critical Task #2A.1:	Develop a formal list of facility needs from previous efforts.			In Progress. Commissioned the Kramer Group to conduct a Comprehensive Review of the Mansfield FD. This included a review of the condition of the existing facilities. This review will be used to help determine replacement/renovation plans for our current facilities.
Critical Task #2A.2:	Inspect / evaluate facilities and equipment and update established list. • Develop (or update) detailed checklists that cover all aspects of fire stations and equipment including buildings, apparatus, tools, and personal protective equipment (PPE).			In Progress. Implemented Aladtec Software in 2025 and created checklists and work order processes for fire station inspections, vehicle inspections, PPE inspections and repair, and equipment repair. Need to create checklists for equipment inspections and maintenance.
Critical Task #2A.3:	Analyze inspection data to identify recurring issues or trends that may indicate systemic problems. • Develop and implement preventative maintenance programs to address identified trends and reduce future maintenance needs.			Not Yet Started. Data analysis will begin in 2026.
Timeframe(s):	Short-term (within one-year)	Create a detailed inspection checklist that covers all critical areas of fire stations and equipment including structural integrity, fire-safety systems, equipment functionality, and cleanliness; conduct initial inspections of all fire stations and equipment to establish a baseline and identify immediate maintenance needs and safety hazards; and establish a regular inspection schedule, specifying the frequency of inspections for different types of equipment and facilities.		In progress.
	Medium-term (two - three years)	Implement a computerized maintenance management system (CMMS) to track maintenance records, schedule preventive maintenance, and generate work orders; develop standard operating guidelines or procedures for conducting inspections, performing maintenance tasks, and responding to equipment failures; and provide comprehensive training to MFD personnel on inspection procedures, safety protocols, and equipment maintenance.		In Progress. Aladtec is being used for checklists and work orders. Policies and procedures for inspections and maintenance have been updated. More training is required.
	Long-term (three - five years)	Conduct a comprehensive facility needs assessment to identify long-term maintenance and capital improvement needs for fire stations; implement a predictive maintenance program to identify potential equipment failures before they occur, reducing downtime and maintenance costs; and explore opportunities to incorporate green building practices into future construction and renovation projects to improve energy efficiency and reduce environmental impact.		In progress. A comprehensive needs assessment for our facilities was conducted as part of the Comprehensive Review of the MFD.
Objective #2B:	Create a detailed maintenance schedule for all facilities, fleet, and equipment including preventative maintenance, inspections, and repairs.			Progress Notes
Critical Task #2B.1:	Create a comprehensive list of all MFD facilities including stations, training grounds, and administrative buildings.			Completed.
Critical Task #2B.2:	Develop a detailed inventory of all equipment including fire apparatus, tools, and PPE.			In Progress. Updated inventories were mostly completed in 2025. Still need updated inventories of HAZMAT and Special Rescue.

Critical Task #2B.3:	Determine the recommended maintenance frequency for different types of facilities and equipment based on manufacturer guidelines, industry standards, and usage patterns. <ul style="list-style-type: none"> Identify critical components or systems that require more frequent maintenance or inspections. 			In Progress. Preventative maintenance on equipment was a focus of 2025. Buildings and building system will be a focus for 2026.
Critical Task #2B.4:	Outline specific maintenance tasks required for each facility and piece of equipment such as cleaning, lubrication, inspections, and repairs. <ul style="list-style-type: none"> Prioritize tasks based on criticality, frequency, and potential consequences of failure. 			In progress.
Critical Task #2B.5:	Schedule regular maintenance for each task, considering seasonal factors that may affect maintenance needs. <ul style="list-style-type: none"> Use a calendar or software to create a visual representation of the schedule. Ensure required maintenance, inspections, and preventative maintenance is completed within required or recommended timeframes. 			In Progress. Created an Annual Master Planning Schedule to list PM items with a calendar, and identify who is responsible.
Critical Task #2B.6:	Improve the use of maintenance tracking software to ensure compliance with required maintenance and improve communications.			In Progress.
Timeframe(s):	Short-term (within one-year)	Conduct a comprehensive inventory of all facilities, fleet, and equipment to identify their current condition and maintenance needs; create a standardized maintenance schedule template that outlines recommended maintenance intervals, inspection procedures, and repair standards; and prioritize maintenance tasks based on criticality, frequency, and potential impact on service delivery.		In Progress.
	Medium-term (two – three years)	Implement a CMMS to track maintenance records, schedule preventive maintenance, and generate work orders; provide comprehensive training to MFD personnel on maintenance procedures, safety protocols, and equipment operation; and develop and implement standardized maintenance procedures for all facilities, fleet, and equipment to ensure consistency and quality.		In Progress.
	Long-term (three - five years)	Continuously review and optimize maintenance schedules to improve efficiency and reduce downtime; explore the use of predictive maintenance technologies to identify potential equipment failures before they occur; and develop a sustainability plan to reduce the environmental impact of maintenance operations such as recycling and energy-efficient practices.		Not Yet Started.
Objective #2C:	Allocate resources and personnel to ensure timely and effective maintenance, prioritizing critical equipment and facilities.			Progress Notes
Critical Task#2C.1:	Determine which facilities and equipment are critical to the MFD's operations and public safety. <ul style="list-style-type: none"> Evaluate the potential consequences of failure for each asset. 			Completed.
Critical Task#2C.2:	Estimate the costs associated with maintaining different assets. <ul style="list-style-type: none"> Allocate a portion of the MFD's budget to maintenance activities, prioritizing critical assets. 			In Progress. This is conducted through the annual budget preparation and capital planning. It's an ongoing process, and is subject to every increasing costs and long lead times.
Critical Task#2C.3:	Determine which personnel have the necessary skills and experience to perform maintenance tasks. <ul style="list-style-type: none"> Assign personnel to maintenance tasks based on their expertise and the priority of the asset. 			In progress. In 2025 we updated job descriptions, and Captain responsibilities to emphasize maintenance and oversight of major equipment crucial to our operations.

Critical Task#2C.4:	Schedule maintenance activities to minimize disruption to operational activities. • Ensure that maintenance tasks are completed within the specified timeframe.			In progress. We use outside vendors when possible for annual preventative maintenance. Conducted maintenance under our current service model is difficult to do with disrupting operations.
Critical Task#2C.5:	Track the use of resources including personnel hours, materials, and equipment. • Identify areas where resources are being underutilized or wasted.			Not Yet Started.
Critical Task#2C.6:	Measure the effectiveness of maintenance activities by tracking equipment reliability, response performance times, and operational efficiency. • Adjust the resource allocation plan as needed to improve maintenance outcomes.			Not Yet Started.
Timeframe(s):	Short-term (within one-year)	Evaluate the current allocation of resources (budget, personnel, and equipment) for maintenance activities, prioritize critical equipment and facilities that require immediate attention and regular maintenance, and allocate a dedicated maintenance budget to ensure adequate funding for necessary repairs and replacements.		Completed. Budgeted review and capital planning processes are continual. Maintenance budgets have increased and are adequate for preventative maintenance and unexpected repairs.
	Medium-term (two - three years)	Reallocate resources to prioritize critical maintenance tasks and improve overall efficiency, develop and implement a comprehensive preventive maintenance program to reduce the frequency of breakdowns and extend the life of equipment, and provide specialized training to maintenance personnel to enhance their skills and knowledge.		In Progress. Lots of leg work in 2025. Need to combine efforts to create a comprehensive preventative maintenance plan.
	Long-term (three - five years)	Create a long-term maintenance plan that aligns with MFD's strategic goals and addresses future needs; investigate innovative maintenance strategies such as remote monitoring and predictive maintenance to improve efficiency and reduce costs; and invest in modern, reliable equipment that requires less maintenance and improves operational efficiency.		Not yet started.
Objective #2D:	Evaluate the utilization of facilities and equipment to identify areas for improvement and optimize resource allocation.			Progress Notes
Critical Task #2D.1:	Collect data on the frequency and intensity of use for various facilities and equipment. • Analyze utilization patterns by identifying peak usage times, underutilized resources, and areas of high demand.			In Progress. Use of apparatus is currently being tracked. Facilities and equipment requires brainstorming on ways to track with disrupting operations.
Critical Task #2D.2:	Evaluate how resources are currently allocated and identify any mismatches between resource availability and demand. • Identify inefficient areas where facilities or equipment are limiting operations or creating bottlenecks.			Not Yet Started. No data to conduct this assessment.
Critical Task #2D.3:	Assess the performance of equipment to identify underutilized or inefficient assets. • Evaluate the impact of maintenance and repair schedules on equipment efficiency.			In Progress. Utilizing Aladtec we can begin to track work orders and down time for equipment.
Critical Task #2D.4:	Assess the utilization of space within different facilities to identify underutilized or inefficient areas. • Evaluate the layout of facilities to identify potential improvements that could enhance efficiency.			In progress. The Kramer report analyzed the space and deficiencies of our current facilities.
Critical Task #2D.5:	Prioritize areas for improvement by identifying areas where optimization would have the greatest impact on efficiency or resource allocation. • Develop specific plans to address identified inefficiencies including equipment upgrades, facility modifications, or changes in resource allocation.			In progress. 2026 will be a year for decision making on facility modification and construction.










Critical Task #2D.6:	Implement the developed plans to improve facility and equipment utilization. <ul style="list-style-type: none"> Monitor the impact of changes on operational efficiency, resource allocation, and overall performance. 		○	Not yet started.
Timeframe(s):	Short-term (within one-year)	Analyze the usage patterns of all facilities and equipment to identify underutilized or overutilized resources; establish a system to track and record the usage of facilities and equipment including hours of operation, maintenance records, and incident response data; and identify opportunities for immediate improvements such as optimizing shift schedules, consolidating storage areas, or sharing equipment between stations.	◐	In Progress.
	Medium-term (two – three years)	Develop a model to optimize resource allocation based on usage data, workload, and future projections; implement a software system to manage facility and equipment information, track maintenance records, and generate usage reports; and conduct a detailed study to assess the efficiency of space utilization within fire stations and identify opportunities for reconfiguration or expansion.	◐	In Progress.
	Long-term (three - five years)	Evaluate alternative service delivery models such as regionalization or consolidation to optimize resource utilization and reduce costs; invest in technology solutions such as telematics and remote monitoring to improve asset utilization and reduce operational costs; and develop a long-term facility plan that addresses future needs including potential station closures, relocations, or expansions.	○	Not yet started.
Objective #2E:	Identify areas where facilities or equipment may be outdated or inefficient and develop a master plan(s) for facility, fleet, and equipment upgrades or replacements.			Progress Notes
Critical Task #2E.1:	Assess the current functionality and performance of all equipment. <ul style="list-style-type: none"> Compare equipment performance to industry benchmarks and best practices. 		●	Completed. Evaluated all major equipment areas. On-going.
Critical Task #2E.2:	Conduct thorough inspections of all fire stations and other facilities. <ul style="list-style-type: none"> Identify any structural issues, outdated systems, or inefficient layouts. 		●	Completed. Conducted as part of the comprehensive review of the MFD. Quarterly fire station inspections were also implemented.
Critical Task #2E.3:	Assess equipment and facilities to identify any safety hazards associated with outdated or inefficient equipment or facilities. <ul style="list-style-type: none"> Ensure compliance with safety regulations and standards. 		●	Completed.
Critical Task #2E.4:	Assess how outdated or inefficient apparatus, vehicles, equipment, or facilities may impact response performance times and operational efficiency. <ul style="list-style-type: none"> Identify areas where outdated or inefficient equipment or facilities may create bottlenecks in operations. Establish a research and development component to current facility, apparatus, and vehicle committees ensuring a more proactive approach to evolving technology. 		◐	In progress. Ongoing review and recommendations for the Kramer study and the other efforts continue.
Critical Task #2E.5:	Conduct a fire station location analysis.		●	Completed. Conducted as part of the comprehensive review of the MFD.
Critical Task #2E.6:	Explore the feasibility of building a training facility.		◐	In progress. Budgetary planning was done in 2025. Meeting with vendors and beginning to create specifications to occur in 2026.

<p>Critical Task #2E.7:</p>	<p>Prioritize upgrades or replacements based on safety hazards, operational efficiency, and cost-benefit analysis.</p> <ul style="list-style-type: none"> • Develop detailed plans for upgrades or replacements including cost estimates, timelines, and implementation strategies. • Review and update vehicle replacement plan. 			<p>In progress. This is an ongoing assessment that has been incorporated into budget and capital planning processes .</p>
<p>Critical Task #2E.8:</p>	<p>Identify potential funding sources such as grants, bond measures, or capital budgets.</p> <ul style="list-style-type: none"> • Prepare funding proposals to secure necessary funds for upgrades or replacements. 			<p>In progress. Grants have been explored, local donations have been sought. Capital planning using EMS revenue has been projected and municipal bonds have been evaluated.</p>
<p>Critical Task #2E.9:</p>	<p>Ensure master plan(s) meets community needs, service model, and staffing model.</p>			<p>In progress.</p>
<p>Timeframe(s):</p>	<p>Short-term (within one-year)</p>	<p>Conduct a thorough assessment of all facilities, fleet, and equipment to identify their current condition, age, and maintenance history; create a detailed inventory of all assets including specifications, purchase dates, and maintenance records; and identify any immediate needs for repairs, replacements, or upgrades to critical equipment or facilities.</p>		<p>In progress.</p>
	<p>Medium-term (two – three years)</p>	<p>Develop a long-term facility plan that outlines MFD's future facility needs including potential expansions, relocations, or renovations; create a fleet replacement plan that outlines the replacement schedule for aging vehicles and equipment, considering factors such as lifecycle costs and technological advancements; and develop a plan to implement new technologies such as automated vehicle location systems or predictive maintenance software to improve efficiency and reduce costs.</p>		<p>Not yet started.</p>
	<p>Long-term (three - five years)</p>	<p>Begin implementing the master plan for facility, fleet, and equipment upgrades or replacements, prioritizing projects based on need and available resources; explore innovative design and construction techniques such as modular building systems or sustainable building practices to improve efficiency and reduce costs; and continuously monitor the performance of upgraded facilities and equipment and evaluate the effectiveness of the master plan to identify areas for improvement.</p>		<p>Not Yet Started.</p>

GOAL #3:		Develop recruitment, retention, and staffing strategies to optimize service delivery for the community.		
Objective #3A:		Identify current and projected staffing requirements based on community growth, incident volume, service delivery models, and staffing working gaps.		Progress Notes
Critical Task #3A.1:	Employ forecasting techniques to project future incident volume, community growth, and staffing gaps. <ul style="list-style-type: none"> Based on projected incident volume and service delivery models, calculate the required staffing levels. 		●	In progress. Continue to track staffing levels and future gaps. Incident volume continues to increase, but detailed analysis shows it's only in certain areas that can be mitigated through adaptations to the service model.
Critical Task #3A.2:	Estimate the costs associated with different staffing levels. <ul style="list-style-type: none"> Consider budget constraints by evaluating the potential impact of staffing changes on MFD's budget. 		●	In progress. Staffing models can be compared and evaluated for their effect on overtime costs, and budgetary restraints.
Timeframe(s):	Short-term (within one-year)	Analyze current staffing levels, workload, response performance times, and community needs to identify potential gaps and areas for improvement; review historical data on incident volume, incident types, and peak demand periods to identify trends and potential future needs; and identify any immediate staffing shortages or gaps that need to be addressed to maintain adequate service levels.	●	In progress. Staffing levels, unit-hour utilization, response KPIs are continually tracked and used for decision making.
	Medium-term (two - three years)	Develop a staffing model that aligns with MFD's strategic goals, service delivery models, and community needs; analyze MFD's workforce demographics, skills, and experience to identify potential succession planning needs and training requirements; and implement a staffing optimization tool to analyze workload, response performance times, and staffing levels to identify potential efficiencies and cost savings.	●	In progress. Partially completed through the Kramer study.
	Long-term (three - five years)	Forecast future staffing needs based on projected community growth, changing incident trends, and evolving service delivery models; explore innovative staffing solutions such as flexible work arrangements, volunteer programs, or public-private partnerships to address future staffing challenges; and develop a comprehensive succession plan to ensure a smooth transition of leadership and maintain institutional knowledge.	●	In progress.
Objective #3B:		Develop and implement effective recruitment strategies to attract unqualified and qualified candidates (lateral transfer) including leveraging social media, job boards, and community outreach.		Progress Notes
Critical Task #3B.1:	Create a job profile by clearly defining the essential qualifications, skills, and experience required for the position. <ul style="list-style-type: none"> Identify desired attributes by determining the personal qualities and values that align with MFD's culture. 		●	Completed. Job Descriptions were updated in 2025.
Critical Task #3B.2:	Create engaging social media content by developing matter that highlights MFD's mission, values, and career opportunities. <ul style="list-style-type: none"> Utilize platforms like Facebook, Twitter, Instagram, and LinkedIn to reach a wider audience. 		●	Completed. Intentional efforts have been made to increase our social media presence. Updated the department website in 2025 with an emphasis on recruiting.

Critical Task #3B.3:	Partner and collaborate with schools, community colleges, and veterans' groups to promote career opportunities. • Participate in local events and job fairs to connect with potential candidates.			In progress. Collaborations are in place with many of the fire and EMS academies within our recruitment area. Clinical agreements allow students to fulfill their field experience with the MFD which has been a successful recruiting tool. Our recruiters participate in local events and job fairs.
Critical Task #3B.4:	Develop a strong employer brand and highlight MFD culture. Showcase the department's positive culture, values, and benefits. • Share stories of successful firefighters and their experiences.			In progress. Developing and showcasing our brand is a point of emphasis.
Critical Task #3B.5:	Encourage current employees to refer qualified candidates. • Provide incentives for successful referrals such as gift cards or bonuses.			In progress. Need to identify a referral recognition process.
Timeframe(s):	Short-term (within one-year)	Analyze MFD's current hiring needs and identify target demographics for recruitment; create a strong recruitment brand that highlights the department's mission, values, and career opportunities; and develop and maintain a dedicated recruitment website with information about the department, job openings, and application procedures.		In progress.
	Medium-term (two – three years)	Utilize social media platforms to reach a wider audience and engage with potential candidates; partner with local organizations such as high schools, colleges, and veterans' groups to promote career opportunities in the fire service; and implement an applicant tracking system to streamline the recruitment process and improve candidate experience.		In progress.
	Long-term (three - five years)	Develop a targeted recruitment strategy to attract a diverse pool of candidates; explore innovative recruitment tactics such as virtual recruitment events or gamified recruitment assessments; and regularly evaluate the effectiveness of recruitment strategies and adjust as needed to optimize results.		Not yet started. A new recruiting cycle will start in 2026 and we hope to implement new strategies.
Objective #3C:	Develop and implement programs to improve employee satisfaction, work-life balance, and career development opportunities.			Progress Notes
Critical Task#3C.1:	Collect feedback from employees through anonymous surveys to assess satisfaction levels, identify areas for improvement, and understand their needs. • Analyze survey data to identify trends and patterns that can inform program development.			Not yet started. Hope to implement in 2026 after union negotiations are concluded.
Critical Task#3C.2:	Implement a robust exit interview process to gather valuable feedback, identify areas for improvement, and improve overall employee satisfaction and retention.			Not yet started.
Critical Task#3C.3:	Promote a collaborative and supportive work environment where employees feel valued and appreciated. • Implement a recognition program to acknowledge and reward employee achievements, performance, and tenure.			In progress. Updated the Award and Recognition Policy in 2025. New recognition programs need developed.
Critical Task#3C.4:	Establish open communication channels for employees to raise concerns or issues without fear of retaliation. • Address employee concerns promptly and effectively to demonstrate commitment to their well-being.			In progress. Cannot just be at the Chief level. Needs a department wide way to address concerns through the chain in open and honest ways. Initiated Crew Staff Meetings in 2025 as a way to foster communication and collaboration as a management team.

<p>Critical Task#3C.5:</p>	<p>Revamp the employee recognition program to foster a positive work environment, boost employee morale, and reduce turnover.</p> <ul style="list-style-type: none"> • Conduct a needs assessment. <ul style="list-style-type: none"> – Survey employees to gauge their perceptions of the current recognition program. – Identify areas for improvement such as frequency of recognition, types of rewards, and recognition channels. • Develop specific criteria for recognizing outstanding performance (e.g., service tenure, exemplary service, acts of heroism, innovative ideas, exceptional teamwork, and community involvement). • Offer a diverse recognition strategy to cater to different preferences such as public recognition (e.g., awards ceremonies, wall of fame, public announcements, etc.), private recognition (e.g., personalized letter, verbal acknowledgements, one-on-one meetings, etc.), tangible rewards (e.g., gift cards, merchandise, time-off, etc.), or intangible rewards (e.g., opportunities for professional development, special assignments, leadership roles, etc.). • Provide training to managers and supervisors on effective recognition techniques including: timely and specific feedback, sincere appreciation, public and private recognition, and goal-setting and performance management. • Communicate the revised recognition program to all employees through shift briefing announcements, email newsletters, and regular reminders during meetings and training sessions • Regularly assess the impact of the recognition program on employee morale, engagement, and retention. • Gather feedback from employees and managers to identify areas for improvement. • Make necessary adjustments to ensure the program remains effective and motivating. 		<p>○</p>	<p>Not yet started.</p>
<p>Timeframe(s):</p>	<p>Short-term (within one-year)</p>	<p>Administer a confidential employee satisfaction survey to gather feedback on work environment, leadership, compensation, and career development opportunities; launch a wellness program that includes mental health support, physical fitness initiatives, and stress management techniques; and create a peer support program to provide emotional support and counseling to employees.</p>	<p>○</p>	<p>Not yet started.</p>
	<p>Medium-term (two - three years)</p>	<p>Create a comprehensive career development plan that outlines opportunities for advancement, training, and education; explore and implement flexible work arrangements such as compressed workweeks or remote work options to improve work-life balance; and develop and implement leadership development programs to prepare employees for future leadership roles.</p>	<p>●</p>	<p>In progress. Created a Fire Officer Development Program in 2025 that outlines steps and resources available to firefighters as they consider promotion into leadership roles.</p>
	<p>Long-term (three - five years)</p>	<p>Develop a succession planning program to identify and develop high-potential employees for future leadership positions; foster a positive organizational culture that values employee contributions, recognizes achievements, and promotes open communication; and implement a performance management system that provides regular feedback, goal setting, and opportunities for professional growth.</p>	<p>○</p>	<p>Not yet started.</p>

Objective #3D:	Establish KPIs to measure the effectiveness of recruitment, retention, and staffing strategies. Regularly monitor and evaluate performance to identify areas for improvement and make necessary adjustments.			Progress Notes
Critical Task #3D.1:	Define and identify relevant metrics (KPIs) that measure the effectiveness of recruitment, retention, and staffing strategies. • Consider factors such as time-to-fill, turnover rate, employee satisfaction, and response performance times.			In progress. Created recruiting KPIs that were tracked in 2025.
Critical Task #3D.2:	Establish and identify the sources of data needed to track KPIs such as applicant tracking systems, human resource records, and performance evaluations. • Implement systems to collect and store relevant data.			In progress.
Critical Task #3D.3:	Set performance standards and/or benchmarks for each KPI based on industry standards, MFD goals, or historical data. • Consider local factors such as community demographics and economic conditions, when setting benchmarks.			In progress. Industry standard are lacking. MFD needs to set goals based on past performance and realistic objectives. 2025 consisted of data gathering, for the 2026 recruiting cycle we need to set goals and benchmarks for our efforts.
Critical Task #3D.4:	Track KPIs on a regular basis to monitor performance against established benchmarks. • Analyze trends in KPIs to identify areas for improvement or potential issues.			In progress.
Critical Task #3D.5:	If KPIs fall short of benchmarks, investigate the root causes of performance gaps or issues. • Develop and implement corrective actions to address identified problems.			Not yet started.
Critical Task #3D.6:	Adjust and update staffing strategies based on performance data and identified areas for improvement. • Develop and implement new initiatives to address recruitment, retention, or staffing challenges.			Not yet started.
Timeframe(s):	Short-term (within one-year)	Identify relevant KPIs to measure recruitment, retention, and staffing effectiveness such as time-to-hire, turnover rate, and vacancy rates; implement a system to collect and track data on key performance indicators; and establish a baseline for each KPI to measure progress over time.		Completed. KPIs were identified and data is being collected.
	Medium-term (two – three years)	Develop and implement a performance management system to track and evaluate progress towards KPIs, conduct regular reviews of KPIs to identify trends and areas for improvement, and make necessary adjustments to recruitment and retention strategies based on performance data.		Not yet started.
	Long-term (three - five years)	Continuously refine the KPI framework to ensure it aligns with MFD's evolving strategic goals, implement data analytics tools to gain deeper insights into staffing trends and performance, and develop a predictive analytics model to forecast future staffing needs and identify potential challenges.		Not yet started.

GOAL #4: Prioritize health and wellness of MFD personnel to cultivate a resilient and healthy workforce and foster an environment that promotes safety and physical and mental well-being of personnel.			
Objective #4A:	Develop and implement programs and policies that address physical, mental, and emotional		Progress Notes
Critical Task #4A.1:	Conduct surveys or focus groups to gather information about employees' health and wellness needs. <ul style="list-style-type: none"> Identify common physical, mental, and emotional health challenges faced by firefighters. 		Not yet started. Delayed until after union negotiations have concluded.
Timeframe(s):	Short-term (within one-year)	Assess the current health and wellness needs of the MFD's personnel; create a comprehensive wellness program that includes components such as physical fitness, nutrition, stress management, and mental health support; and implement fitness initiatives such as on-site gym facilities, fitness challenges, and wellness workshops.	
	Medium-term (two - three years)	Establish partnerships with local healthcare providers to offer discounted or subsidized services to MFD personnel; create a peer support program to provide emotional support and counseling to employees; and develop and implement a stress management program that includes techniques such as mindfulness, meditation, and yoga.	
	Long-term (three - five years)	Evaluate the effectiveness of the wellness program and make necessary adjustments to improve outcomes; foster a culture of wellness within MFD by emphasizing the importance of physical, mental, and emotional health; and explore innovative wellness strategies such as wearable technology or virtual wellness programs to enhance employee well-being.	
Objective #4B:	Conduct regular health assessments and implement preventive measures to mitigate the risks		
Critical Task #4B.1:	Identify the specific health risks associated with firefighting including exposure to hazardous substances, extreme temperatures, and physical demands. <ul style="list-style-type: none"> Research existing studies and guidelines on firefighter health to identify common health concerns. 		Not yet started. Delayed until after union negotiations have concluded.
Critical Task #4B.2:	Develop protocols for regular health assessments that cover physical, mental, and respiratory health. <ul style="list-style-type: none"> Include tests that are relevant to firefighting-related health risks such as pulmonary function tests, blood tests, and mental health screenings. 		
Timeframe(s):	Short-term (within one-year)	Establish a program to monitor firefighters' physical and mental health including regular medical check-ups and psychological evaluations; provide comprehensive training on the proper use and maintenance of personal protective equipment to minimize exposure to hazardous substances; and conduct regular workplace hazard assessments to identify potential risks and implement control measures.	

	Medium-term (two – three years)	Expand the health monitoring program to include biometric screenings, genetic testing, and exposure monitoring; develop a fitness for duty program to ensure firefighters are physically and mentally capable of performing their duties; and ensure the critical incident stress management program that provides support to firefighters who have experienced traumatic events is supported and funded.	<input type="radio"/>	
	Long-term (three - five years)	Conduct epidemiological studies to identify long-term health risks associated with firefighting and develop strategies to mitigate them, advocate for stronger occupational health and safety regulations to protect firefighters from exposure to hazardous substances, and implement a post-fire rehabilitation program to help firefighters recover from physical and psychological injuries.	<input type="radio"/>	
Objective #4C: Ensure that personnel have access to necessary resources for maintaining their health and				
Critical Task#4C.1:	Conduct a needs assessment to identify any gaps in current resources for maintaining employee health and well-being. <ul style="list-style-type: none"> • Prioritize the needs based on the most pressing concerns of employees. 		<input type="radio"/>	Not yet started. Delayed until after union negotiations have concluded.
Critical Task#4C.2:	Develop and communicate a plan that outlines the specific resources to be provided, the location of these resources, and the hours of operation. <ul style="list-style-type: none"> • Ensure that the resources are accessible to all employees, regardless of shift schedules or location. 		<input type="radio"/>	
Timeframe(s):	Short-term (within one-year)	Assess the current health and wellness resources available to personnel including on-site facilities, equipment, and programs; identify immediate needs for additional resources or improvements to existing facilities; and establish partnerships with local healthcare providers to offer discounted or subsidized services to MFD personnel.	<input type="radio"/>	
	Medium-term (two - three years)	Upgrade on-site facilities such as fitness centers and medical rooms to improve accessibility and functionality; expand mental health support services such as counseling and peer support programs to address the unique challenges faced by firefighters; and develop and implement a comprehensive wellness program that includes physical fitness, nutrition, stress management, and mental health support.	<input type="radio"/>	
	Long-term (three - five years)	Explore innovative wellness strategies such as wearable technology or virtual wellness programs to enhance employee well-being; advocate for increased funding to support health and wellness initiatives including staffing for on-site medical facilities and mental health professionals; and foster a culture of wellness within MFD by emphasizing the importance of physical, mental, and emotional health.	<input type="radio"/>	
Objective #4D: Regularly monitor and evaluate the effectiveness of health and wellness programs, adjusting				

Critical Task #4D.1:	Identify KPIs to measure the effectiveness of health and wellness programs. • Consider factors such as participation rates, employee satisfaction, health outcomes, and cost-effectiveness.	<input type="radio"/>	Not yet started. Delayed until after union negotiations have concluded.	
Critical Task #4D.2:	Collect data on program participation, attendance, and utilization. • Track changes in employee health indicators such as blood pressure, body mass index, and stress levels.	<input type="radio"/>		
Critical Task #4D.3:	Collect feedback from employees through surveys or focus groups to assess satisfaction levels and identify areas for improvement. • Analyze survey results to identify trends and patterns.	<input type="radio"/>		
Critical Task #4D.4:	Calculate the costs associated with health and wellness programs and the potential benefits such as improved employee health, reduced absenteeism, and increased productivity. • Evaluate the return on investment (ROI) of the programs to justify continued funding and support.	<input type="radio"/>		
Critical Task #4D.5:	Based on the evaluation results, make necessary adjustments to existing programs to improve their effectiveness. • Develop new programs to address identified needs or emerging trends in employee health and well-being.	<input type="radio"/>		
Timeframe(s):	Short-term (within one-year)	Conduct a baseline assessment of the current health and wellness programs including participation rates, satisfaction levels, and program effectiveness; establish a system to track and collect data on program utilization, health outcomes, and employee feedback; and conduct regular evaluations of each program to assess its effectiveness and identify areas for improvement.	<input type="radio"/>	
	Medium-term (two – three years)	Analyze the collected data to identify trends and patterns in program utilization and effectiveness; make necessary adjustments to programs based on data analysis and feedback from personnel; and develop a framework to measure the impact of health and wellness programs on employee health, morale, and productivity.	<input type="radio"/>	
	Long-term (three - five years)	Conduct a comprehensive evaluation of the entire wellness program to assess its overall effectiveness; explore innovative wellness strategies such as virtual reality training or wearable technology to enhance program effectiveness; and implement a continuous improvement process to ensure that health and wellness programs remain relevant and effective.	<input type="radio"/>	

Goal #5:	Maximize CRR and outreach through the enhancement of programs and partnerships.		
Objective #5A:	Develop and implement comprehensive fire-safety education programs for all age groups including schools, businesses, and the general public.		Progress Notes
Critical Task #5A.1:	Identify the key target audiences for fire-safety education such as school-aged children, adults, and businesses. • Assess the specific fire-safety needs and knowledge levels of each target audience.		Completed. Reviewed demographics and age groups. Updated FLSE policy and created a document of talking points based on age groups.
Critical Task #5A.2:	Develop educational materials that are appropriate for different age groups including children, teenagers, and adults. • Address the fire-safety risks relevant to each target audience such as home fires, workplace fires, and community hazards.		Completed. Created a talking points guide and developed a FLSE resource guide.
Critical Task #5A.3:	Use interactive teaching methods such as games, role-playing, and demonstrations to engage learners. • Utilize technology, like videos, animations, and online resources to enhance learning.		In progress. Continue to look for new ways to deliver FSLE.
Critical Task #5A.4:	Partner with local schools to integrate fire-safety education into the curriculum. • Work with businesses to provide fire-safety training for employees and customers.		In progress. Continue to work with nursing homes and some local businesses on FLSE and fire extinguisher training. Need to focus on targeted FLSE in schools.
Critical Task #5A.5:	Participate in community events and festivals to raise awareness about fire-safety. • Distribute fire-safety brochures, pamphlets, and other materials to the general public.		In progress. Made time for units to attend as many events as possible while remaining in service in 2025.
Critical Task #5A.6:	Track the number of people who participate in fire-safety education programs. • Assess participants' knowledge retention through pre- and post-tests or surveys. • Use evaluation data to identify areas where programs can be improved.		In progress. Utilizing a special event request form in Aladtec began tracking events, participant demographics and services rendered.
Timeframe(s):	Short-term (within one-year)	Identify the specific fire-safety education needs of the community including schools, businesses, and the general public; develop a core curriculum for fire-safety education programs, covering topics such as fire prevention, escape planning, and emergency procedures; and partner with local schools to implement fire-safety education programs during school hours.	Completed.
	Medium-term (two - three years)	Expand the range of fire-safety education programs to include specialized programs for seniors, children, and businesses; develop interactive fire-safety education programs such as fire-safety houses and escape room simulations; and utilize technology such as virtual reality and online learning platforms to deliver fire-safety education.	In progress. Purchased a new fire extinguisher trainer and new fire and life safety inflatable house to be placed in service in 2026.

	Long-term (three - five years)	Evaluate the effectiveness of fire-safety education programs through surveys, feedback forms, and incident data analysis; collaborate with community organizations to promote fire-safety education and outreach; and develop a long-term education plan that aligns with MFD's strategic goals and addresses evolving community needs.	○	Not yet started.
Objective #5B:	Foster and strengthen collaborative relationships with local organizations, allied agencies, businesses, and schools to promote fire-safety and community resilience.			Progress Notes
Critical Task #5B.1:	Identify local organizations, allied agencies, businesses, and schools that can contribute to fire-safety and community resilience.		◐	In progress. Working to building relationships with local EMA, LEPC, Red Cross, CERT and 211 services. Need to continue to develop relationships in the business community.
Critical Task #5B.2:	Create formal agreements that outline the goals, objectives, and responsibilities of each partner.		○	Not yet started.
Critical Task #5B.3:	Organize joint events such as fire-safety demonstrations, educational workshops, or community clean-ups.		○	Not yet started.
Critical Task #5B.4:	Encourage public participation in fire-safety initiatives and community events. • Build trust and positive relationships with community members through collaborative		○	Not yet started.
Critical Task #5B.5:	Identify shared concerns and challenges facing the community such as natural disasters, crime, or public health issues.		◐	In progress. MFD participates in LEPC planning, county mitigation planning and county EOP development. We also participate in EOP planning with all of our schools.
Critical Task #5B.6:	Regularly monitor the progress of partnerships and assess their effectiveness in achieving shared goals.		○	Not yet started.
Timeframe(s):	Short-term (within one-year)	Identify key stakeholders in the community including schools, businesses, healthcare providers, and other emergency services; establish effective communication channels with key stakeholders such as regular meetings, email newsletters, and social media; and organize community events such as fire-safety fairs and open houses to build relationships and promote fire-safety.	◐	In progress.
	Medium-term (two - three years)	Develop and implement joint training programs with other agencies to improve interoperability and coordination; participate in community initiatives such as neighborhood watch programs and disaster preparedness drills; and establish a community emergency response team (CERT) to train community members in basic disaster response skills.11	○	Not yet started.
	Long-term (three - five years)	Formalize partnerships with key stakeholders through memoranda of understandings or other agreements, develop a comprehensive CRR plan that addresses the specific needs of the community, and regularly evaluate the effectiveness of partnerships and adjust as needed to strengthen relationships and improve outcomes.	○	Not yet started.
Objective #5C:	Create and implement targeted outreach programs to reach vulnerable populations and increase awareness of fire-safety and prevention.			Progress Notes

Critical Task #5C.1:	Identify vulnerable populations within the community such as low-income individuals, elderly populations, and individuals with disabilities. • Identify populations with language barriers that may hinder access to fire-safety information.	●	Completed. Included in the community risk assessment.
Critical Task #5C.2:	Develop fire-safety materials that are culturally relevant and accessible to different populations. • Use clear and simple language that is easy to understand.	○	Not yet started.
Critical Task #5C.3:	Partner with community organizations, schools, and religious institutions to reach vulnerable populations. • Use social media platforms to disseminate fire-safety information and engage with target audiences.	○	Not yet started.
Critical Task #5C.4:	Organize fire-safety events such as open houses, demonstrations, or educational workshops. • Distribute fire-safety materials such as brochures, pamphlets, and smoke detectors.	○	Not yet started.
Critical Task #5C.5:	Partner with local law enforcement agencies to reach vulnerable populations through shared resources and networks. • Collaborate with health departments to address health disparities and promote fire-safety within vulnerable communities.	○	Not yet started.
Timeframe(s):	Short-term (within one-year) Identify specific vulnerable populations within the community such as seniors, low-income individuals, and individuals with disabilities; create culturally appropriate fire-safety education materials including brochures, posters, and videos; and partner with community organizations that serve vulnerable populations such as senior centers, community health clinics, and social service agencies.	●	Completed. A community risk assessment was completed. Implementation needs to be a focus for 2026.
	Medium-term (two - three years) Implement targeted outreach campaigns such as door-to-door canvassing, mailings, and social media outreach; provide fire-safety presentations to vulnerable populations in community centers, churches, and other gathering places; and translate fire-safety education materials into multiple languages to reach diverse populations.	○	Not yet started.
	Long-term (three - five years) Evaluate the effectiveness of outreach programs through surveys and feedback from community members; develop long-term partnerships with community organizations to ensure ongoing fire-safety education; and explore innovative outreach methods such as virtual reality simulations or mobile fire-safety trailers to engage vulnerable populations.	○	Not yet started.
Objective #5D:	Regularly evaluate the effectiveness of CRR programs and make necessary adjustments to ensure they meet evolving community needs.		Progress Notes
Critical Task #5D.1:	Define relevant metrics and/or identify KPIs to measure the effectiveness of CRR programs. • Consider factors such as incident rates, property damage, injuries, and public	◐	In progress. KPI are being established department wide. CCR focus mostly on FLSE and Fire Code Enforcement.
Critical Task #5D.2:	Collect data on program participation, attendance, and utilization. • Track changes in community outcomes such as fire incident rates, property damage,	◑	In progress.
Critical Task #5D.3:	Collect feedback from community members, businesses, and other stakeholders to assess the effectiveness of programs.	○	Not yet started.
Critical Task #5D.4:	Calculate the costs associated with CRR programs and the potential benefits such as reduced property damage, improved public safety, and enhanced community resilience.	◐	In progress. Cost are continually calculated as part of the budget preparation process and capital planning. Benefits need to be based on KPIs and data analysis.

Critical Task #5D.5:	Based on the evaluation results, make necessary adjustments to existing programs to improve their effectiveness.		○	Not yet started.
Timeframe(s):	Short-term (within one-year)	Conduct a baseline assessment of current CRR programs including program goals, target audiences, and delivery methods; identify key performance indicators to measure the effectiveness of programs such as program participation rates, incident reduction rates, and public perception surveys; and establish systems to collect and track data on program outcomes and community feedback.	●	Completed. The Kramer study evaluated current CCR programs and offered recommendations. Internal reviews of the service catalog outlines the current CCR programs available. KPIs are being tracked.
	Medium-term (two - three years)	Conduct regular evaluations of each program to assess its effectiveness and identify areas for improvement; analyze the collected data to identify trends and patterns in program outcomes; and make necessary adjustments to programs such as modifying program content, expanding target audiences, or changing delivery methods.	○	Not yet started.
	Long-term (three - five years)	Implement a continuous improvement process to ensure that CRR programs remain relevant and effective; explore innovative strategies such as social media campaigns or community-based partnerships to enhance program impact; and conduct a comprehensive evaluation of MFD's overall CRR strategy to identify areas for improvement and future opportunities.	○	Not yet started.

Category	Service	Description	Focus
Operations	Emergency Medical Services (ALS/BLS)	911 medical response, patient assessment, treatment, and transport	Community-Facing
Operations	Fire Suppression	Response to residential, commercial, industrial fires to control and extinguish fire and protect life and property	Community-Facing
Operations	Rescue Operations	Vehicle extrication, patient disentanglement, and technical rescue	Community-Facing
Operations	Hazardous Materials Response	Identification, containment, and mitigation of hazardous materials and environmental incidents	Community-Facing
Operations	Weather and Environmental Hazard Response	Response to flooding, ice and water rescues, storm damage, wind events, and weather-related unsafe conditions	Community-Facing
Operations	Utility and Infrastructure Hazard Response	Response to downed power lines, gas leaks, damaged utilities, and related hazards	Community-Facing
Operations	Hazard Evaluation and Control	Assessment and mitigation of unsafe or potentially dangerous conditions	Community-Facing
Operations	Open and Illegal Burn Investigation	Investigation of open burning complaints to ensure fire code compliance and safety	Community-Facing
Community Risk Reduction	Fire Inspections	Commercial occupancy fire inspections	Community-Facing
Community Risk Reduction	Foster Care Inspections	Residential inspections to certify foster care homes	Community-Facing
Community Risk Reduction	Plan Review	Review of construction and renovation plans	Community-Facing
Community Risk Reduction	Fire Code Enforcement	Ohio Fire Code enforcement and compliance	Community-Facing
Community Risk Reduction	Fire and Life Safety Education	School programs and community outreach	Community-Facing
Community Risk Reduction	Smoke Alarm Program	Residential smoke alarm installation and education	Community-Facing
Community Risk Reduction	Juvenile Fire Setter Intervention	Education and referral programs	Community-Facing
Community Risk Reduction	Fire Extinguisher Training	Provide hands on training to local business in the safe use of fire extinguishers	Community-Facing
Training	Recruit Training	Initial firefighter and EMS training	Organization-Facing
Training	Continuing Education	Ongoing fire and EMS training	Organization-Facing
Training	EMS Recertification	State and national EMS credential maintenance	Organization-Facing
Training	Officer Development	Company and chief officer training	Organization-Facing
Training	Driver and Operator Training	Initial and continuing training for safe emergency driving and apparatus operation	Organization-Facing
Training	Multi-Agency Training	Joint training with regional partners	Both
Fleet & Facilities	Apparatus Maintenance	Preventive maintenance and repair of fire apparatus	Organization-Facing
Fleet & Facilities	Equipment Testing and Maintenance	Testing of hose, ladders, pumps, and tools, etc	Organization-Facing
Fleet & Facilities	PPE Maintenance	Inspection, cleaning, and repair of turnout gear	Organization-Facing
Fleet & Facilities	Inventory Management	Tracking and replacement of equipment and supplies	Organization-Facing
Administration	Strategic Planning	Long-term service and staffing planning	Organization-Facing
Administration	Budget Development	Annual operating and capital budget preparation	Organization-Facing
Administration	Grants Management	Grant writing, administration, and reporting	Organization-Facing
Administration	Policy & SOP Development	Creation and maintenance of department policies	Organization-Facing
Administration	Personnel Management	Hiring, promotions, evaluations, and discipline	Organization-Facing
Administration	Public Information	Media relations and public communication	Community-Facing