



**CHESTERFIELD**  
FIRE DEPARTMENT

[www.chestefieldfire.org](http://www.chestefieldfire.org)  
586-725-2233

**2025-2030**

# STRATEGIC PLAN

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A comprehensive roadmap for organizational excellence and community service

## **Station 3**

33991 23 Mile Road  
Chesterfield Township, MI 48047

## **Station 1**

26001 22 Mile Road  
Chesterfield Township, MI 48051



## LETTER FROM THE CHIEF

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**The Chesterfield Township Fire Department strives to provide quality in the various services we deliver to all of our jurisdiction.**

We look forward to serving a growing community that has gone from a rural setting of cabins and farmhouses to one of the fastest growing townships in Southeastern Michigan.

Our strategic vision for the future is not just to maintain the current level of service, but rather to expand both in quantity and quality. We will do so by analyzing every aspect of our operation. We will stand as an outsider and look back at our department in comparison to the world of public emergency services. We pledge to be open with minds and hearts to the needs of others over ourselves and never forget that we are "here for our community."

Science and data will be our fuel for future efforts. We will compare ourselves to others and seek the better option to bring about a fire service organization that is effective in all aspects of our operations as well as efficient with the public's means.

We will embrace our history through the efforts of our members knowing that nothing can be done without well educated, motivated, and equipped staff. The future will bring robotics, technology, and Artificial intelligence into our skill set but nothing will replace the skilled hand of a Firefighter/EMT and their critical thinking needed in a time of crisis.



## ORGANIZATIONAL HISTORY

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The Charter Township of Chesterfield, MI was formally established by the Charter Township Act of 1947, and is governed by a seven-member Township Board. All members of the board are elected by constituents during a general election, and include four part-time Trustees and a full time Clerk, Treasurer, and Supervisor. Day to day operations are conducted by the Township Supervisor with assistance from multiple full-time department heads. Township budgets are prepared and administered by the Township Treasurer.



Previously served by neighboring New Haven, New Baltimore, and Mt. Clemens Fire Departments, the Chesterfield Township Fire Department answered its first call on April 3rd, 1955. Originally established as a volunteer department, operations grew from a small single fire station to include two modern stations located in the eastern and western halves of the township.

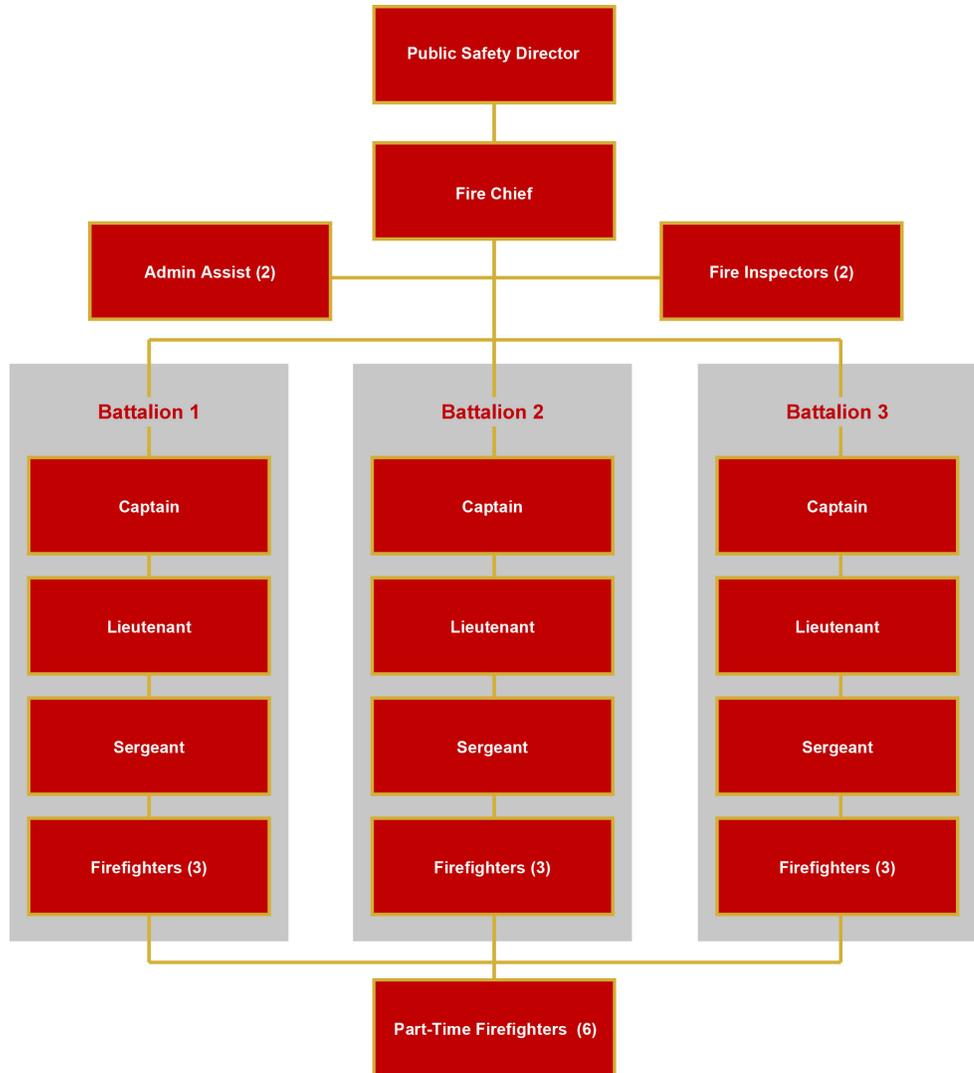
As growth continued, the department transitioned into a "combination" department in the early 2000s, fueled by voter-established millages for operations and equipment. Staffed by 38 full-time and paid-on-call personnel, the economic downturn of 2008-2010 dealt a heavy blow to the trajectory of growth within the department. Ultimately, fueled by the Township Board's concerns surrounding the viability of funding both police and fire operations, Public Safety Special Assessment District was enacted; the department was then adopted under the umbrella of the "Chesterfield Township Department of Public Safety."



# DEPARTMENT STRUCTURE

The Chesterfield Township Fire Department continues to operate using a hybrid, "combination" staffing model with both career and part-time personnel under the direction of the Fire Chief and Public Safety Director.

These members respond to emergencies from two strategically located stations, and seek to mitigate all fire, technical rescue, HAZMAT, and water rescue emergencies, and support EMS service delivery to the community



The above chart depicts the organizational structure of the department as of the date of publishing. It should be noted that the number of part-time firefighters fluctuates frequently, and that the department may have anywhere between 0 and 30 currently employed.



## GUIDING VALUES

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### **Family**

We will treat our community just like family



### **Skill**

Our duties will be carried out with the highest level of skill.



### **Honor**

Everything we do both on and off duty will bring honor to our department.

## MISSION STATEMENT

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"To serve the community by protecting life, property and the environment; by providing fire safety education, inspections, suppression, investigations, emergency medical support, disaster response, and hazardous materials mitigation.

We will give the highest level of service possible with the level of resources provided to this department, in the most efficient and cost effective manner possible."



# DEFINITION OF A COMMUNITY-DRIVEN STRATEGIC PLAN

In the heartbeat of every successful organization lies the voice of its community—guiding decisions, shaping services, and lighting the path forward. A truly community-driven organization listens not just to what its people say, but also anticipates and plans for future needs. It tunes into both the spoken and the silent expectations of both those it serves today and tomorrow. Staying true to this vision, we placed community voices at the center of our strategic planning, allowing their insights to inspire and steer the creation of this plan.

For the Chesterfield Township Fire Department, serving the community means more than just responding to emergencies—it means listening. Both residents and businesses deserve a voice in shaping the services that protect them. That's why the department has embraced a planning process that invites the community to the table. By weaving public input into its strategy, the department can focus resources where they matter most, cutting down on waste and risk while building a service that truly reflects the people it protects.





# WHAT IS A STRATEGIC PLAN?

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**It is a living management tool that provides:**

Direction	Vision	Goals	Resources
Provides short-term direction	Builds a shared vision	Sets goals and objectives	Optimizes use of resources

Effective strategic planning relies on a consistent, well-structured process applied across every level of an organization. Planning itself is not a one-time event but a continuous cycle, without a defined beginning or end. While formal plans may be produced at regular intervals, it is the act of planning—the ongoing reflection, adjustment, and collaboration—that truly matters. A successful planning process must remain flexible and responsive, incorporating new insights from stakeholders and service providers as they emerge.

Once strategic goals are set, leaders must define clear performance measures to which they are accountable. These measures provide a way to evaluate whether departments and agencies are delivering on the commitments outlined in their plans

At its core, strategic planning offers more than just direction—it creates an opportunity to align leadership, employees, and stakeholders under a shared vision. It fosters a common understanding of the organization's purpose, the role each person plays in advancing it, and the standards by which success will be measured.

So, where does the community fit into this process?

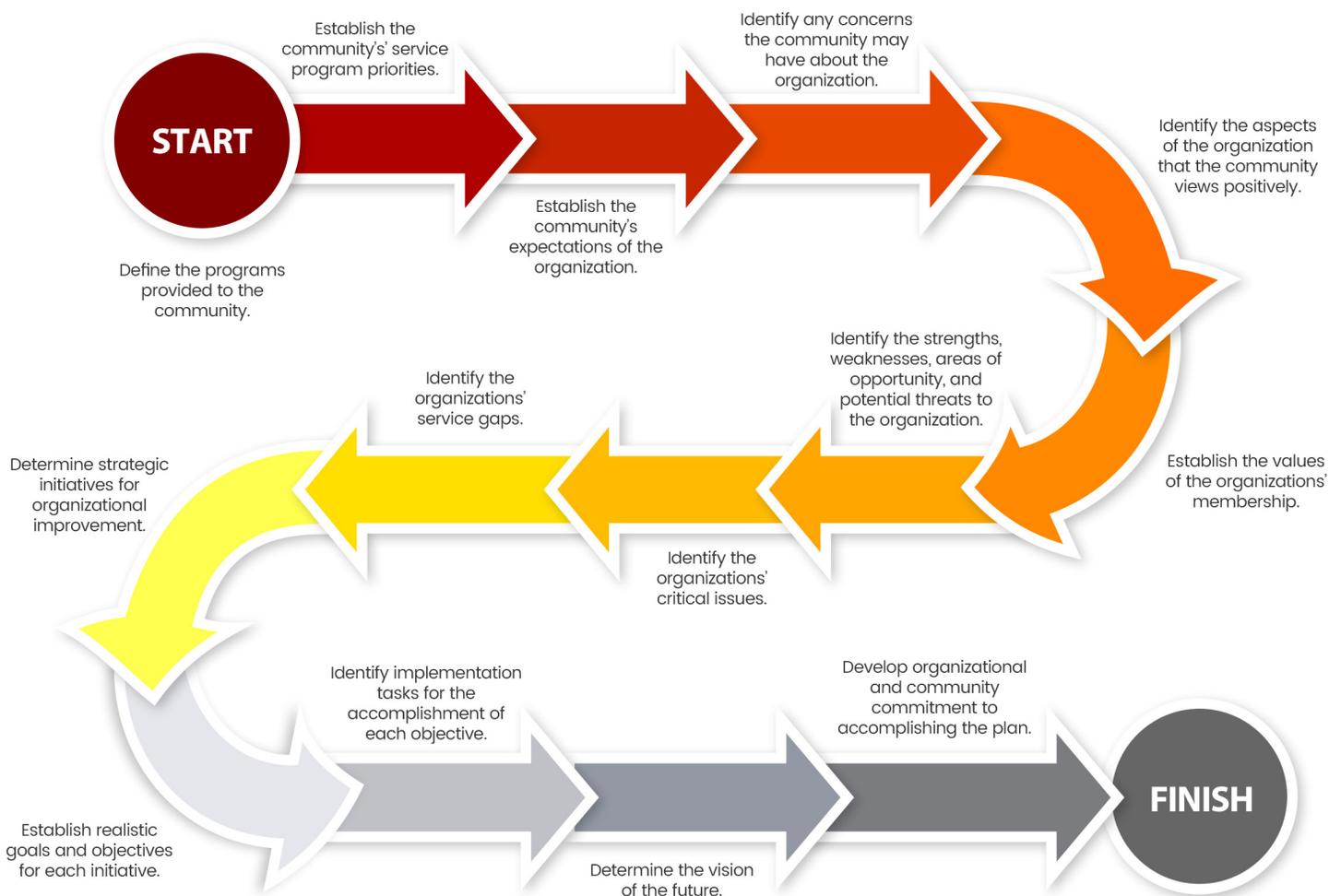
For many thriving organizations, the community is not just a stakeholder—it is the compass. A community-driven organization actively seeks input from residents, businesses, and other external partners to ensure its focus remains on both the stated and unstated needs of current and future customers.

Embedded within every stage of planning is the responsibility to track progress toward goals and objectives. This monitoring can take many forms—from a simple checklist to a detailed action plan with milestones and performance metrics. Equally important is the ability to assess whether the organization's actions are achieving the intended impact, ensuring that strategies translate into meaningful results.



# STRATEGIC PLANNING PROCESS

The specific steps of the process are as follows:





## STRATEGIC PLANNING COMMITTEE

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Beginning in December of 2022, Chief Craig Miller set out to assemble a Strategic Planning Committee representative of all facets of the organization. Members from the rank-and-file, officer corps, upper management, and local government were selected to serve.



**Hank Anderson**  
Chesterfield Township



**Brian Bassett**  
Public Safety Director



**Craig Miller**  
Fire Chief



**Gordon Tuzinsky**  
Lieutenant



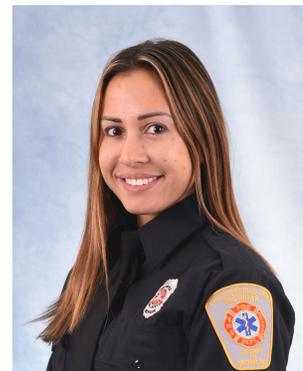
**Richard Mucha**  
Inspector



**James Schafer Jr.**  
Sergeant and  
IAFF Local 4011 President



**Nathan McKee**  
Firefighter (full-time)



**Chloe Liberatore**  
Firefighter (part-time)

The Committee met a total of 6 times throughout 2022-2023, culminating in the authoring of the following initiatives.



# EXTERNAL STAKEHOLDER INPUT

Development of the Chesterfield Fire Department's strategic plan took place from February to October of 2023. During this period, input from external stakeholders was gathered through an online survey available on the department's website. The survey asked respondents to:

- Rank the services offered by the department in order of importance
- Rate the department's professionalism, community involvement, appearance, and promptness using a numerical scale
- Identify their association with the department
- In a free text field, describe a service the department does not provide, but the respondent expects

The screenshot shows the survey interface for Chesterfield Fire. It includes a navigation bar with 'HOME', 'ABOUT', 'SERVICES', 'FORMS', 'NEWS & EVENTS', 'GALLERY', and 'CONTACT'. The survey title is 'EXTERNAL STAKEHOLDER SURVEY'. The first section asks respondents to rank services by importance, with examples like Fire, EMS, and Hazmat. The second section asks for performance ratings in categories like Professionalism, Community Involvement, Appearance, and Promptness, using a 5-point scale. The third section asks for the respondent's association with the department, with options like 'I am a resident' or 'I work in Chesterfield'. The final section is a free text field for services not provided but expected.

A total of 202 responses were tallied within a 12-month period, representing approximately .05% of the township's population.

During the survey, respondents identified themselves as either residents, an employee of a business in the township, or a frequent visitor. Across all three groups, firefighting and EMS outpaced all other services as ranked #1 and #2 services, followed by a nearly even mix of HAZMAT response, Water Rescue, Community Risk Reduction, and Public Relations.

External stakeholders also scored the department in various categories. An average of all responses yielded mid to high scores in Professionalism, Community Involvement, Appearance, and Promptness.



# INTERNAL STAKEHOLDER INPUT

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Shortly after the formation of the Strategic Planning Committee, three “workgroup” sessions were held, encompassing all but three members of the department. Members were asked to perform a “SWOT” analysis and service ranking exercise, and all responses were compiled for use by the Strategic Planning Committee in developing this plan’s initiatives.

During the internal stakeholder sessions, members overwhelmingly identified that the department should be community driven,



professional, and have integrity and honesty as the core values. Expectations of the administration were chiefly centered around providing adequate staffing, providing adequate and timely training, and developing Community Risk Reduction programs. As expected, areas of concern included issues precipitated by low staffing; low morale; and lack of clear career progression for members of the department. As for strengths, members highlighted the condition of facilities and equipment, skill level of members, and strength of external relationships.



## PERFORMANCE MEASUREMENT

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In order to determine whether or not the department's strategic plan is achieving the desired results, progress will be tracked through updates during the monthly officer's meetings and progress reports provided to the Chief during the annual program appraisal process. Successes and obstacles will be shared with the entire department through regular communication from the Chief.



## SUCCESS OF THE STRATEGIC PLAN

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The success of the strategic plan and the department's planning process will be measured by the level of progress the organization makes toward achieving its vision and the support received by our members, elected officials, and the community.

The development of this plan was accomplished through input from the multiple internal and external stakeholders and has served to bring them together to work towards a common purpose. The level of success in achieving the goals outlined in this plan is dependent on the continued collaboration of these stakeholders.

Going forward, the department hopes the strategic planning process will serve to unify our stakeholders by ensuring everyone understands our organizational direction and defining the roadmap for how we are going to get there.





# STRATEGIC INITIATIVES

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The following nine strategic initiatives represent the department's commitment to continuous improvement and excellence in service delivery. Each initiative addresses specific needs identified through comprehensive stakeholder engagement and organizational analysis.



**Personnel Development and Training**



**Emergency Response**



**Community Risk Reduction**



**Technical Rescue**



**Hazardous Materials Response**



**Water Rescue & Marine Operations**



**Emergency Preparedness**



**Employee Health and Wellness**



**Facilities and Equipment**



# 1. PERSONNEL DEVELOPMENT AND TRAINING



The men and women employed by the Chesterfield Township Fire Department are its greatest asset and are required to maintain proficiency in many disciplines. The department will support the training needs of its personnel by providing initial training, continuing education, and new learning opportunities, as well as foster an environment that encourages continued personal development. The department will also anticipate the future personnel needs of the department and create opportunity and provide mentorship for members wishing to fill those future needs.

## Objective 1.1

**Create and publish a clear progression of skills and training (or "roadmap") needed for each position within the department.**

- Consulting department SOGs, labor agreements, and outside regulations, establish a list of required knowledge, skills, and abilities for each position.
- Compile the information into the appropriate format to present to department administration for formal adoption.
- Organize the above list into a clear progressive roadmap and publish using the department's preferred training medium.

**RESPONSIBLE PARTY**

Lt. Thomas Rowley

**BUDGET**

TBD

**TIMELINE**

3 years

## Objective 1.2

**Create a list of essential skills based on position, rank, or designation, for which each member performing within that capacity must be proficient in, and prepare the list for use during regular employee evaluation.**

- Utilizing local, national, and regulatory standards, develop a list of essential skills directly related to the position, rank, or designation's primary function and which the employee filling that role is expected to perform.
- For each skill identified above, define a measurable performance baseline for use during evaluations.
- Organize the above information into the appropriate format to present to department administration for formal adoption.

**RESPONSIBLE PARTY**

Lt. Thomas Rowley

**BUDGET**

TBD

**TIMELINE**

3 years



# 1. PERSONNEL DEVELOPMENT AND TRAINING



## Objective 1.3

**Establish a mentor program to assist probationary with navigating the “ins and outs” of the probationary process, department operations, and life in the fire service.**

- Research academic literature, articles, and training material; obtain and analyze other comparable departmental programs .
- Author a program description that explains the intent and benefits of such a program, and identifies the desirable qualities found in mentors .
- With departmental approval, implement the program with the goal of assigning each probationary member a mentor .

**RESPONSIBLE PARTY**

Lt. Thomas Rowley

**BUDGET**

TBD

**TIMELINE**

3 years

## Objective 1.4

**Develop a thorough and fair annual employee evaluation process with the goal of identifying training successes, needs, and deficiencies, encouraging accountability and self-improvement within the employee.**

- Consulting with the Fire Chief and Fire Department Command Staff, and in concert with the responsible party for initiatives 1.1 and 1.2, develop a list of essential knowledge, skills, and abilities (“KSAs”) required for each rank/position.
- Using the above list, determine a mechanism by which the above requisite KSAs are efficiently and effectively evaluated on an individual basis
- Create a scoring system that adequately expresses the individual’s performance and allows for year-to-year comparisons.
- Organize the above process into the appropriate format to present to department administration for formal adoption.

**RESPONSIBLE PARTY**

Lt. Thomas Rowley

**BUDGET**

TBD

**TIMELINE**

3 years



## 2. EMERGENCY RESPONSE



Responding to fire and medical emergencies is central to the department's mission. The continual evaluation and improvement of this service is the primary public expectation, and will continue to be a priority for all members of the agency. The Chesterfield Fire Department will dedicate time and resources to enhancing service delivery and maintaining appropriate response times.

### Objective 2.1

**Implement an effective means of communicating incident information, mapping, performance metrics, and other daily important information to all suppression personnel.**

- Research, evaluate, and solicit bids for available information dissemination technology
- Compile final selection and costs into a package and present it to the department administration for purchase consideration.

**RESPONSIBLE PARTY**

Sgt. Jonathan Reh

**BUDGET**

TBD

**TIMELINE**

2 years



# 3. COMMUNITY RISK REDUCTION



Community Risk Reduction efforts are one of the core tenets of a 21st century fire department. “CRR” encompasses traditional prevention, education, and investigation activities, and focuses these efforts toward identifying and addressing the risks faced by the community. It is through these efforts that the department hopes to have a much larger impact on the safety and wellbeing of its citizenry.

## Objective 3.1

### Create a “Public Educator” position

- Develop a list of knowledge, skills, abilities, and desirable traits of someone charged with conducting public education activities
- Author a job description and list of essential job functions, including a list of expected activities.
- Work with department administration to interview, select, and on-board an individual to function in this role.

**RESPONSIBLE PARTY**

Capt. Michael Scalici

**BUDGET**

TBD

**TIMELINE**

5 years

## Objective 3.2

### Develop a “Public Education Team.”

- Working in concert with the responsible party for initiative 3.1, recruit and select members of the department possessing desirable qualities who are willing to routinely participate in public education activities.

**RESPONSIBLE PARTY**

Capt. Michael Scalici

**BUDGET**

TBD

**TIMELINE**

5 years



## 4. TECHNICAL RESCUE

There are multiple disciplines within the technical rescue domain, each with their own initial and continuing education requirements. Maintaining proficiency within these specialties demands a large commitment of time and effort by both the individual and the agency; it is imperative that the department continually verify that it has adequate personnel and equipment capable of delivering consistent service. To that end, the Chesterfield Township Fire Department will develop and implement a “technical rescue response model,” authored by the department’s own experts, which will serve as a guide to help achieve and maintain these levels.

### Objective 4.1

**Determine the appropriate level of Confined Space and Rope Rescue training for all members of the department**

- Develop a tiered list of knowledge, skills, and abilities related to confined space and rope rescue.
- Using the information above, determine the minimum number of skilled personnel needed on scene to begin initial operations at a possible confined space or rope rescue event as identified in the agency’s Community Risk Assessment.
- Formulate an initial training program to elevate all members of the department to a level of training needed to fulfill the requirements of the technical response model.

**RESPONSIBLE PARTY**

Lt. Gordon Tuzinsky

**BUDGET**

TBD

**TIMELINE**

3 years

### Objective 4.2

**Determine the appropriate level of Trench Rescue training for all members of the department.**

- Develop a tiered list of knowledge, skills, and abilities related to trench rescue.
- Using the information above, determine the minimum number of skilled personnel needed on scene to begin initial operations at a possible trench rescue event as identified in the agency’s Community Risk Assessment.
- Formulate an initial training program to elevate all members of the department to a level of training needed to fulfill the requirements of the technical response model.

**RESPONSIBLE PARTY**

Lt. Gordon Tuzinsky

**BUDGET**

TBD

**TIMELINE**

3 years



## 4. TECHNICAL RESCUE



### Objective 4.3

**Determine the appropriate level of vehicle extrication training for all members of the department.**

- Develop a tiered list of knowledge, skills, and abilities related to vehicle extrication.
- Using the information above, determine the minimum number of skilled personnel needed on scene to complete basic, extended, and complex vehicle extrication.
- Formulate an initial training program needed to elevate all members of the department to a level of training needed to fulfill the requirements of the technical response model.

**RESPONSIBLE PARTY**

Lt. Gordon Tuzinsky

**BUDGET**

TBD

**TIMELINE**

3 years

### Objective 4.4

**Determine the appropriate level of machine and elevator rescue training for all members of the department.**

- Develop a tiered list of knowledge, skills, and abilities related to machine and elevator rescue.
- Using the information above, determine the minimum number of skilled personnel needed on scene to complete basic, extended, and complex machine rescue and elevator rescue.
- Formulate an initial training program needed to elevate all members of the department to a level of training needed to fulfill the requirements of the technical response model.

**RESPONSIBLE PARTY**

Lt. Gordon Tuzinsky

**BUDGET**

TBD

**TIMELINE**

3 years



## 4. TECHNICAL RESCUE



### Objective 4.5

For each discipline, create a periodic skills evaluation system to assist the agency with the ongoing evaluation of the effectiveness of training and the individual's competence.

RESPONSIBLE PARTY	BUDGET	TIMELINE
Lt. Gordon Tuzinsky	TBD	3 years

### Objective 4.6

For each discipline, create a list of equipment needed to quickly, safely, and effectively conduct operations as outlined in the response model.

- Research and obtain information for each piece of equipment, taking into consideration maintenance costs (recertification, expiration, etc.)
- Prioritize the list in order of need and cost-effectiveness to assist department administration with budgetary planning.
- Prepare and implement a maintenance plan for all existing equipment.

RESPONSIBLE PARTY	BUDGET	TIMELINE
Sgt. Nathan McKee	TBD	3 years



## 5. HAZARDOUS MATERIALS RESPONSE



Given the prevalence of hazardous materials use and transportation by the many industries in and around Chesterfield, the likelihood of a HAZMAT release is high. Coupled with the proximity to residential properties and major roadways, this likelihood of release can have severe consequence to the public at large. While the agency maintains personnel trained in HAZMAT mitigation, it is important to have a system in place capable of maintaining adequate and timely response to these incidents. Therefore, the Chesterfield Township Fire Department will develop and implement a “hazardous materials response model,” authored by the department’s own experts, for use as a guide to maintain this response.

### Objective 5.1

**Determine the appropriate level of HAZMAT training for all members of the department.**

- Develop a tiered list of knowledge, skills, and abilities related to hazardous materials response.
- Using the information above, determine the minimum number of skilled personnel needed on scene to begin initial operations at a hazardous materials release.
- Formulate an initial training program needed to elevate all members of the department to a level of training needed to fulfill the requirements of the hazardous materials response model

**RESPONSIBLE PARTY**

Capt. Michael Scalici

**BUDGET**

TBD

**TIMELINE**

3 years

### Objective 5.2

**Create a periodic skills evaluation system to assist the agency with the ongoing evaluation of the effectiveness of training and the individual’s competence.**

**RESPONSIBLE PARTY**

Capt. Michael Scalici

**BUDGET**

TBD

**TIMELINE**

3 years



## 5. HAZARDOUS MATERIALS RESPONSE



### Objective 5.3

**For each discipline, create a list of equipment needed to quickly, safely, and effectively conduct operations as outlined in the response model.**

- Research and obtain information for each piece of equipment, taking into consideration maintenance costs (recertification, expiration, etc.)
- Prioritize the list in order of need and cost-effectiveness to assist department administration with budgetary planning.
- Prepare and implement a maintenance plan for all existing equipment.

**RESPONSIBLE PARTY**

Capt. Michael Scalici

**BUDGET**

TBD

**TIMELINE**

3 years



## 6. WATER RESCUE & MARINE OPERATIONS



Chesterfield Township is a waterfront community, with its' eastern border largely encompassed by Lake St. Clair; this lake is a large draw for recreational boaters, swimmers, and paddle sport enthusiasts, and has a reputation as a world-class fishing venue. The township has recently embraced its role as a host to those seeking the above activities, naturally increasing the use of Lake St. Clair and the Salt River. Chesterfield is also home to many neighborhoods centered around large, deep "ponds" created by former mining operations. In an effort to solidify its capabilities while responding to emergencies in and around the above bodies of water, the Chesterfield Fire Department will develop and implement a "water rescue response model," authored by the department's own experts, for use as a guide to achieve the above.

### Objective 6.1

**Determine the appropriate level of water rescue training for all members of the department.**

- Develop a tiered list of knowledge, skills, and abilities related to water rescue, inclusive of shore-based and boat-based surface rescue and dive rescue.
- Using the information above, determine the minimum number of skilled personnel needed on scene to complete a surface rescue and begin initial dive rescue operations.
- Formulate an initial training program needed to elevate all members of the department to a level of training needed to fulfill the requirements of the water rescue response model.

**RESPONSIBLE PARTY**

Sgt. Nathan McKee

**BUDGET**

TBD

**TIMELINE**

3 years

### Objective 6.2

**Determine the appropriate level of ice rescue training for all members of the department.**

- Develop a tiered list of knowledge, skills, and abilities related to ice rescue.
- Using the information above, determine the minimum number of skilled personnel needed on scene to complete an ice rescue.
- Formulate an initial training program needed to elevate all members of the department to a level of training needed to fulfill the requirements of the water rescue response model.

**RESPONSIBLE PARTY**

Sgt. Nathan McKee

**BUDGET**

TBD

**TIMELINE**

3 years



# 6. WATER RESCUE & MARINE OPERATIONS



## Objective 6.3

**Determine the appropriate level of Marine Operations training for all members of the department.**

- Develop a tiered list of knowledge, skills, and abilities related to marine operations.
- Using the information above, determine the minimum number of skilled personnel needed to safely and effectively crew the department’s water craft.
- Formulate an initial training program needed to fulfill the requirements of the water rescue response model.

**RESPONSIBLE PARTY**

Sgt. Nathan McKee

**BUDGET**

TBD

**TIMELINE**

3 years

## Objective 6.4

**For each discipline, create a periodic skills evaluation system to assist the agency with the ongoing evaluation of the effectiveness of training and the individual’s competence.**

**RESPONSIBLE PARTY**

Sgt. Nathan McKee

**BUDGET**

TBD

**TIMELINE**

3 years

## Objective 6.5

**For each discipline, create a list of equipment needed to quickly, safely, and effectively conduct operations as outlined in the response model.**

- Research and obtain information for each piece of equipment, taking into consideration maintenance costs (recertification, expiration, etc.)
- Prioritize the list in order of need and cost-effectiveness to assist department administration with budgetary planning.
- Prepare and implement a maintenance plan for all existing equipment.

**RESPONSIBLE PARTY**

Sgt. Nathan McKee

**BUDGET**

TBD

**TIMELINE**

3 years



## 7. EMERGENCY PREPAREDNESS



With multiple severe weather events occurring every year, and having endured a 1964 tornado that killed 13 people and caused over \$4 million dollars in damage, the Chesterfield Township Fire Department maintains preparedness for these events at the forefront of their mind. The Fire Department will maintain uninterrupted operations during disaster events, as well as provide essential services for the residents.

### Objective 7.1

**Author a "Continuity of Operations Plan (COOP)," and present it to the Township elected officials for formal adoption.**

**RESPONSIBLE PARTY**

Chief Craig Miller

**BUDGET**

TBD

**TIMELINE**

2 years

### Objective 7.2

**Develop and implement a public use emergency shelter program**

**RESPONSIBLE PARTY**

Chief Craig Miller

**BUDGET**

TBD

**TIMELINE**

5 years



## 8. EMPLOYEE HEALTH AND WELLNESS



Life as a first responder is demanding and stressful. Aspiring that each member of the department has a long, healthy, and productive career, the Chesterfield Township Fire Department will devote time and resources aimed at maintaining the health and wellness of all employees through a variety of physical fitness and mental health programs.

### Objective 8.1

**Develop and Implement a “peer support” team, capable of assisting members of the department during times of personal crisis.**

- Identify members of the department willing to participate in the team in the support capacity
- Attend training and research current successful teams in the area to use as guide for program development
- Once created, effectively communicate to all department members the team’s mission and capabilities.

**RESPONSIBLE PARTY**  
Lt. Thomas Rowley

**BUDGET**  
TBD

**TIMELINE**  
2 years

### Objective 8.2

**Create a “near miss” education program**

- Develop a reporting system that allows any member of the department to submit a “near miss”
- Provide initial education to all members of the department, detailing the program’s mission and teaching members what a “near miss” is and how to submit one for review
- At least quarterly, communicate “near misses” from submissions and other outside sources to department personnel with information on what happened and prevention information.

**RESPONSIBLE PARTY**  
Sgt. Jonathan Reh

**BUDGET**  
TBD

**TIMELINE**  
2 years



## 9. FACILITIES AND EQUIPMENT



Mission critical stations, apparatus, and equipment are maintained daily by the department's rank-and-file. The Chesterfield Township Fire Department will continue to operate an effective fleet maintenance program, with efforts directed toward reducing unnecessary duplicative work, assuring compliance with manufacturer recommendations and regulatory compliance, and anticipating the need for replacement.

### Objective 9.1

#### Author a Fire Apparatus Replacement Plan

- Complete an assessment of the current fleet, providing an accurate picture of the condition, age, and functionality of each individual vehicle
- Project an expected lifespan of each vehicle, as well as an estimation of yearly maintenance costs
- Using the above information, assemble a minimum 20-year plan of anticipated apparatus need with estimated cost where possible.

RESPONSIBLE PARTY	BUDGET	TIMELINE
Lt. Jim Schafer	TBD	2 years

### Objective 9.2

#### Author a Small Equipment Replacement & Update Plan

- Complete an assessment of the department's current stock of small equipment, providing an accurate picture of the condition, age, and functionality of each individual piece of equipment
- Project an expected lifespan of each piece of equipment, as well as an estimation of yearly maintenance costs
- Using the above information, assemble a minimum 20-year plan of anticipated equipment need with estimated costs where possible.

RESPONSIBLE PARTY	BUDGET	TIMELINE
Lt. Jim Schafer	TBD	2 years