



Middletown Township

Bucks County, Pennsylvania

Fire Services Strategic Plan

2022-2023





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Executive Summary

The April 9, 2022, Fire Services Strategic Planning Process accomplished more than just the development of a document. This process challenged the elected and appointment representatives of the Middletown Township and the representative of each of the four volunteer fire companies to work together to critically evaluate the needs of the Fire Services in Middletown Township and to plan to allocate resources to position the fire services to best serve the community in the future.

Mission, Vision, and Values

The development of a Mission Statement that identifies the shared purpose for the existence of the Fire Services in Middletown Township was significant first step towards a unified fire service. The Strategic Planning Workshop Participants collaborated to craft the following proposed Mission Statement for the Fire Services in Middletown Township:

Proposed Mission Statement

The Middletown Township Fire Services are a unified system of highly trained volunteer fire companies supported by career firefighters who protect the lives and property of those who live, work, and pass through our community.

Building on this Mission, the Strategic Planning Workshop Participants established their Vision Statements, thus establishing targets of excellence for the future. The Strategic Planning Workshop Participants collaborated to craft the following proposed Vision Statement for the Fire Services in Middletown Township:

Proposed Vision Statement

To provide mission-critical emergency services with pride and excellence through training, teamwork, and collaboration between volunteer and career firefighters.

Recognizing that the collective personality and the values of its members enhance the organization, the Strategic Planning Workshop Participants collaborated to develop proposed Organizational Values for the Fire Services in Middletown Township:

Proposed Organizational Values

Integrity We will conduct ourselves with the highest ethical standards, demonstrating honesty and fairness with every action and decision.

Dedication We are committed to our community and our organization.

Professionalism Our actions will reflect positively on our organization.

Pride We take pride in our community, our organization, and in ourselves.

Tradition We strive to uphold the standards and values of our centuries-old organizations and to inspire future generations.

SWOT Analysis

The analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT) required the members of the Strategic Planning Team to look candidly at its strengths and weaknesses and to identify opportunities and threats for the future. The Strategic Planning Team spent time analyzing these internal and external issues facing the Fire Services in Middletown Township and then focused on those issues that they considered most critical.

Strategic Initiatives, Goals, and Objectives

Following the development of a Mission Statement, Vision Statement, Organizational Values and review of the SWOT Analysis, the Strategic Planning Team focused on developing realistic goals and objectives that are intended to build a strong foundation for the future of the Fire Services serving Middletown Township. Phase I Strategic Initiatives for the April 9, 2022, Strategic Planning Workshop were developed based upon the survey results. The following Strategic Initiatives and Goals were identified:

Structure and Funding

- Goal 1.1 Develop a funding plan for fire services.
- Goal 1.2 Create structure and organizational chart for fire services to include the four fire companies, 244 personnel and administration.
- Goal 1.3 Create one contract for all four fire companies that includes a fire apparatus plan as an addendum.

A New Department Head

- Goal 2.1 Develop a job description for the department head of the Fire Services in Middletown Township.
- Goal 2.2 Initiate recruitment efforts for the department head position.
- Goal 2.3 Establish a process to select the department head.

Volunteer Recruitment, Staffing and Retention

- Goal 3.1 Establish a community outreach program to educate the public about our fire services for career and volunteers.
- Goal 3.2 Deliver outreach program for schools to educate and recruit new volunteer firefighters.
- Goal 3.3 Evaluate the role of the Fire Inspectors.
- Goal 3.4 Explore recruitment and retention incentive programs for volunteer firefighters.

Performance Measures

- Goal 4.1 Achieve comprehensive and consistent data collection and management across all companies and the Township.
- Goal 4.2 Establish performance metrics to quantify and report performance.
- Goal 4.3 Adopt performance baselines and goals to evaluate performance.

This Strategic Plan provides a detailed roadmap for the Fire Services in Middletown Township into the future. This document should be shared with all members of the community and regularly updated as goals are completed or need to be modified.

Acknowledgements

Dynamix Consulting Group would like to thank Middletown Township Strategic Planning Team. This project would not have been possible without their cooperation and support.

The Strategic Planning Team

Board of Supervisors

Mike Ksiazek, Chair
Dawn Quirple, Secretary
Bernadette Hannah
Dana Kane
Anna Payne

Langhorne Middletown Fire Company

Frank Farry, Chief
Steve Link, President
Joe Taylor, Deputy Chief
Jerry Vacchiano, Chief Engineer

Township Staff

Stephanie Teoli Kuhls, Township Manager
Nick Valla, Assistant Township Manager
Joe Bartorilla, Chief of Police
Eric Gartenmayer, Superintendent
Of Public Works

Parkland Fire Company

TJ Stressman, Chief
Jim McFadden, President
Bob Barnes, Deputy Chief
Sam Eckhardt, Treasurer/Trustee

Middletown 244

Don Harris, Interim Director
Fire & Emergency Management
Alan Welsh, Fire Inspector
Colby Fisher, Fire Inspector

Penndel Fire Company

Gary Laird, Chief
Rich Schramm, President
Sam Simon III, Deputy Chief
Bill Craven, Trustee

William Penn Fire Company

John Diegel Sr., President
Dan Diegel, Deputy Chief
Jim Hewins, Trustee
Drew Russo, Treasurer

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Strategic Planning

“I can give you a six-word formula for success: Think things through - then follow through.”

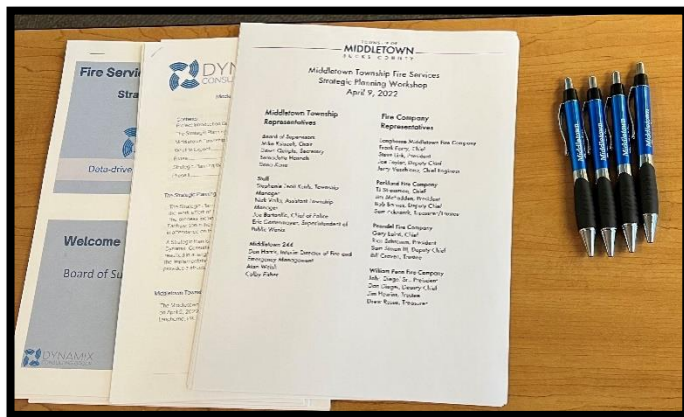
— Eddie Rickenbacker, Race Car Driver

Having a plan is only half of the formula necessary to achieve success. It is absolutely necessary to think things through – to establish goals, objectives, timelines, and assignments— but this in and of itself accomplishes nothing. Developing a plan represents the intention to achieve something. The follow through to the plan effects actual change.

The Fire Services Strategic Planning Team committed time, effort, and energy to develop this Strategic Plan. While the plan is now complete, its success depends entirely on the follow through by all members of the organization to achieve the stated outcomes.

An organization that knows where it is going, knows the environment in which it must operate, and identifies how to get where it is going, has the best chance to meet the needs

of its community and to achieve its own vision. This Strategic Planning process provided the opportunity for the members of the Planning Team to “think things through.” It is now time for Middletown Township and the Fire Services within Middletown Township to put into motion the second part of Eddie Rickenbacker’s formula for success: “Then follow through”.



Background

In September 2021, the Middletown Township Board of Supervisors received the 2021 *Fire Services Study*. This evaluation of the Fire Services in Middletown Township answered two questions:

1. Where is our organization today?
2. Where will we need to be in the future?

Following the completion of the Fire Services Study, the Middletown Township Board of Supervisors made the decision to commission a Strategic Plan which answers the final question of “How do we get there?”. With the help of Dynamix Consulting Group, Middletown Township assembled a Strategic Planning Team to review the findings, identify and prioritize work, and establish the major initiatives to address in the Strategic Plan.

This strategic planning effort resulted in a two-year work plan, intended to guide the effort of the Fire Services in Middletown Township toward a common set of goals, objectives, and timelines. Strategic planning helps an organization focus efforts and avoid distractions outside of the goals, objectives, and priorities identified through the planning process. Budgeting should also align as much as possible with implementation of the strategic plan.

The strategic planning process divides the work into smaller components for accountability and to ease implementation. Once created and adopted, administrators divided the strategic plan’s elements among smaller task teams created from members of the organization, which results in additional buy-in. This strategic plan should become a “living” document that changes with Fire Services in Middletown Township and provides the organization with a road map for the future.



The Strategic Planning Workshop

The April 9, 2022, Fire Services Strategic Planning Workshop was a historic event. Middletown Township invited elected officials, appointed officials, and representatives from all four fire companies came together to participate in the Strategic Planning Workshop. Never before had the Township and the four fire companies participated in such an all-inclusive and transparent planning process.

Dynamix Consulting Group noted that the members who participated in the planning process were all pleasant, eager to engage in the process, and committed to enhancing the future of the fire service and the safety of their community.



Implementation Methodology

“The three major keys to successful strategic planning and implementation are commitment, credibility, and communication.”

— Chris Ahoy, Associate Vice President of Facilities Planning & Management, Iowa State University

The critical elements of commitment, credibility, and communication are best addressed by:

- Appropriate prioritization and completion of objectives.
- Consistently seeking and utilizing input from Middletown Township Fire Service Members.
- Continuously keeping the strategic plan and its status front and center of the organization.
- Measuring compliance for established timelines.
- Where circumstances jeopardize timelines, clear articulation of the reasons for the delay is key to credibility for the plan’s long-term success.

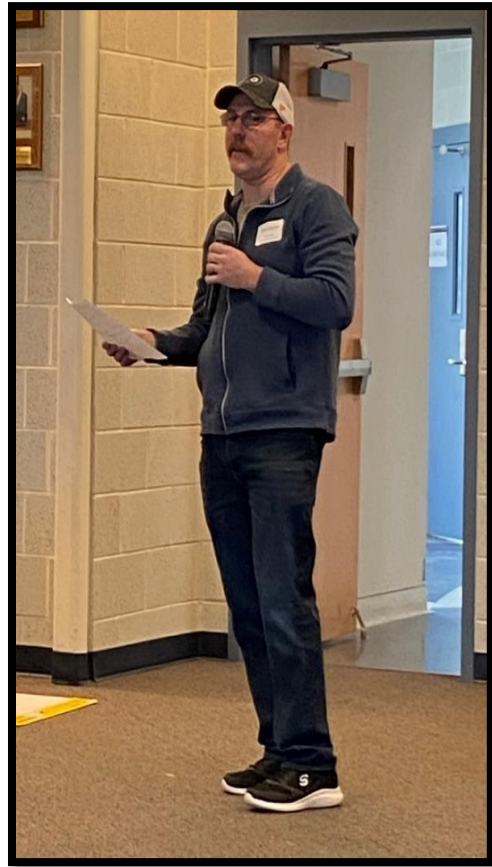
To the extent possible, the Middletown Township budget should align with strategic plan elements. Middletown Township Board of Supervisors must allocate funding for the strategic plan elements to keep funding from being the roadblock to successful implementation.



Dynamix Consulting Group notes that the Strategic Plan should be a “living” document, continuously updated to reflect the changing needs of the Fire Services in Middletown Township. Goals and objectives can and should change over time. The effective management of the Strategic Plan will communicate the changes – as well as the reasons for the changes – in a timely fashion.

Ideally, the four fire companies and the Township Board of Supervisors should formally adopt the completed strategic plan to provide clear consensus and direction for fire services for the next two years.

Dynamix Consulting Group recommends Middletown Township convene an annual Strategic Planning Workshop to review the progress made by the fire services each year and to re-evaluate and reprioritize goals and objectives for the upcoming year based on the current needs of the community and the fire department.



Definition of Terms

There are four main components to this strategic plan: Initiatives, Goals, Objectives, and Outcomes. For purposes of this strategic plan, they are defined as follows:

Initiative—The largest overarching element of a strategic plan, an initiative is a broad enterprise where there may be multiple areas of focus.

Goal—A smaller component of and subordinate to an initiative, a goal focuses on one area but is still

general in nature. Strategic planners consider initiatives accomplished upon completion of all goals under each initiative.

Objective—A smaller component of and subordinate to a goal, an objective is specific, measurable, action-oriented, realistic, and time-sensitive. Strategic planners consider goals accomplished with completion of each corresponding objective.

Outcome Statement—The description of a desired result of a goal or objective once accomplished.

Strategic initiatives, goals, objectives, and outcomes are an important part of the Middletown Township Fire Service's future work effort. By following these components carefully, the fire service will be accomplishing their objectives, and in turn their goals, and should benefit from reduced obstacles and distractions.

Each of the initiatives identified by the Fire Services in Middletown Township are an outgrowth of the 2021 Fire Services Study. The Strategic Planning Team identified the goals and objectives during the April 9, 2022, Strategic Planning Workshop facilitated by Dynamix Consulting Group.

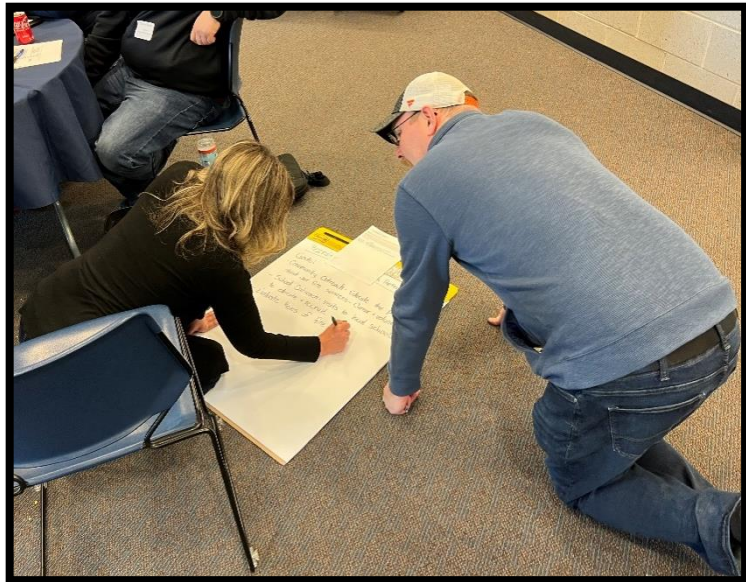


Initiative Workgroups

Middletown Township and the leadership of the Fire Companies each appointed a member to all four of the Initiative Workgroups. Workgroup selections considered those having a desire to achieve the objective or who have expertise or job assignments which align with the objective.

There is a designated “Person Responsible” for each objective in this Strategic Plan. The

“Person Responsible” should coordinate with all members of their Initiative Workgroup to complete the specified work by the established due date.



Role of Initiative Managers

For the purposes of accountability, one representative of Middletown Township will serve as the Initiative Manager for each of the four initiatives. Following the completion of the Strategic Plan, each Initiative Manager should coordinate the meeting schedule that works for the team and minimizes organizational conflicts (e.g., training, vacations, etc.).

The Initiative Managers are responsible for tracking their initiative's progress and reporting it to the Strategic Plan Manager each month.



Role of the Strategic Plan Manager

The Strategic Plan Manager should focus on communicating the plan to the organization using as many effective mechanisms and approaches as possible. No single method of communication reaches the four corners of the organization, so it is critical to use multiple methods of communication to keep the plan in the front of every member's mind.

The Strategic Plan Manager should share the overall Strategic Plan progress with the entire organization each month. The Strategic Plan Manager is the Assistant Township Manager.



Role of Middletown Township Fire Service Members

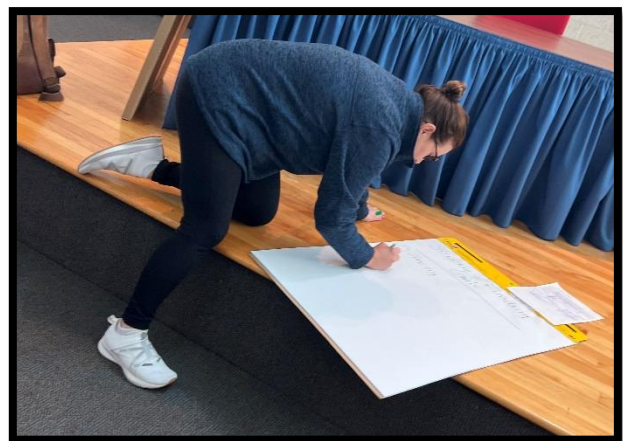


As charter members of this strategic plan, the Strategic Planning Team is the natural champion of it. However, for the strategic plan to be successful, every member of the organization must own it, embrace it, and help hold the organization accountable to it.

Every member of the Fire Services in Middletown Township is responsible for understanding the strategic plan, internalizing its goals and objectives, and helping the organization achieve it whether a part of the various teams or not. By being aware of the

various efforts to make the Fire Services in Middletown Township more successful, members can look out for opportunities among the various initiative workgroups for opportunities to assist in achieving its objectives. Members must also help by holding the organization accountable to stated timelines and outcomes. While there should be room for unforeseen circumstances that require adjustment of timelines or unexpected opportunities arising that may necessitate a shift in a specific approach, these corrections should not be a routine excuse for not achieving what was committed to in the beginning.

It is also important to be reasonable in the expectations by the organization of the strategic plan. In some cases, it has taken years for some of the challenges the Fire Services in Middletown Township faces to manifest themselves in their current form. These challenges do not reverse overnight. It is important that each member sees themselves as part of the solution. Sometimes, despite the strongest desires and best efforts of all involved, resolution of some significant issues require more effort and more expenditure than is available to Middletown Township in the near term. Therefore, it is imperative that project leaders make every effort to manage this process with focus on efficiency and effectiveness.



Communication Strategies and Mechanisms

Leadership must communicate the Strategic Plan often and through many mechanisms. The Strategic Planning Team must discuss numerous communication strategies including:

- Officers meeting with all crews over the course of time to review the strategic plan.
- Highlight a single element of the plan during fire department training sessions (e.g., during training, identify at least one component from the strategic plan and spend 5-10 minutes discussing it).
- Upload the strategic plan electronically to make it accessible to all personnel and post a hard copy of the plan at each station.
- Communicate status updates quarterly, celebrating successes, and identifying struggles transparently.
- Strategic Planning Team meets with initiative managers at least semi-annually to share lessons learned, brainstorm resolutions to barriers, and provide status updates.
- Convene the Strategic Planning Team annually to update the plan and ensure accountability.
- Leadership should report to the Board of on quarterly status updates as a standing item for the life of the plan.

These strategies and mechanisms each have advantages and disadvantages, but the primary theme is to use what works and communicate regularly and transparently to the organization. By keeping the plan front and center in the organization, the plan is alive in the minds and hearts of its members. Celebrating successes as they occur increases the level of anticipation by the members for accomplishments in the other elements.



SWOT Analysis

Dynamix Consulting Group used two separate electronic surveys to solicit input from both members of the fire services within Middletown Township and members of the Middletown Township community. The surveys sought candid responses regarding strengths and weaknesses and to identify opportunities and threats facing the fire services in Middletown Township.



The anonymous surveys were available for participation from March 9, 2022, through March 23, 2022. A total of 30 members of the fire service participated in the internal survey and 350 members of the community participated in the community survey. It is important to note that that neither of these levels of participation are large enough to constitute a representative sampling of the either set of stakeholders.

Dynamix Consulting Group noted through its site visits and survey results that in some cases, stakeholders have opposing views about the operations and activities within the Township. These differing views can be a direct result of a lack of information or receipt of misinformation. It is for this reason that Dynamix Consulting Group suggests that the perception of a problem by the members of the fire services is just as important as actually having a problem. As such, leaders must pay attention to both solving problems and addressing perceptions.

Included in Appendix C of this report are the complete results of the Community Survey.

Included in Appendix D of this report are the complete results of the Internal Fire Department Survey

Strengths

It is important for any organization to identify strengths as they provide assurances of the organization's ability to deliver the services requested by customers and to ensure that strengths are consistent with the issues facing the organization. Often, identifying organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Organizations should consider a careful review of programs that do not match organizational strengths or the primary function of the organization, to evaluate the rate of return on precious staff time.

Weaknesses

Performance, or lack of performance, within an organization depends greatly on identifying weaknesses and determining how the organization confronts these weaknesses. While it is not unusual for these issues to be at the heart of the organization's overall problems, it is unusual for organizations to be able to identify and deal with these issues effectively on their own. For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it does not function well or even or at all. These areas of needed enhancements differ from threats identified later in this document. Weaknesses include those day-to-day issues and concerns that may slow or inhibit progress.

Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how the organization uses the strengths and overcomes the weaknesses. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. Many opportunities exist for the Fire Services in Middletown Township.

Threats

It is paramount to recognize potential threats to draw strength and gain full benefit of any opportunity, notwithstanding the risk and challenges associated with new opportunities. By recognizing possible threats, an organization can greatly reduce the potential for loss.

Cumulative SWOT Analysis

	Community	Fire Service	Cumulative SWOT Results
Strengths	Firefighters The rapid response of the fire department.	Firefighters	Firefighters
Weaknesses	Fire Department Funding	Leadership and Communication Not Enough Volunteer Firefighters Fire Department Funding	Fire Department Funding
Opportunities	Hire more paid firefighters	A unified fire service. Hire more paid staff members	Hire more paid firefighters
Threats	Fire Department Funding Not enough Volunteer Firefighters	The leadership Not enough Volunteer Firefighters	Not enough Volunteer Firefighters

Development of Strategic Initiatives

Following a review of the SWOT Analysis and the top priorities of each of the four volunteer fire companies, organizers developed the following Phase I Strategic Initiatives for the April 9, 2022, Strategic Planning Workshop:

1. Structure and Funding
2. Department Head
3. Recruitment, Staffing and Retention
4. Performance Measures

The Fire Services in Middletown Township Communications Plan

Survey and planning participants consistently identified communications between the four volunteer fire companies and the Township as a critical weakness.

Dynamix Consulting Group facilitated a discussion with all members of the Strategic Planning Team where all four volunteer fire companies and the Township agreed to communicate as follows:

- 1. Chain of Command:** The volunteer fire companies asked for clear direction on who they communicate with when they need a decision from the Township. The Township identified the Interim Director of Fire & Emergency Management as the primary point of contact for all fire companies. After the Interim Director, volunteer fire companies can then approach the Township Assistant Manager and Manager, followed by the Board of Supervisors.
- 2. Relationships Between the Elected Officials and Volunteer Fire Companies:** There was consensus among all in the room that it would be beneficial for the elected officials and volunteer fire companies to become more familiar with each other. The Interim Director agreed to coordinate with all four volunteer fire companies to develop a calendar of activities to share with the elected officials.
- 3. Regular Communications:** The Interim Director will meet monthly with Chiefs and/or Presidents of all four volunteer fire companies to coordinate the overall management of the Fire Services in Middletown Township. The Interim Director will send out meeting agendas at least one week in advance of each meeting and distribute meeting minutes after each meeting.



Mission, Vision, and Organizational Values

Mission

A Mission Statement is an explanation of the organization's reason for existence. The Mission Statement supports the vision and communicates purpose and direction to employees, customers, and other stakeholders. The mission statement should answer the questions “What is our organization's purpose?” and “Why does our organization exist?”

During the Strategic Planning Workshop, the members of the Fire Services in Middletown Township, in partnership with the Middletown Township Elected and Appointed Officials, collaborated to craft the following proposed Mission Statement:

Proposed Mission Statement

The Middletown Township Fire Services are a unified system of highly trained volunteer fire companies supported by career firefighters who protect the lives and property of those who live, work, and pass through our community.

Vision

A Vision Statement establishes the ideal image that the organization wishes to achieve. The Vision Statement should answer the questions “Where are we headed?” and “If we achieved all strategic goals, what would we look like 10 years from now?”

During the Strategic Planning Workshop, the members of the Fire Services in Middletown Township, in partnership with the Middletown Township Elected and Appointed Officials, collaborated to craft the following proposed Vision Statement:

Proposed Vision Statement

To provide mission-critical emergency services with pride and excellence through training, teamwork, and collaboration between volunteer and career firefighters.

Organizational Values

An Organizational Values statement includes the core principles that guide the organization and its culture. In a values-led organization, the values guide decision-making and establish a standard to gauge and assess all actions.

The Organizational Values Statement should answer the questions “What values should guide the operations of our organization?” and “What conduct should our employees and volunteers uphold?”

During the Strategic Planning Workshop, the members of the Fire Services in Middletown Township, in partnership with the Middletown Township Elected and Appointed Officials, collaborated to craft the following proposed Organizational Values:

Proposed Organizational Values

<i>Integrity</i>	<i>We will conduct ourselves with the highest ethical standards, demonstrating honesty and fairness with every action and decision.</i>
<i>Dedication</i>	<i>We are committed to our community and our organization.</i>
<i>Professionalism</i>	<i>Our actions will reflect positively on our organization.</i>
<i>Pride</i>	<i>We take pride in our community, our organization, and in ourselves.</i>
<i>Tradition</i>	<i>We strive to uphold the standards and values of our centuries-old organizations and to inspire future generations.</i>

Initiative 1. Structure and Funding

Workgroup Members:

1. Langhorne Middletown: Chief Frank Farry
2. Parkland: Chief TJ Stressman
3. Pennel: Chief Gary Laird
4. William Penn: President John Diegel Sr.
5. Middletown 244: Alan Welsh
6. Township: Supervisor Mike Ksiazek
7. Township: Township Manager Stephanie Teoli Kuhls (Initiative Manager)



Goal 1.1	Develop a funding plan for fire services.	
Objectives	1.1.1 Allocate \$750,000 from 2022 Budget.	
	Responsible: Mike Ksiazek	Timeline: July 15, 2022
	1.1.2 Each fire company will submit their apparatus data to Gary Laird.	
	Responsible: Gary Laird	Timeline: May 1, 2022
	1.1.3 The fire companies will recommend an an apparatus plan with full costs, including 244 to the Township.	
	Responsible: Volunteer Fire Companies	Timeline: July 15, 2022
	1.1.4 Determine how to fund the apparatus plan.	
	Responsible: Stephanie Teoli Kuhls	Timeline: July 15, 2022
	1.1.5 Evaluate the costs and plan for the operating costs.	
	Responsible: Stephanie Teoli Kuhls	Timeline: July 1, 2022
	Outcome: By developing a funding plan for fire services, the Township can ensure that the provision of personnel and equipment to provide fire and emergency response.	

Goal 1.2	Create structure and organizational chart for fire services to include the four fire companies, 244 personnel and administration.	
Objectives	1.2.1 Identify a name for the umbrella organization.	
	Responsible: Volunteer Fire Companies	Timeline: July 15, 2022
	1.2.2 Determine the role of the fire department head.	
	Responsible: Stephanie Teoli Kuhls	Timeline: July 1, 2022
	1.2.3 Create an organizational chart.	
	Responsible: Stephanie Teoli Kuhls	Timeline: August 1, 2022
	1.2.4 Obtain buy-in from the volunteer fire companies.	
	Responsible: Volunteer Fire Companies	Timeline: December 1, 2022
	1.2.5 Solicit Board of Supervisors Approval on the new organizational structure.	
	Responsible: Mike Ksiazek	Timeline: January 1, 2023
Outcome: By creating an umbrella organization that includes the four volunteer fire companies and 244 personnel, the Township will establish a truly unified combination fire department.		

Goal 1.3	Create one contract for all four fire companies that includes a fire apparatus plan as an addendum.	
Objectives	1.3.1 The four fire companies will work together to propose terms to the Township.	
	Responsible: Volunteer Fire Companies	Timeline: January 1, 2023
	1.3.2 The Township and the Fire Companies will negotiate a single contract.	
	Responsible: Volunteer Fire Companies	Timeline: February 1, 2023
	1.3.3 The contract will go to the Fire Companies for approval.	
	Responsible: Volunteer Fire Companies	Timeline: March 1, 2023
	1.3.4 The Township will solicit Board of Supervisors approval on the contract once approved by all four volunteer fire companies.	
	Responsible: Stephanie Teoli Kuhls	Timeline: April 1, 2023
	Outcome: By establishing one contract for all four fire companies and the Township, administrators can tie realistic performance objectives to funding.	

Initiative 2. Department Head

Workgroup Members:

1. Langhorne Middletown: President Steve Link
2. Parkland: President Jim McFadden
3. Pennel: Deputy Chief Sam Simon III
4. William Penn: Trustee Jim Hewins
5. Middletown 244: Don Harris Interim Director Fire & Emergency Management
6. Township: Supervisor Bernadette Hannah
7. Township: Assistant Township Manager Nick Valla (Initiative Manager)



Goal 2.1	Develop a job description for the department head of the Fire Services in Middletown Township.	
Objectives	2.1.1 Identify comparable fire department positions and acquire copies of the job descriptions.	
	Responsible: Sam Simon III	Timeline: June 1, 2022
	2.1.2. Draft a job description that includes the authority of the department head position as well as the title, salary range, goals, and expectations.	
	Responsible: Nick Valla	Timeline: July 1, 2022
	2.1.3 All four Volunteer Fire Companies will vet the job description.	
	Responsible: Volunteer Fire Companies	Timeline: September 1, 2022
	2.1.4 The Township will approve the final job description.	
	Responsible: Nick Valla	Timeline: September 8, 2022
Outcome: By developing a job description for the department head of the Fire Services in Middletown Township that has buy-in from all four Volunteer Fire Companies, the Township will be prepared to recruit the leader of its unified combination fire services.		

Goal 2.2	Initiate recruitment efforts for the department head position.	
Objectives	2.2.1 Develop an advertisement for the position that describes the Middletown Township Fire Service and describes the qualifications of the ideal candidate.	
	Responsible: Nick Valla	Timeline: September 8, 2022
	2.2.2. Release the advertisement – target professional organizations.	
	Responsible: Nick Valla	Timeline: September 15, 2022
	2.2.3 Close the advertisement.	
	Responsible: Nick Valla	Timeline: November 15, 2022
	Outcome: By developing a recruitment process, the Township can solicit for qualified department head candidates both locally and nationally.	

Goal 2.3	Establish a process to select the department head.	
Objectives	2.3.1 The Township will review / vet all applications and identify the candidates who will move forward in the process.	
	Responsible: Nick Valla	Timeline: November 30, 2022
	2.3.2 The first round of department head interviews will include representatives of the volunteer fire companies to rank the top candidates.	
	Responsible: Volunteer Fire Companies	Timeline: December 7, 2022
	2.3.3 The Township will conduct the final department head interview and make an offer.	
	Responsible: Nick Valla	Timeline: December 14, 2022
	2.3.4 The Township will conduct a Background Check / Pre-Employment screening.	
	Responsible: Nick Valla	Timeline: January 1, 2023
	2.3.5 The Township will hire the department head.	
	Responsible: Nick Valla	Timeline: February 1, 2023
Outcome: By establishing a selection process for the department head that has buy-in from the four volunteer fire companies, the Township is establishing the foundation for a successful unified combination fire department.		

Initiative 3. Recruitment, Staffing, and Retention

Workgroup Members:

1. Langhorne Middletown: Deputy Chief Joe Taylor
2. Parkland: Deputy Chief Bob Barnes
3. Penndel: Trustee Bill Craven
4. William Penn: Treasurer Drew Russo
5. Middletown 244: Colby Fisher
6. Township: Supervisor Dawn Quirple
7. Township: Superintendent of Public Works Eric Gartenmayer



<p>Goal 3.1</p>	<p>Establish a community outreach program to educate the public about our fire services for career and volunteers.</p>	
<p>Objectives</p>	<p>3.1.1 Create a Social Media Campaign using multiple platforms; potentially with outside assistance.</p>	
	<p>Responsible: Bob Barnes</p>	<p>Timeline: September 1, 2022</p>
	<p>3.1.2 Plan for the fire department to have a physical presence at open houses and community day events.</p>	
	<p>Responsible: Bob Barnes</p>	<p>Timeline: June 1, 2022</p>
	<p>Outcome: Using multiple social media platforms and in person presentations, information about fire safety, the fire departments, and how to become a volunteer will be more easily accessible to the community.</p>	

Goal 3.2	Deliver outreach program for schools to educate and recruit new volunteer firefighters.	
Objectives	3.2.1 Schedule visits with local high schools to include a social media presence, develop relationships, establish a presence, and recruit potential new members.	
	Responsible: Don Harris/Fire Administrator	Timeline: August 1, 2023
	3.2.2 Schedule visits with local technical schools to include a social media presence, develop relationships, establish a presence, and recruit potential new members.	
	Responsible: Don Harris/Fire Administrator	Timeline: August 1, 2023
	3.2.3 Schedule visits with the fire explorer program to include a social media presence, develop relationships, establish a presence, and recruit potential new members.	
	Responsible: Don Harris/Fire Administrator	Timeline: January 1, 2023
	Outcome: Through increased communication and presence, a broader portion of the community will understand the identity of the volunteer fire companies that comprise the Fire Services in Middletown Township as well as how to become a volunteer firefighter.	

Goal 3.3	Evaluate the role of the Fire Inspectors.	
Objectives	3.3.1 Review job descriptions and compensation; compare with similar communities.	
	Responsible: Don Harris/Fire Administrator	Timeline: July 1, 2023
	3.3.2 Identify ways to make it desirable to be a Middletown Township fire Inspector.	
	Responsible: Drew Russo	Timeline: October 1, 2022
	Outcome: Following the evaluation of the role of the Fire Inspectors, the Township will be well-positioned to ensure that the Fire Inspector’s job descriptions, working conditions, training requirements, and compensation levels are appropriate to the functions they perform.	

Goal 3.4	Explore recruitment and retention incentive programs for volunteer firefighters.	
Objectives	3.4.1 Establish incentive programs for both current and new volunteer firefighters.	
	Responsible: Bill Craven	Timeline: November 1, 2022
	3.4.2 Establish methods of funding for incentives to retain current volunteer firefighters.	
	Responsible: Joe Taylor	Timeline: January 1, 2023
	3.4.3 Establish methods of funding for incentives for new firefighters.	
	Responsible: Stephanie Teoli Kuhls	Timeline: January 1, 2023
	Outcome: By establishing a recruitment and retention program, the Township can help to sustain a viable volunteer firefighting force.	

Initiative 4.

Performance Measures

Workgroup Members:

1. Langhorne Middletown: Chief Engineer Jerry Vacchiano
2. Parkland: Treasurer / Trustee Sam Eckhardt
3. Penn del: President Rich Schramm
4. William Penn: Deputy Chief Dan Diegel
5. Township: Supervisor Dana Kane
6. Township: Chief of Police Joe Bartorilla



<p>Goal 4.1</p>	<p>Achieve comprehensive and consistent data collection and management across all companies and the Township.</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Objectives</p>	<p>4.1.1 Identify and select one townshipwide Records Management System (RMS) software for fire data entry.</p>	
	<p>Responsible: Sam Eckhardt</p>	<p>Timeline: July 1, 2022</p>
	<p>4.1.2 Develop townshipwide data entry protocols.</p>	
	<p>Responsible: Sam Eckhardt</p>	<p>Timeline: August 1, 2022</p>
	<p>4.1.3 Select a point of contact at each fire station responsible for entering accurate data into the software program.</p>	
	<p>Responsible: Sam Eckhardt</p>	<p>Timeline: August 1, 2022</p>
	<p>Outcome: Using a township-wide RMS with standardized data entry protocols and instituting a quality assurance manager for each company improves quality and accuracy for future data analyses.</p>	

<p>Goal 4.2</p>	<p>Establish performance metrics to quantify and report performance.</p>	
<p>Objectives</p>	<p>4.2.1 Identify the NFPA Metrics to track for service delivery.</p>	
	<p>Responsible: Rich Schramm, Dan Diegel</p>	<p>Timeline: June 1, 2022</p>
	<p>4.2.2 Identify the metrics to track related to the recruitment and retention of volunteer firefighters.</p>	
	<p>Responsible: Rich Schramm, Dan Diegel</p>	<p>Timeline: June 1, 2022</p>
	<p>4.2.3 Identify the metrics to track related to community outreach.</p>	
	<p>Responsible: Rich Schramm, Dan Diegel</p>	<p>Timeline: June 1, 2022</p>
	<p>4.2.4 Identify the metrics to track related to fire department training.</p>	
	<p>Responsible: Rich Schramm, Dan Diegel</p>	<p>Timeline: October 1, 2022</p>
	<p>4.2.5 Develop an internal monthly report for fire companies to track individual performance.</p>	
	<p>Timeline: Rich Schramm, Dan Diegel</p>	<p>Timeline: October 1, 2022</p>
	<p>4.2.6 Develop a systemwide quarterly report to educate the community regarding response performance and capabilities.</p>	
	<p>Timeline: Rich Schramm, Dan Diegel</p>	<p>Timeline: October 1, 2022</p>
	<p>Outcome: By identifying required performance metrics, leaders can then select an RMS that meets the needs of Middletown Township, enabling members to initiate performance data reporting in the RMS.</p>	

<p>Goal 4.3</p>	<p>Adopt performance baselines and goals to evaluate performance.</p>	
<p>Objectives</p>	<p>4.3.1 Identify performance metrics to evaluate and a common standard for the system.</p>	
	<p>Responsible: Jerry Vacchiano</p>	<p>Timeline: September 1, 2022</p>
	<p>4.3.2 Identify specific trigger points that will necessitate changes in staffing or resources.</p>	
	<p>Responsible: Jerry Vacchiano</p>	<p>Timeline: January 1, 2023</p>
	<p>4.3.3 Develop a process for decision-making on mitigation efforts.</p>	
	<p>Responsible: Jerry Vacchiano</p>	<p>Timeline: January 1, 2023</p>
	<p>Outcome: With adopted performance measures, established trigger points determine when the organization meets performance objectives, and when the objective may need additional resources.</p>	

Phase II Initiatives

The four initiatives in this Strategic Plan comprise Phase I. As Middletown Township Fire Service implements the initiatives in Phase I, members should review the remaining Opportunities identified in the *2021 Fire Services Study*, establish additional Initiatives Workgroups, develop goals, objectives, and timelines, then assign responsibilities to individuals for each of the Initiatives that the workgroup elects to move forward.

Dynamix Consulting Group suggests that four is a manageable number of Strategic Initiatives. As Middletown Township Fire Service completes initiatives, new initiatives can become the next focus.

Potential Phase II Initiatives include the following topics, but the list is expandable. Specific detailed recommendations occur in the *2021 Fire Services Study*.

1. Volunteer Firefighter Worker's Compensation
2. Number, type, deployment, and funding of fire apparatus
3. Safety Committee
4. Role of the Fire Inspectors as it relates to emergency response
5. Comprehensive review of all existing policies
6. Annual Medical Evaluation Program
7. Pre-Incident Planning Program
8. Plan to reduce false alarms
9. Community Risk Reduction Plan
10. Training Program

Conclusion

Dynamix Consulting Group would like to thank the elected and appointed officials of Middletown Township, the Strategic Planning Team, and all members of Langhorne-Middletown Fire Company, Parkland Fire Company, Penn del Fire Company, and William Penn Fire Company for their commitment to this planning process as well as their continuing efforts to improve the provision of fire services throughout Middletown Township. Without the support of the Middletown Township Board of Supervisors' leadership and support this process could not have been possible. As the Township and fire companies move forward, all parties must continue to work towards the goals and objectives outlined in this plan to achieve the results desired.

Appendix A. Objectives By Number

Objective	Responsible Person / People	Due Date
1.1.1 Allocate \$750,000 in 2022 Budget.	Mike Ksiazek	July 15, 2022
1.1.2 Each fire company will submit their apparatus data to Gary Laird.	Gary Laird	May 1, 2022
1.1.3 The fire companies will recommend an apparatus plan with full costs, including 244 to the Township.	Volunteer Fire Companies	July 15, 2022
1.1.4 Determine how to fund the apparatus plan.	Stephanie Teoli Kuhls	July 15, 2022
1.1.5 Evaluate the costs and plan for the operating costs.	Stephanie Teoli Kuhls	July 1, 2022
1.2.1 Identify a name for the umbrella organization.	Volunteer Fire Companies	July 15, 2022
1.2.2 Determine the role of the fire department head.	Stephanie Teoli Kuhls	July 1, 2022
1.2.3 Create an organizational chart.	Stephanie Teoli Kuhls	August 1, 2022
1.2.4 Obtain buy-in from the volunteer fire companies.	Volunteer Fire Companies	December 1, 2022
1.2.5 Solicit Board of Supervisors Approval on the new organizational structure.	Mike Ksiazek	January 1, 2023

Objective	Responsible Person / People	Due Date
1.3.1 The four fire companies will work together to propose terms to the Township.	Volunteer Fire Companies	January 1, 2023
1.3.2 The Township and the Fire Companies will negotiate a single contract.	Volunteer Fire Companies	February 1, 2023
1.3.3 The contract will go to the Fire Companies for approval.	Volunteer Fire Companies	March 1, 2023
1.3.4 The Township will solicit Board of Supervisors approval on the contract once approved by all four volunteer fire companies.	Stephanie Teoli Kuhls	April 1, 2023
2.1.1 Identify comparable fire department positions and acquire copies of the job descriptions.	Sam Simon III	June 1, 2022
2.1.2. Draft a job description that includes the authority of the department head position as well as the title, salary range, goals, and expectations.	Nick Valla	July 1, 2022
2.1.3 All four Volunteer Fire Companies will vet the job description	Volunteer Fire Companies	September 1, 2022
2.1.4 The Township will approve the final job description.	Nick Valla	September 8, 2022
2.2.1 Develop an advertisement for the position that describes the Middletown Township Fire Service and describes the qualifications of the ideal candidate.	Nick Valla	September 8, 2022
2.2.2. Release the advertisement – target professional organizations.	Nick Valla	September 15, 2022
2.2.3 Close the advertisement.	Nick Valla	November 15, 2022

Objective	Responsible Person / People	Due Date
2.3.1 The Township will review / vet all applications and identify the candidates who will move forward in the process.	Nick Valla	November 30, 2022
2.3.2 The first round of department head interviews will include representatives of the volunteer fire companies to rank the top candidates.	Volunteer Fire Companies	December 7, 2022
2.3.3 The Township will conduct the final department head interview.	Nick Valla	December 14, 2022
2.3.4 The Township will conduct a Background Check / Pre-Employment screening.	Nick Valla	January 1, 2023
2.3.5 The Township will hire the department head.	Nick Valla	February 1, 2023
3.1.1 Create a Social Media Campaign using multiple platforms; potentially with outside assistance.	Bob Barnes	September 1, 2022
3.1.2 Plan for the fire department to have a physical presence at open houses and community day events.	Bob Barnes	June 1, 2022
3.2.1 Schedule visits with local high schools to include a social media presence, develop relationships, establish a presence, and recruit potential new members.	Don Harris/Fire Administrator	August 1, 2023
3.2.2 Schedule visits with local technical schools to include a social media presence, develop relationships, establish a presence, and recruit potential new members.	Don Harris/Fire Administrator	August 1, 2023
3.2.3 Schedule visits with the fire explorer program to include a social media presence, develop relationships, establish a presence, and recruit potential new members.	Don Harris/Fire Administrator	January 1, 2023

Objective	Responsible Person / People	Due Date
3.3.1 Review job descriptions and compensation; compare with similar communities.	Don Harris/Fire Administrator	July 1, 2023
3.3.2 Identify ways to make it desirable to be a Middletown Township fire Inspector.	Drew Russo	October 1, 2022
3.4.1 Establish incentive programs for both current and new volunteer firefighters.	Bill Craven	November 1, 2022
3.4.2 Establish methods of funding for incentives to retain current volunteer firefighters.	Joe Taylor	January 1, 2023
3.4.3 Establish methods of funding for incentives for new firefighters.	Stephanie Teoli Kuhls	January 1, 2023
4.1.1 Identify and select one townshipwide Records Management System (RMS) software for fire data entry.	Sam Eckhardt	July 1, 2022
4.1.2 Develop townshipwide data entry protocols.	Sam Eckhardt	August 1, 2022
4.1.3 Select a point of contact at each fire station responsible for entering accurate data into the software program.	Sam Eckhardt	August 1, 2022
4.2.1 Identify the NFPA Metrics to track for service delivery.	Rich Schramm, Dan Diegel	June 1, 2022
4.2.2 Identify the metrics to track related to the recruitment and retention of volunteer firefighters.	Rich Schramm, Dan Diegel	June 1, 2022
4.2.3 Identify the metrics to track related to community outreach.	Rich Schramm, Dan Diegel	June 1, 2022
4.2.4 Identify the metrics to track related to fire department training.	Rich Schramm, Dan Diegel	October 1, 2022

Objective	Responsible Person / People	Due Date
4.2.5 Develop an internal monthly report for fire companies to track individual performance.	Rich Schramm, Dan Diegel	October 1, 2022
4.2.6 Develop a systemwide quarterly report to educate the community regarding response performance and capabilities.	Rich Schramm, Dan Diegel	October 1, 2022
4.3.1 Identify performance metrics to evaluate and a common standard for the system.	Jerry Vacchiano	September 1, 2022
4.3.2 Identify specific trigger points that will necessitate changes in staffing or resources.	Jerry Vacchiano	January 1, 2023
4.3.3 Develop a process for decision-making on mitigation efforts.	Jerry Vacchiano	January 1, 2023

Appendix B. Objectives By Date

Objective	Responsible Person / People	Due Date
May 2022		
1.1.2 Each fire company will submit their apparatus data to Gary Laird.	Gary Laird	May 1, 2022
June 2022		
2.1.1 Identify comparable fire department positions and acquire copies of the job descriptions.	Sam Simon III	June 1, 2022
3.1.2 Plan for the fire department to have a physical presence at open houses and community day events.	Bob Barnes	June 1, 2022
4.2.1 Identify the NFPA Metrics to track for service delivery.	Rich Schramm, Dan Diegel	June 1, 2022
4.2.2 Identify the metrics to track related to the recruitment and retention of volunteer firefighters.	Rich Schramm, Dan Diegel	June 1, 2022
4.2.3 Identify the metrics to track related to community outreach.	Rich Schramm, Dan Diegel	June 1, 2022
July 2022		
1.1.5 Evaluate the costs and plan for the operating costs.	Stephanie Teoli Kuhls	July 1, 2022

Objective	Responsible Person / People	Due Date
1.2.2 Determine the role of the fire department head.	Stephanie Teoli Kuhls	July 1, 2022
2.1.2. Draft a job description that includes the authority of the department head position as well as the title, salary range, goals, and expectations.	Nick Valla	July 1, 2022
1.1.1 Allocate \$750,000 in 2022 Budget.	Mike Ksiazek	July 15, 2022
1.1.3 The fire companies will recommend an apparatus plan with full costs, including 244 to the Township.	Volunteer Fire Companies	July 15, 2022
1.1.4 Determine how to fund the apparatus plan.	Stephanie Teoli Kuhls	July 15, 2022
1.2.1 Identify a name for the umbrella organization.	Volunteer Fire Companies	July 15, 2022
August 2022		
1.2.3 Create an organizational chart.	Stephanie Teoli Kuhls	August 1, 2022
4.1.2 Develop townshipwide data entry protocols.	Sam Eckhardt	August 1, 2022
4.1.3 Select a point of contact at each fire station responsible for entering accurate data into the software program.	Sam Eckhardt	August 1, 2022
September 2022		
2.1.3 All four Volunteer Fire Companies will vet the job description	Volunteer Fire Companies	September 1, 2022
3.1.1 Create a Social Media Campaign using multiple platforms; potentially with outside assistance.	Bob Barnes	September 1, 2022
4.3.1 Identify performance metrics to evaluate and a common standard for the system.	Jerry Vacchiano	September 1, 2022

Objective	Responsible Person / People	Due Date
2.1.4 The Township will approve the final job description.	Nick Valla	September 8, 2022
2.2.1 Develop an advertisement for the position that describes the Middletown Township Fire Service and describes the qualifications of the ideal candidate.	Nick Valla	September 8, 2022
2.2.2. Release the advertisement – target professional organizations.	Nick Valla	September 15, 2022
October 2022		
3.3.2 Identify ways to make it desirable to be a Middletown Township fire Inspector.	Drew Russo	October 1, 2022
4.2.4 Identify the metrics to track related to fire department training.	Rich Schramm, Dan Diegel	October 1, 2022
4.2.5 Develop an internal monthly report for fire companies to track individual performance.	Rich Schramm, Dan Diegel	October 1, 2022
4.2.6 Develop a systemwide quarterly report to educate the community regarding response performance and capabilities.	Rich Schramm, Dan Diegel	October 1, 2022
November 2022		
3.4.1 Establish incentive programs for both current and new volunteer firefighters.	Bill Craven	November 1, 2022
2.2.3 Close the advertisement.	Nick Valla	November 30, 2022
2.3.1 The Township will review / vet all applications and identify the candidates who will move forward in the process.	Nick Valla	November 30, 2022
December 2022		
1.2.4 Obtain buy-in from the volunteer fire companies.	Volunteer Fire Companies	December 1, 2022

Objective	Responsible Person / People	Due Date
2.3.2 The first round of department head interviews will include representatives of the volunteer fire companies to rank top candidates.	Volunteer Fire Companies	December 7, 2022
2.3.3 The Township will conduct the final department head interview.	Nick Valla	December 14, 2022
January 2023		
3.2.3 Schedule visits with the fire explorer program to include a social media presence, develop relationships, establish a presence, and recruit potential new members.	Don Harris/Fire Administrator	January 1, 2023
1.2.5 Solicit Board of Supervisors Approval on the new organizational structure.	Mike Ksiazek	January 1, 2023
1.3.1 The four fire companies will work together to propose terms to the Township.	Volunteer Fire Companies	January 1, 2023
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3.4.3 Establish methods of funding for incentives for new firefighters.	Stephanie Teoli Kuhls	January 1, 2023
4.3.2 Identify specific trigger points that will necessitate changes in staffing or resources.	Jerry Vacchiano	January 1, 2023
2.3.4 The Township will conduct a Background Check / Pre-Employment screening.	Nick Valla	January 1, 2023
4.3.3 Develop a process for decision-making on mitigation efforts.	Jerry Vacchiano	January 1, 2023

Objective	Responsible Person / People	Due Date
February 2023		
1.3.2 The Township and the Fire Companies will negotiate a single contract.	Volunteer Fire Companies	February 1, 2023
2.3.5 The Township will hire the department head.	Nick Valla	February 1, 2023
March 2023		
1.3.3 The contract will go to the Fire Companies for approval.	Volunteer Fire Companies	March 1, 2023
April 2023		
1.3.4 The Township will solicit Board of Supervisors approval on the contract once approved by all four volunteer fire companies.	Stephanie Teoli Kuhls	April 1, 2023
July 2023		
3.3.1 Review job descriptions and compensation; compare with similar communities.	Don Harris/Fire Administrator	July 1, 2023
August 2023		
3.2.1 Schedule visits with local high schools to include a social media presence, develop relationships, establish a presence, and recruit potential new members.	Don Harris/Fire Administrator	August 2023
3.2.2 Schedule visits with local technical schools to include a social media presence, develop relationships, establish a presence, and recruit potential new members.	Don Harris/Fire Administrator	August 2023

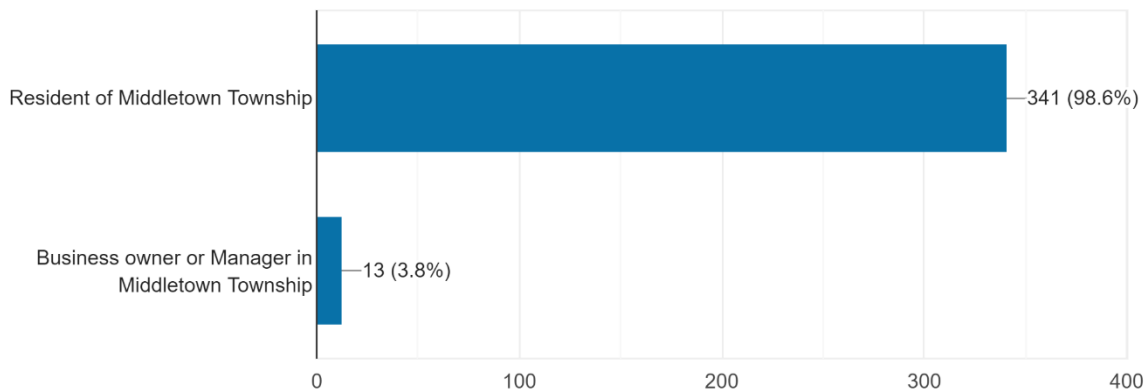
Appendix C: Community Survey

Listed for each question is a summary of the most common responses. Dynamix Consulting Group provided Middletown Township a complete copy of all survey responses. A total of 350 members of the community participated in this survey.

Survey percentages may not total exactly 100% because of rounded percentages or questions that allowed participants to choose more than one response.

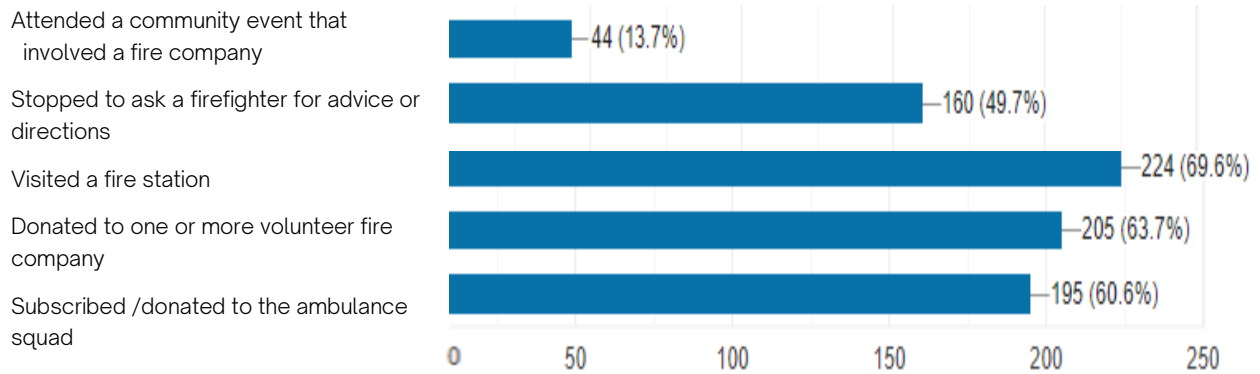
1. I am a: (Check all that apply)

346 responses



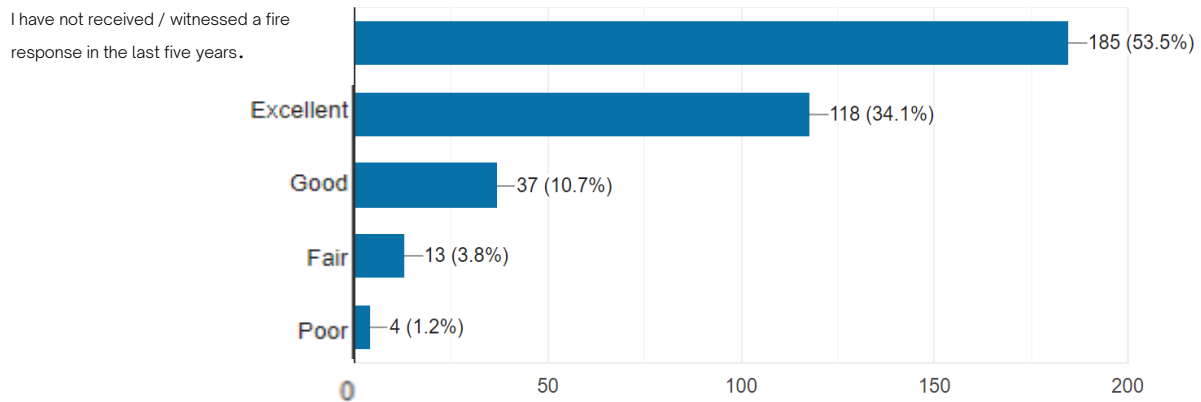
2. Have you ever: (Check all that apply)

322 responses



3. In the last five years, have you personally received or witnessed a fire response from our local fire service providers? If so, how would you rate the quality of the services?

346 responses



4. Why did you give the rating you gave?

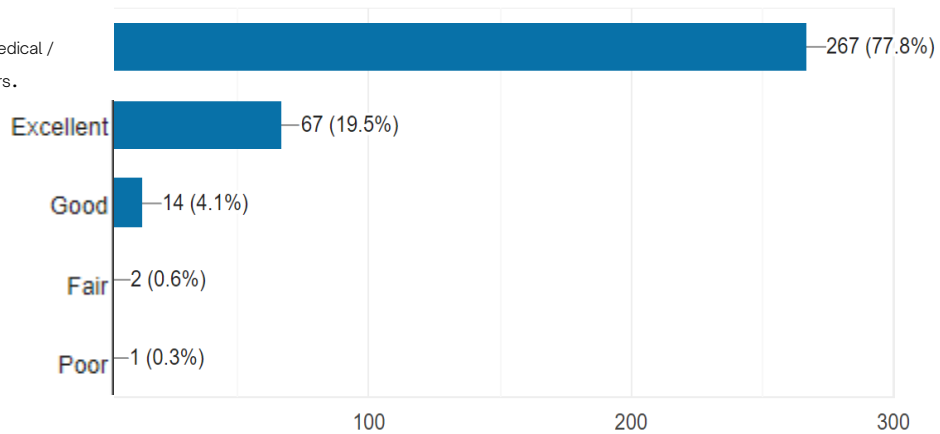
150 responses

The two most common responses to this question were that the response was timely (29 people or 19.33%) and that the service was excellent (25 people or 16.66%).

5. In the last five years, have you personally received rescue/medical assistance from our local fire service providers? If so, how would you rate the quality of the services?

343 responses

I have not received / witnessed a medical / rescue response in the last five years.



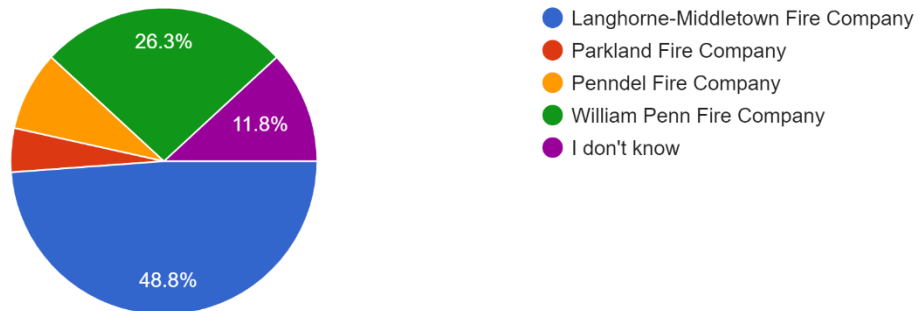
6. Why did you give the rating you gave?

95 responses

The two most common responses to this question were that the service was good (20 people or 21.05%) and that the response was timely (8 people or 8.42%).

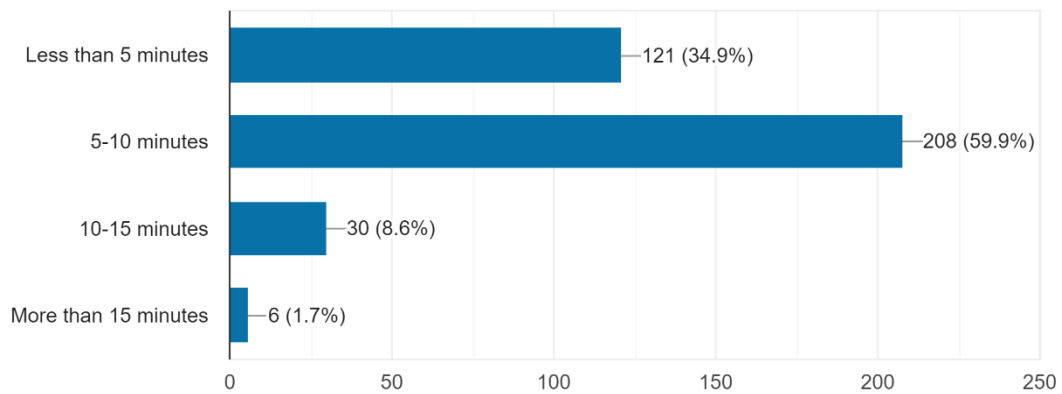
7. Do you know which volunteer fire company provides your fire protection?

346 responses



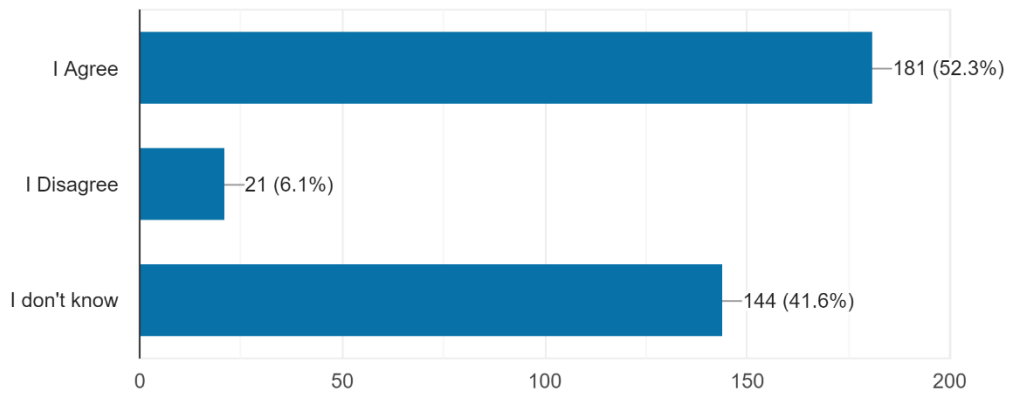
8. What do you feel is the appropriate amount of time from when a person calls 911 until the arrival of the fire department at an emergency?

347 responses



9. The fire services in Middletown Township responds to emergency calls in a timely manner.

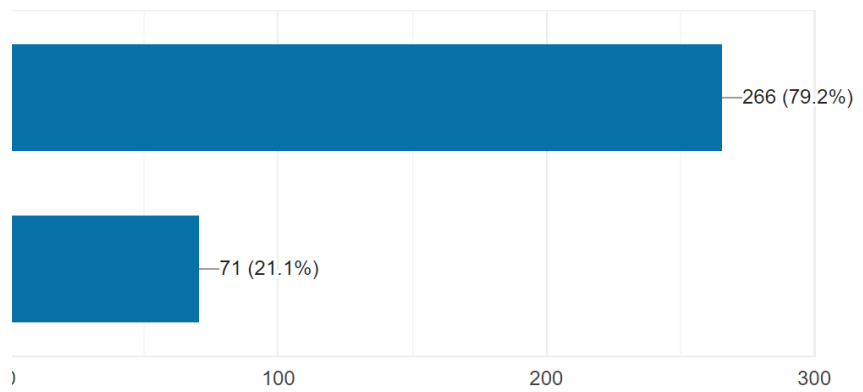
346 responses



10. In Middletown Township, the average homeowner pays less than \$50 in real estate taxes per year for fire protection services.

336 responses

I would be supportive of increased taxes to improve the delivery of emergency services by the fire services in Middletown Township.



I would not be supportive of increased taxes to improve the delivery of emergency services by the fire services in Middletown Township.

11. The thing I like best about the fire services in Middletown Township is:

156 responses

The majority of survey participants (108 – or 69.23%) identified the people who make up the fire services within the Middletown Township as the thing they liked best. While respondents cited both the paid and volunteer firefighters as strengths, most comments focused on appreciation for the volunteer firefighters who serve the community. The second most common thing that survey participants liked was the rapid response of the fire department (21 people or 13.46%). Survey participants were appreciative of having fire stations close to their homes and businesses.

12. The thing I would most like to see improved in the fire services in Middletown Township is:

136 responses

Almost one-quarter of the survey participants (29 – 21.32%) wanted to see support for the fire services in Middletown Township improved. The most common comments included that the Township should ensure that the fire services have the funding, equipment, and other types of support that they need. The second most common answer (27 – 19.85%) was that survey participants would like to see more paid firefighters. The most common request was for around-the-clock staffing of paid firefighters.

13. Would you be willing to volunteer for your local fire company? If so, please provide your name, address, phone number, and email address.

100 responses

Out of 100 responses, the vast majority of the survey participants were not interested in volunteering. Many cited their age and healthy as reasons for not volunteering. A small number of survey participants stated that they already volunteer. Only one person expressed an interest in volunteering and provided contact information. The Township received the contact information to share with the appropriate volunteer fire company.

14. If you are a business, would you be willing to either recruit volunteer firefighters or support your local fire company? If so, please provide your name, your business name, address, phone number, and email address.

46 responses

Out of 46 responses, the vast majority of the survey participants were not businesses, so their response was “Not Applicable”. The next most common answer was “no”, followed by a small number of survey participants who stated that they already supporting their volunteer fire company. Only one business expressed an interest in supporting their local volunteer fire company and provided contact information. The Township received that information to share with the appropriate volunteer fire company.

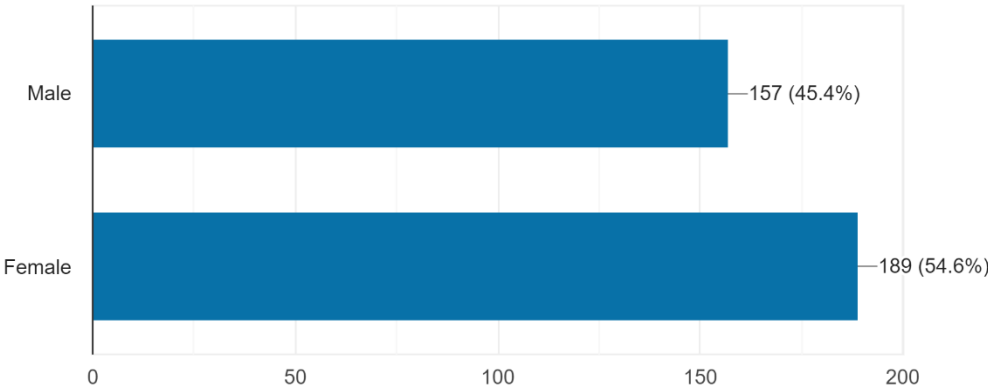
15. Other comments that you'd like to share:

59 responses

As with any survey question that allows survey participants to share any other comments they wish, this question resulted in a list of different priorities that were each important to the person who submitted them (30 – 50.84%). Comments in this area ranged from wanting fire hydrants on a particular street painted to a recommendation for required sprinklers in homes. The most common single theme from the comments (16 – 27.11%) was an appreciation for the service provided by both the paid and volunteer firefighters.

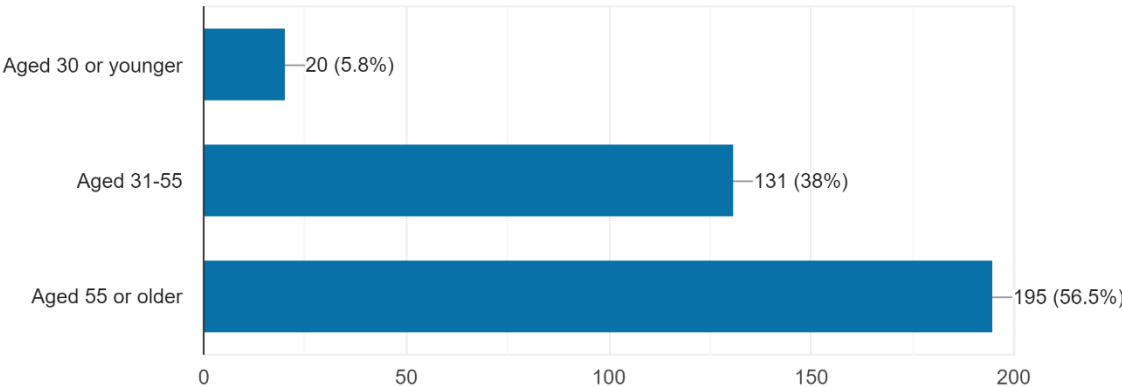
16. I am:

346 responses



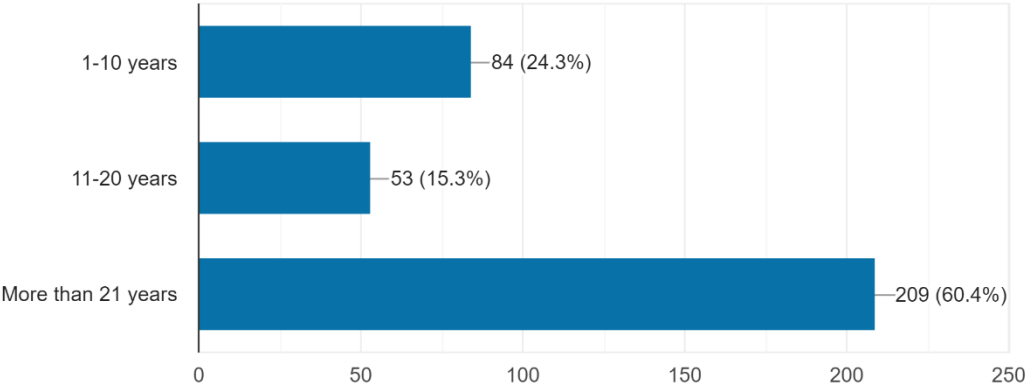
17. I am:

345 responses



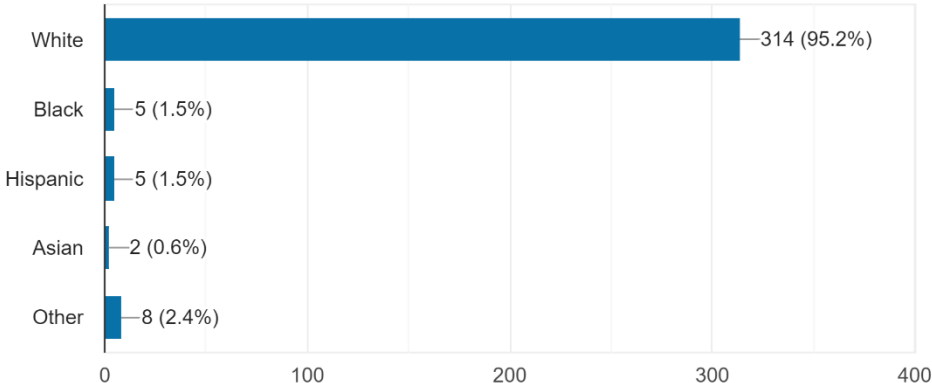
18. I have lived or worked in Middletown Township for:

346 responses

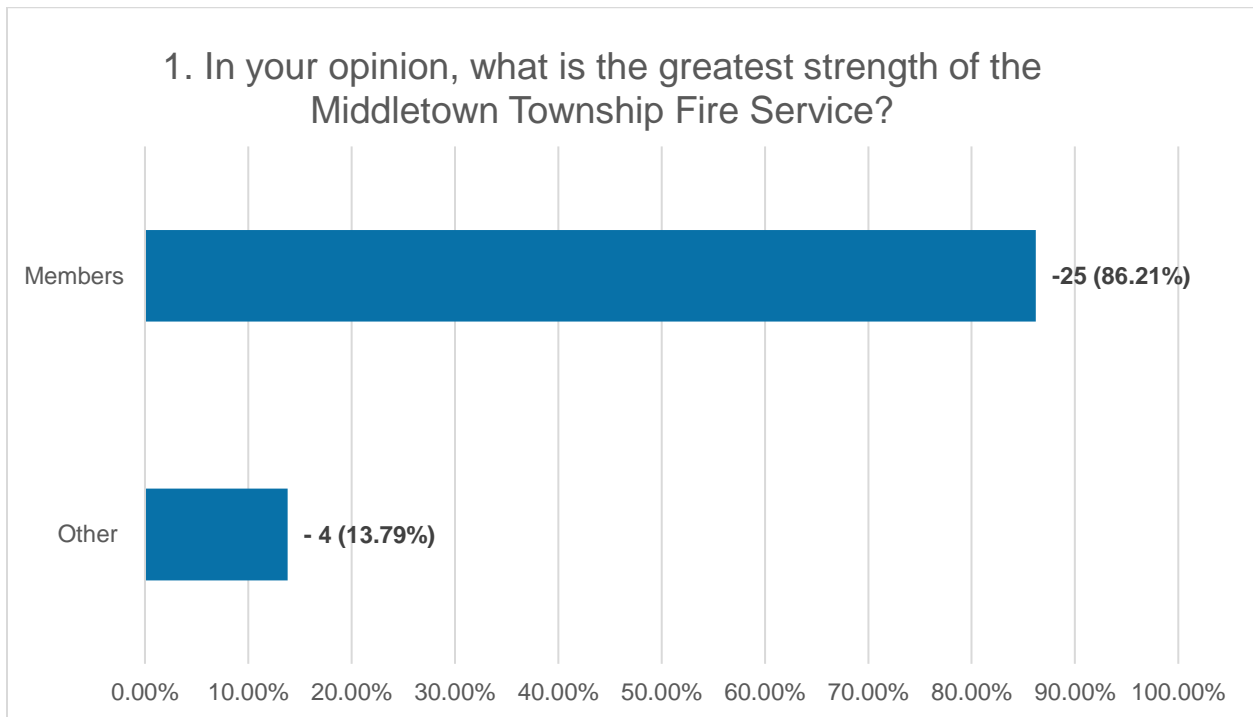


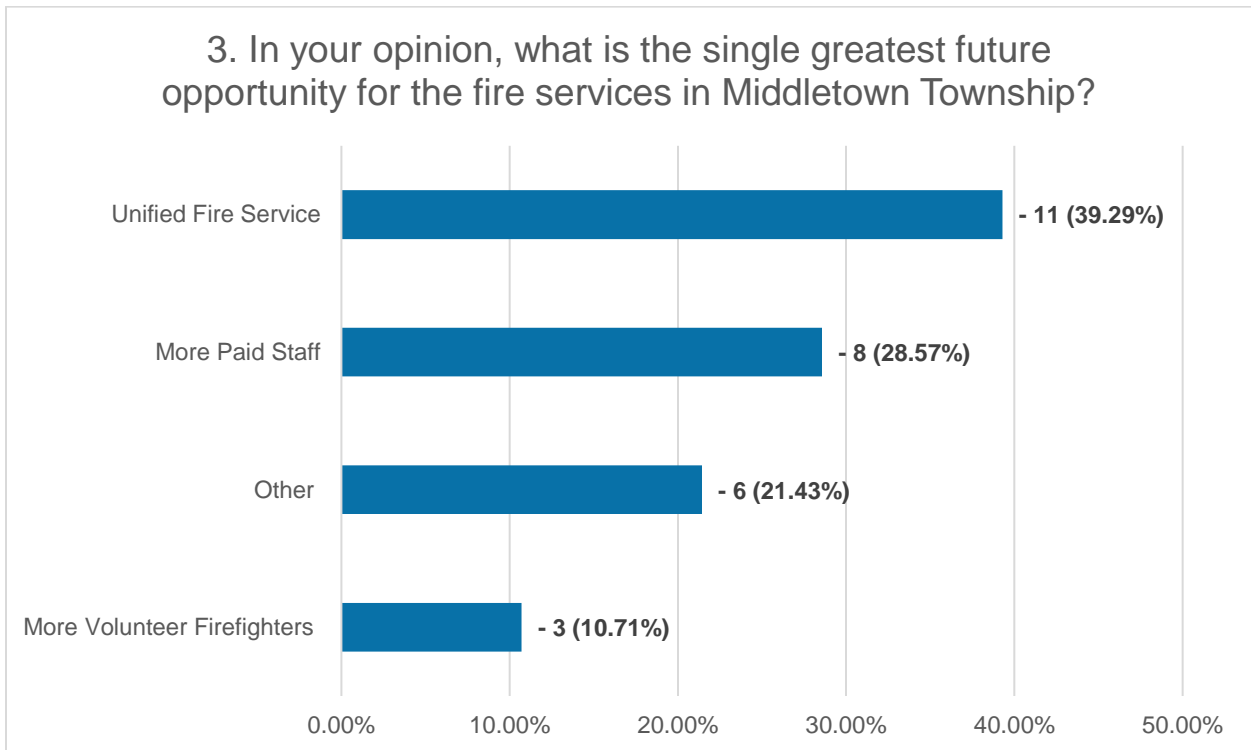
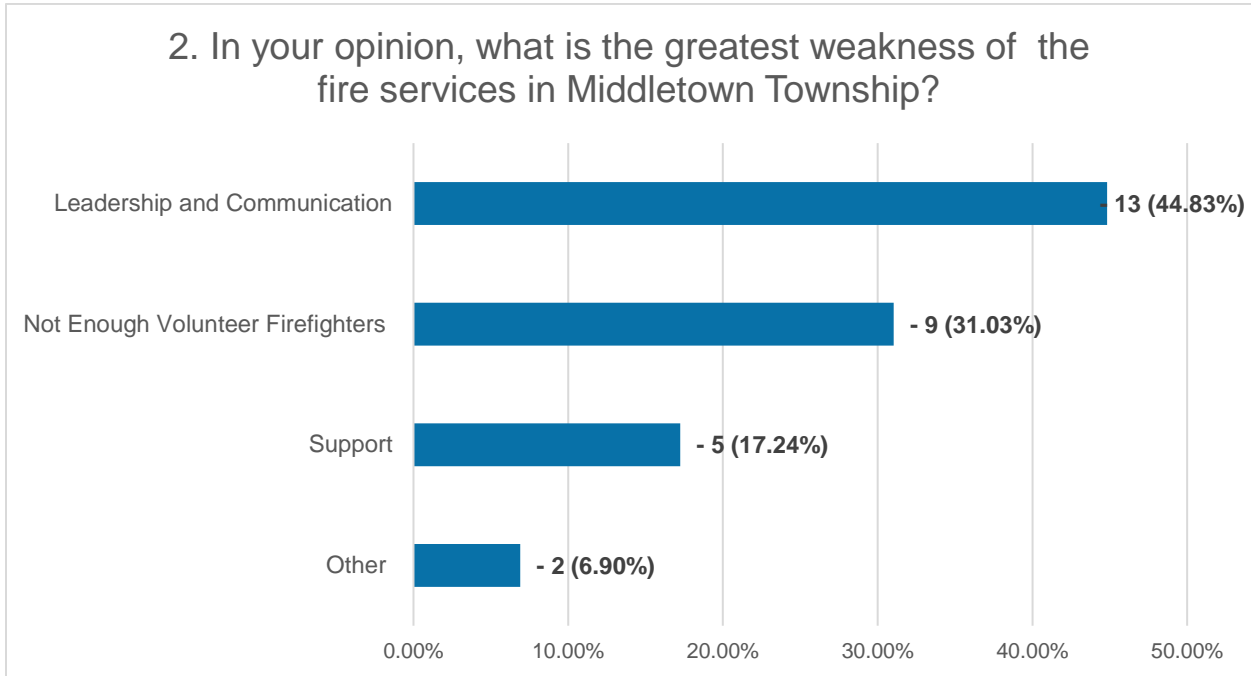
19. I am:

330 responses



Appendix D: Internal Fire Department Survey





4. In your opinion, what is the single greatest threat to the future of the fire services in Middletown Township?

