

Town of Milford

Fire Department

Strategic Plan

2009 ~ 2014



Francis X. Fraitzl, III CFO
Chief of Department
April 2009



Table of Contents

Section	Page
Introduction.....	3
Department Mission/Vision Statement.....	3
Services to the Community.....	3
Organizational Structure.....	4
Organizational Chart (Figure 1).....	7
Emergency Management.....	8
Department Vehicles.....	8
Department Facilities.....	13
Call Volume.....	13
Goal Development.....	16
Department Goals.....	17
Summary/Conclusion.....	21





Introduction

The purpose of this document is to provide the Community with a strategic plan and an operational overview of their Fire Department. This information is being provided in an effort to assist our residents and Selectman in evaluating the requests and needs submitted in future budget requests. For ease of use, this document is divided into sections; Services to the Community, Personnel, Fleet, Facilities, Operations and Goals. The goal of each section is to outline what currently exists, and explain the operational intricacies that are important in assessing our future needs. We hope that this information will aid the end user during the difficult task of evaluating annual fiscal requests.

Mission Statement

The mission of the Milford Fire Department is to safeguard the citizens and visitors of our community by providing high quality fire suppression, technical rescue, fire prevention and public education services. We shall make every effort to maintain a responsive and well trained firefighting force capable of handling structure fires, hazardous materials, technical rescue, extreme weather events and mitigating emergency situations presented to us. These efforts are combined with a proficient and proactive fire prevention program to include public education, code enforcement and systems engineering.

Our Vision & Values

Serving Our Community with Pride

Proud

Responsible

Ingenuity

Dedication

Enthusiasm



Services to the Community

This town was incorporated in 1794 from portions of Hollis, Amherst, and the Mile Slip, a strip of land that fell between the Dunstable grant and the Raby (Brookline) grant. A section of Milford was known as the Duxbury School Farm, a thousand acres of land intended to support Duxbury, Massachusetts schools. The town was probably named for its location near a shallow water crossing on the Souhegan River by an early mill site known as the Mill Ford. Milford bears the nickname of the Granite Town in the Granite State, because of its extensive high-quality granite quarries. At one time, Milford was a prime stop on the Underground Railroad.

Presently, the Milford Fire Department supplies fire suppression, rescue and technical rescue services to the 15,056 (2006 census) residents and covers 25.5 square miles. The department protects over \$1.5 billion in property, and this number is rapidly growing.

Over the decades, the department has taken an ever-increasing role towards meeting our mission. History reveals that the first efforts to organize a fire department dates back to 1840 to provide residents and their properties with protection from fire. Since that time, the department has grown to an organization of 3 full time and 48 call personnel, who provide a full range of emergency and non-emergency services to the residents of Milford and neighboring communities. With over one hundred and fifty years of service to the community, the department is rich in fire service tradition and dedication to the community.

Public Education

1. CPR Classes
2. Preschool thru Grade 5 School Programs
3. Station Tours & Children's Education
4. Speakers for Civic Organizations
5. Risk Watch
6. Fire Extinguisher Training
7. Evacuation & Lock Down Drills
8. Annual Open House

Fire Suppression

1. Building Fires
2. Wildland Fires
3. Vehicle Fires
4. Alarm Activations

Rescue Services

1. Vehicle Extrication
2. Industrial Accidents
3. Water Related Incidents
4. Confined Space Rescue





Emergency Medical Responses

1. Basic Life Support
2. Technical Rescue & Extrication

Fire Cause and Origin Determination

- NH State Fire Marshall's Office
- Milford Police Department

Hazardous Materials Response

1. Level B Entry
2. Carbon Monoxide Investigations

Fire Prevention

1. Plans Review
2. Underground Storage Tank Installations/Removals
3. Blasting Permits
4. Occupancy Permit Inspections
5. Heating System Inspections
6. Flammable Materials Storage Inspections
7. Place of Assembly Inspections
8. Fire Alarm Inspections
9. Annual Safety Inspections
10. Assembly Permit Inspections
11. Community Cistern Inspection/Maintenance
12. Dry Hydrants/ Municipal Hydrants

Property Damage Mitigation

1. Water Problems
2. Storm Damage
3. Occupant Lock-outs
4. Unsafe Conditions

Disaster Management/Preparedness

1. Blizzards/Ice Storms
2. Floods
3. Hurricanes
4. Severe Storms/Tornadoes
5. Business Continuity of planning Assistance

Miscellaneous Services

- Maintenance of the Municipal Fire Alarm system
 - Street boxes
 - Municipal boxes
 - Radio boxes
- Community Involvement
 - Pumpkin Festival
 - Holiday Decorations
 - Charity PD/FD Softball
- Crowd Management at Large Gatherings
- State Fire Chief's Association
- NH Fire Standards & Training Commission
- Monadnock Area Fire Chiefs
- NH State Fireman's Association
- Granite State Fire Service Support Team
- Regional Hazardous Materials District
- Souhegan Mutual Aid
- Hillsborough County Forest Fire Wardens Association



Our service delivery has grown remarkably from our initial mission of fire suppression. In addition to expanding our range of services we have experienced a steady increase in call volume.



Organizational Structure

The Milford Fire Department uses a scalar organizational structure that is quasi-military in nature. Because of this organizational structure, the department relies heavily upon a rigid rank structure and the symbolism of our uniforms. The pride associated with rank and a promotion is an important motivator for department personnel. This pride is the very foundation for the culture of the fire service and the Milford Fire Department.

The department currently operates with a combined workforce of four full-time personnel and 48 on-call personnel, a mechanic, chaplain and emergency management volunteers (*see Organizational Chart-Figure #1*). The Chief of Department, Fire Prevention Officer, Training Officer and an administrative assistant comprise the four full-time positions. The remainder of the organization is comprised of five companies of nine personnel each. Each company is comprised of a Captain, Lieutenant, and seven firefighters. There are four engine companies and one Ladder Company. Management of the companies is the responsibility of the Captain assisted by the Lieutenant. The two Deputy Chiefs each have responsibility for individual companies in addition to administrative duties. The Assistant Chief assists the fire chief with overall management of the department and is directly responsible for the operational aspects of the organization.

The full-time personnel work Monday - Friday 08:00 to 16:30 (8 AM -4:30 PM). At all other times, the station is not staffed and call personnel respond when necessary. During the evening and weekend hours, two department officers are on-call covering a one week period. The on-call officers respond to all emergency calls and provide a command role for the incident. They also provide coverage for non-emergency issues as well as conduct fire drills, station tours, issue outdoor burning permits, and other public services. The on-call officer is the officer in charge in the absence of a chief officer. Typically, a chief officer is available to respond to major incidents or for consultation when needed. The chief officers also share in the on-call rotation.

Fire Chief:

The Fire Chief is the chief executive officer of the department. Responsible to administer, supervise, and enforce all aspects of the organization. He/she shall establish policy and procedures for to ensure operational effectiveness and safety. The Fire Chief's authority and responsibilities are promulgated by NH RSA 154. Some of which include but are not limited to: sole and absolute command at fires, rescues, and other emergencies, over all members of the Fire Department, and all apparatus and equipment belonging to or in use by the department. The Fire Chief shall direct all measures he or she may deem necessary for the saving of lives, extinguishment of fire, or mitigation of emergencies for which he or she is responsible.



Assistant Chief:

The Assistant Chief is second in command of the Department. The Assistant Chief shall assume all duties of the Fire Chief in his/her absence or during the Fire Chief's incapacity to perform his/her duties. He/she shall perform all functions as designated by the Fire Chief and be held accountable to the Fire Chief. This position is responsible for the operational aspects of the department.

Deputy Chief(s) 2:

The Deputy Chief(s) is/are third and fourth in command positions within the Department. The Deputy Chief(s) shall assume all duties of the Assistant Fire Chief in his/her absence or incapacity to perform his/her duties. The Deputy Chief shall perform all functions as designated by either the Fire Chief or Assistant Chief and be held accountable to both. The Deputy Chief shall possess the skills and knowledge necessary to efficiently perform his/her duties.

Fire Prevention Officer:

The Fire Prevention Officer shall be responsible for ensuring effective fire prevention and code compliance efforts, community risk reduction, public education, and fire cause and origin determination. The Fire Prevention Officer is responsible for maintaining all official records and documents associated with the position and job function. He/she may supervise individuals assigned to fire prevention activities and on the scene of any emergency. The Fire Prevention Officer may be assigned specific functions on the scene of any emergency, drill, or function; including but not limited to water supply, staging, accountability, record keeping, liaison or other similar functions as deemed necessary by the Fire Chief or his designee(s). With regard to the fire prevention activities and efforts of the Department, the Fire Prevention Officer reports directly to the Fire Chief.

Training Officer:

The Training Officer is responsible for maintaining the most current and effective training program(s) for the Department consistent with nationally recognized standards and federal and State of New Hampshire requirements. They shall maintain all official records and files associated with the position. The Training Officer may act as direct supervisor of individuals or tactical groups of firefighters on the scene of any emergency. The Training Officer may be assigned specific functions on the scene of any emergency, drill, or function; including but not limited to, water supply, staging, accountability, record keeping, liaison, research, or other similar functions as deemed necessary by the Fire Chief or his designee. With respect to the training activities of the Department the Training Officer reports directly to the Fire Chief.



Captain(s) 5:

Captains perform responsible operational, technical and managerial activities in oversight of personnel at emergency situations and other Department activities or functions, also responsible for fire suppression, technical rescue, hazardous materials, fire prevention and public education activities as assigned. Assists Deputy(s) and Assistant Chief in the discharge of their duties, and are directly responsible for the delivery of training to the members of their individual company as directed and/or outlined by the Training Officer. Captains shall be directly responsible for maintaining and keeping in good order any and all apparatus, tools and equipment assigned to their company, or any other such similar items as deemed appropriate by the Fire Chief. Captains shall act as the direct supervisors of individuals or tactical groups of firefighters on the scene of any emergency. Captains may be assigned specific functions on the scene of any emergency, drill, or function; including but not limited to, water supply, staging, accountability, record keeping, liaison, research, or other similar functions as deemed necessary by the Fire Chief or his designee. Captains are directly responsible to the Deputy Chief(s).

Lieutenant(s) 5:

Lieutenants perform responsible operational, technical and supervisory activities in oversight of personnel at emergency situations and other Department activities or functions. Also responsible for fire suppression, technical rescue, hazardous materials, fire prevention and public education activities as assigned. Assist Captains in the management of the company and may be assigned specific functions on the scene of any emergency, drill, or function; including but not limited to, water supply, staging, accountability, record keeping, liaison, research, or other similar functions as deemed necessary by the Fire Chief or his designee. Lieutenants are directly responsible to Captains.

Firefighters:

Responsible for fire suppression, technical rescue, hazardous materials, fire prevention and public education activities. Reports to a Lieutenant or other superior ranking officer and is expected to follow the upward chain of command. A firefighter is required to use initiative and judgment in carrying out assignments particularly in the absence of a supervisor, may on occasion exercise supervision over subordinates.



All personnel are cross-trained in fire suppression and technical rescue. Currently 8 of our personnel hold certifications as Nationally Registered Emergency Medical Technicians, with 2 certified as Intermediates, and 2 at the Paramedic level. Presently, 5 members are completing the EMT-Basic program and should be certified in early 2009.

Emergency Communication is provided through the efforts of Milford Area Communications' Center (MACC Base) located on the fourth floor of Town Hall. MACC handles emergency communications for the towns of Milford, Wilton, and Mont Vernon. They receive emergency calls directly from the NH 911 Telecommunications Center as well as those called directly into MACC Base. They additionally monitor the Milford's municipal fire alarm system as well as several hundred other fire, police and medical alarms for all three communities.

Emergency Management

In 2006 the Fire Chief was tasked with administrative oversight for the communities Emergency Management functions. Subsequently in January of 2008, he was appointed by the Board of Selectmen as the Emergency Management Director and charged with overall responsibility for preparedness, response, mitigation and recovery for the community. Presently, emergency management functions are located in the basement of town hall. The department has a field communications unit and large mobile generator which are stored outside at the Department of Public Works facility.

Department Fleet of Vehicles

In order to complete our mission, the department utilizes a fleet of fifteen vehicles, this number includes four engines, one aerial ladder, a rescue, a forestry unit, a communications van, special operations trailer, boat, fire alarm bucket truck and wire trailer, two command and staff vehicles. Eight of these vehicles are directly related to providing emergency services. The following pictures and descriptions highlight our current fleet of emergency vehicles.



Ladder #1

1999 Pierce
105' Hydraulic Ladder, Air supply/refill system, ventilation fans.

Primary Use: Rescue, Ventilation, Aerial water stream.



Engine #1

1993 Pierce Saber
1000 Gallons Water
1500 GPM Pump
Primary Use: Primary engine
on fires and alarm activations.

Engine #2

2006 Pierce Enforcer
1000 Gallons Water
1500 GPM Pump
Primary Use: First due engine
to most calls.



Engine #3

2006 Pierce
1000 Gallons Water
1500 GPM Pump
Hydraulic rescue tool
Primary Use: Primary engine,
mutual aid engine.

Engine #4

1987 Pierce Dash
1500 Gallons Water
1500 GPM Pump
Primary Use: Water Supply





Rescue #1

1988 GMC chassis w/
Emergency One walk-in Body
Hydraulic rescue tool.
Portable lighting, technical
rescue equipment

Primary Use: Technical rescue
and motor vehicle accidents

Car #1

2002 Ford Expedition
Staff Vehicle

Primary Use: Incident Command



Car #2

1996 Ford Explorer
Staff Vehicle

Primary Use: Fire Prevention
and Training

Boat

2007 Saturn 13' Inflatable
1994 Mercury 25hp motor

Primary Use: Water Rescue





Forestry - Utility #2

1999 Ford F-350 Pick-up
200 gallons Water - Forestry Pump

Primary Use: Forest fires

This vehicle carries the skid unit below which is removed in the winter to allow year round use of the truck.



Special Operations Trailer
2005 Wells Fargo Enclosed trailer
Primary Use: Hazardous Materials Response, Technical Rescue & Extended Incidents



Fire Safety House trailer
1997 Homemade
Primary Use: Public education, teaching escape planning and crawling low in smoke.



Fire Alarm Bucket Truck & Wire Trailer

1985 GMC bucket truck

1988 Wire spool trailer

Primary Use: Fire Alarm system maintenance. It is also used by DPW for street light maintenance.



Mobile Field Communications Unit

1995 Ford (former ambulance)

Primary Use: Emergency Management field communications. Unit has multiple radios that can be interlinked to cross frequencies during significant events.



Emergency Management Generator

2005 Caterpillar Diesel 100 kw

Primary Use: Provide power to Town Hall during power outages.

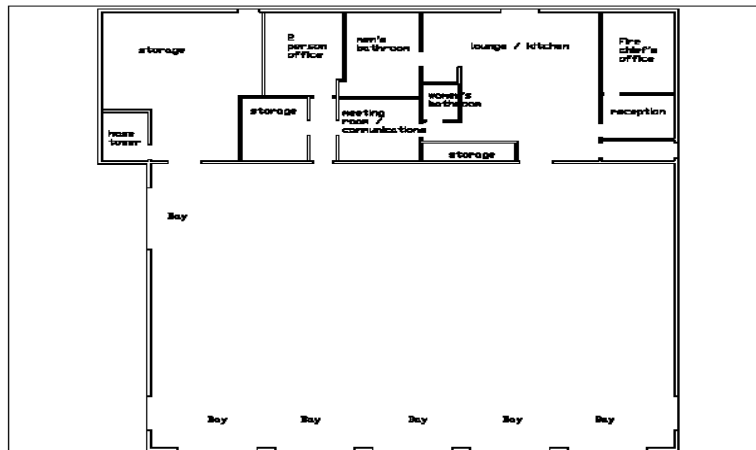


Department Facilities

The existing fire station, located at the corner of School and Bridge Streets was constructed in 1974. The building consists of six bays, offices, a meeting room, and storage space. The 7090 square foot building is of cement block construction with a flat gravel roof on a .563 acre site. The building was designed with an anticipated life expectancy of 25 years; it is now on its 34th year.



At the time of construction, the department was entirely volunteer, apparatus was significantly smaller and energy efficiency and the electrical demands of modern technology were not a factor. In addition to a severe lack of parking for personnel, the building also lacks adequate heating/ventilation/air conditioning, safety, security and electrical features. The facility currently does not have automatic back-up power and the roof is in need of replacement due to age and several leaks

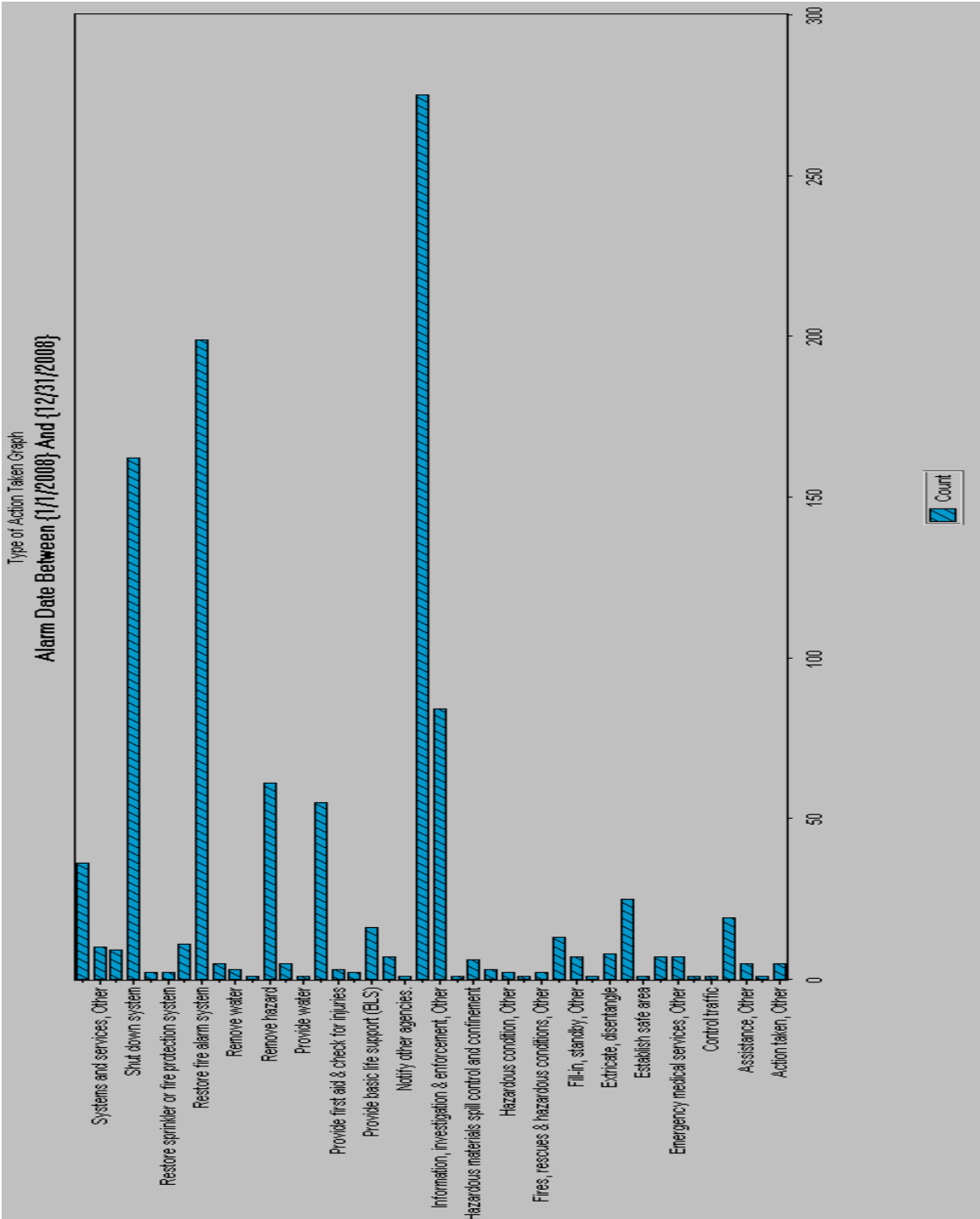


Presently, the community's Facility Planning Committee is reviewing the needs of the fire and ambulance services to develop a proposal for renovations and/or relocation of both services in order to continue to provide quality service to the community. It is believed that a shared facility would be the most cost effective and efficient model for the Town. A proposal for a formal needs analysis and conceptual plan is anticipated within a year.



Call Volume

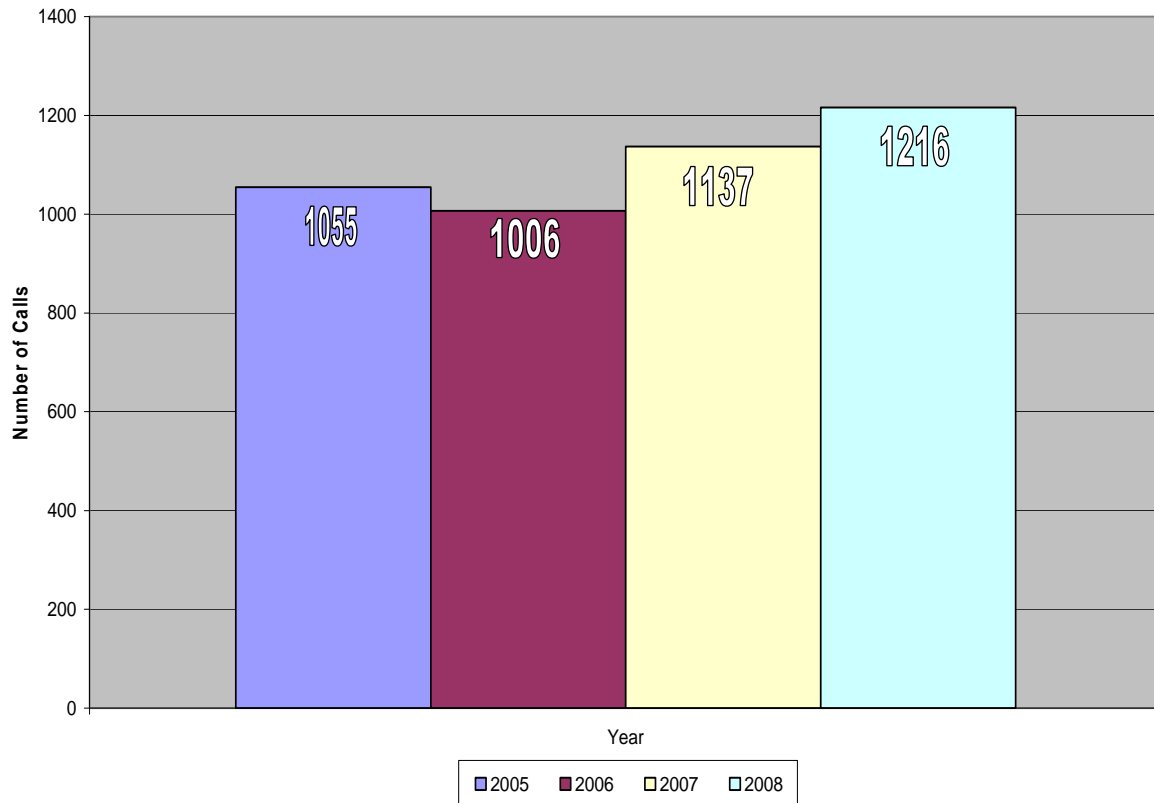
The Milford Fire Department call volume has consistently increased over the years. Some of the increases have been as a result of significant weather events during the past three years. (floods in 2006 & 2007 and the recent 2008 ice storm). Other areas of increases include increased service calls for municipal fire alarm services.





Total Calls for Service

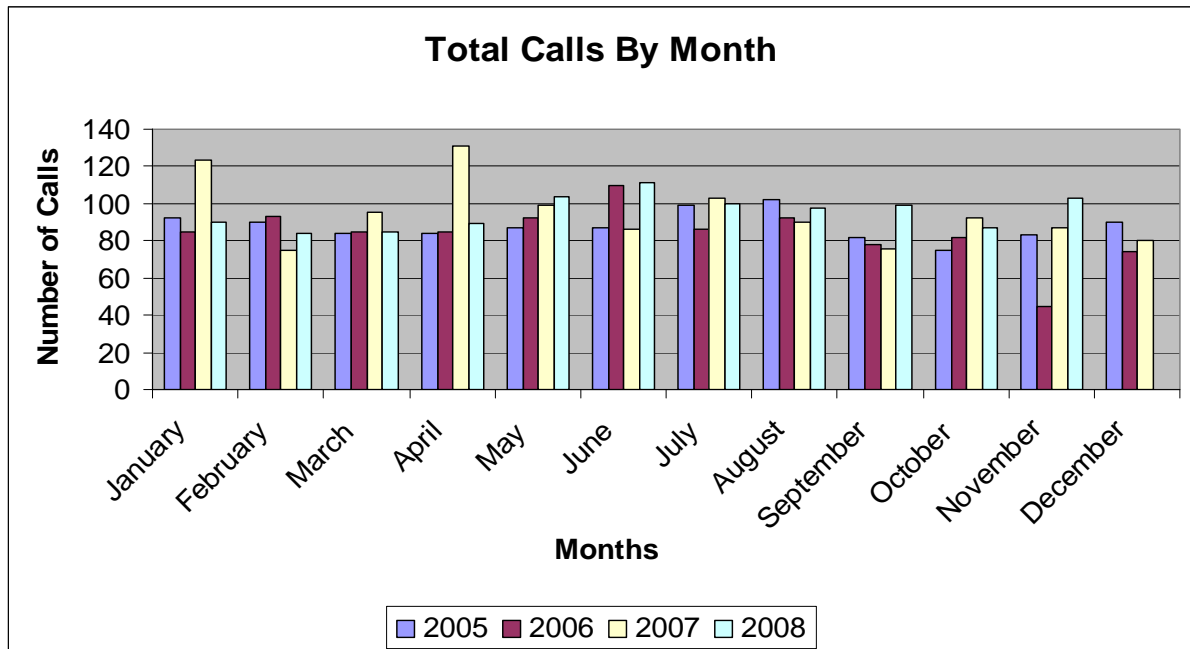
Calls By Year



The department tracks all calls for services including but not limited to:

1. Fire Responses
2. Emergency Medical Responses
3. Service Calls
4. Burning Permits
5. Fire Safety Inspections
6. Mutual Aid Requests
7. Plan Reviews
8. Blasting Permits

This information is entered into a database and reported monthly to the NH State Fire Marshal's office as part of a national program of fire incident reporting. This data assists both the department as well as state and national organizations in developing programs to address needs identified in the call response data. Such programs include the United States Fire Administrations programs to education the target populations of children between the ages of 6 – 14 and adults over 65.



Goal Development

In the summer of 2008, through a survey process, the department identified strengths and weakness in three areas, Management, Training/Education, and Apparatus/Equipment. The survey sought input in these areas, using a numeric score of 1 – 5 with 1 being low and 5 being high. The following questions were asked:

1. What is your overall evaluation of the Management of the department?
2. What is your overall evaluation of the Education/Training of the department?
3. What is your overall evaluation of the Apparatus/Equipment of the department?

In addition to the numeric score, respondents were asked to provide comments to the following questions for each area above:

- What are we doing well?
- What are our weaknesses/areas of need?
- What do you see as the priority need for the department?

From the surveys, the management reviewed the input and developed goals to move the department into the future. These goals were established based on short (within 6 months) medium (1 – 3 years), and long term (greater than 3 years) time frames. The survey also requested an overall score on a scale of one (low) to five (high) based upon the three target areas. The scores were as follows:

Management: 3.76
Training & Education: 3.64
Apparatus & Equipment: 3.62

Based on this information, the Milford Fire Department has established the following goals:



Management:

Short Term Goals

- 1) **Communication:** Improve communication both internally and externally.
 - a) In addition to email and postings on department bulletin board. Investigate use of supplemental messaging services that will send a text message to pagers or cellular phones in order to more efficiently and effectively communicate with fire personnel.
- 2) **Succession Planning:** Develop a program to prepare firefighters to become first line supervisors (lieutenants and captains) as well as current officers to move into middle management (Deputy Chief).
 - a) Provide funding for three personnel to attend NFA Leadership series on an annual basis.
 - b) Review and enhance the current on-call officer mentoring program in order to ensure that new officers are provided guidance and direction in their new role.
- 3) **Time Commitment:** Evaluate the total time commitment involved in being an on-call firefighter for the town.
 - a) Research other programs and departments to locate ideas and/or means to minimize the time involvement on current personnel.
 - b) Evaluate the potential for specialized positions (ie; support functions, non-emergency positions)
 - i) Ameri-Corps
 - ii) Vista program
 - iii) Community Emergency Response Teams
 - iv) Fire Corps

Mid Term Goals

- 1) **Officer Development:** Officer Development is the key to the future of the organization. This topic is of great concern to a large number of the organizations membership. In addition to the short term objectives listed earlier, the department must look at:
 - a) Contract management consultants to conduct officer development training programs internally.
 - b) Make funding available to sponsor one or two officers per year to attend the six day volunteer incentive programs at the National Fire Academy in Maryland.

Long Term Goals

- 1) **Facilities:** Due to the needs detailed in the department facilities section above, continue to work with the Facilities Planning Committee to develop a comprehensive plan for renovation or replacement of the School Street fire station.
- 2) **Daytime Staffing:** There is a perception that over the last six months, there has been a decrease in the average number of personnel responding to calls. This is in fact a not perceived but an actual concern. While the decrease in numbers is not critical, it should be closely monitored. Data indicates that the most significant times are during the early morning (6 AM – 8 AM) and late afternoon (4:30 PM – 6:00 PM).
 - a) Continue to monitor the response levels for all calls not just daytime.



- b) Evaluate the need to fill the position that was approved in 2007.
 - c) Evaluate the benefit of adjusting the current schedule to provide at least an officer on duty from 0600 -1800 Monday thru Friday.
- 3) **Ambulance/Fire Department:** With the potential for the fire department and ambulance service to share a facility, the interest is growing to cross train fire personnel in emergency medical services.
- a) Continue to support personnel who desire to become certified as Emergency Medical Technicians (EMT).
 - b) Develop formalized program to ensure that all EMT personnel are able to meet the continuing education requirements for recertification.
 - c) Continue evaluate and improve efficiencies in delivery of fire and emergency medical services to the community.

Apparatus/Equipment:

Short Term Goals

- 1) **Truck checks:** Both daily and post call truck checks program.
 - a) Develop comprehensive vehicle and equipment readiness check program. Currently vehicles are checked daily by full-time staff.
 - b) Develop monthly check sheet of vehicle inventory and maintenance checks to be conducted by companies during monthly training.
 - c) Establish rotating schedule for all companies to inventory other apparatus and equipment thereby assisting with overall familiarization of all apparatus.
 - d) Develop schedule for checking and inventorying support apparatus (ie; boat, SO trailer, etc)
- 2) **Creation of a Rescue Company:** Presently the rescue does not have a company assigned to maintain it. There was considerable discussion about creating a sixth company which would be assigned to the rescue. Due to several factors, it was agreed that this was not a viable option at this time. Responsibility for the vehicle and equipment should become part of the truck check program in #1 above.
- 3) **Replacement of Tools & Equipment:** Several items were identified as being in need of updating or replacement. Some of which include: chain saws, ventilation saw, and breathing apparatus.
 - a) Establish a committee to identify tool and equipment needs, prioritize items in need of replacement and research and recommend replacements.

Mid Term Goals

- 1) **Replacement of Self Contained Breathing Apparatus (SCBA):**
 - a) Develop a program to evaluate funding options to replace all current self contained breathing apparatus with units that meet current safety standards.

Long Term Goals

- 1) **Vehicle Replacement:** Presently three vehicles have been placed into the capital improvements program. These vehicles represent almost 2 million dollars in replacement



apparatus. The average life cycle of fire apparatus is twenty years. Two of these vehicles are well beyond its twenty year point. They include:

- a) Engine 4: Was built in 1987 and is our primary water supply apparatus. This vehicle is critical in the areas of town that do not have fire hydrants on the municipal water system. This vehicle is also not compliant with current safety standards that require all firefighters to be enclosed within the vehicle. This vehicle, two firefighters ride in open seats facing the rear of the vehicle.
- b) Rescue 1: Is a 1988 and is our primary apparatus for motor vehicle accidents, technical rescue and medical emergencies. This vehicle is scheduled to be replaced in 2011 at a cost of \$450,000. *NOTE: Both Engine 4 and Rescue 1 have been considered to be consolidated into one Rescue/Pumper type vehicle. While this concept may appear sound, it has not been fully evaluated against the needs of the community and its Insurance Services Organization rating prior to replacement of either vehicle.*
- c) Ladder 1: This is a 1991, and was scheduled for a refurbishment in 2007 to allow it to complete its twenty years. However, based on evaluations by apparatus manufactures, the vehicle will most likely need to be replaced in 5 to 7 years (from 6/2007). Based on these evaluations, only the necessary repairs were made in efforts to be fiscally responsible. It is scheduled for replacement in 2012 with a similar vehicle at an estimated \$750,000.

Training/Education

Short Term Goals

- 1) **Training Schedule:** Presently monthly training objectives are developed by the training officer and delivered by the company officers.
 - a) Establish a training committee consisting of representation from each company to develop annual training program.
 - i) Committee members will be a resource to the company officer to ensure consistent delivery of program throughout all companies.
 - ii) Committee is would also be an opportunity for personal development and preparation for officer roles.

Mid Term Goals

- 2) **Training Programs:** Once established, the training committee will review all current training programs and revise or develop programs in the following areas:
 - a) Development of an annual training program for the department which will include monthly objectives that will meet all required topics as outlined by the following agencies:
 - i) National Fire Protection Association
 - ii) Insurance Services Office
 - iii) National Registry of Emergency Medical Technician
 - iv) Other local, state and federal requirements.
 - b) Driver/Operator training: Enhance number and proficiency of apparatus operators within the department.



- i) Develop formal driver training program to prepare personnel to obtain commercial drivers license.
- ii) Develop formal engine and aerial operator training programs that will be conducted at least annually.
- c) Probationary firefighter training:
 - i) Develop “probie school” to be provided immediately after new personnel are hired
- d) Officer development (covered in Management section)

Long Term Goals

- 1) **Training facility:** In conjunction with the renovation of the fire station, develop a comprehensive training facility within the design of the fire station. This concept should include consideration for the following types of training.
 - a) State of the art classroom facility for capable of seating sixty.
 - b) Basic firefighting skills (ie; hydrant connection, ladders, forcible entry, etc.)
 - c) Firefighter safety and survival techniques.
 - d) Above and below grade technical rescue.
 - e) Confined space rescue.
 - f) Self contained breathing apparatus
 - g) Engine and ladder operations

Service Delivery Goals

1. Maintain our proficiency in areas of our technical expertise in rescue operations that consist of Ice Rescue, Below Grade, Rescue from Height and Hazardous Material Technicians.
2. Implement additional public education programs targeting special populations, such as the elderly for fire and medical assistance and training, child car seat inspections and other needed services with the ever-changing needs of the fire service.
3. Continue to provide the community with high quality, customer orientated service with pride.





Chief's Summary and Conclusion

The current members of this department are some of the best trained and educated in the fire service. This is due to past and current high standards that this department has demanded. We currently have most of our personnel certified at the firefighter 2 level, with approximately one quarter licensed at the Emergency Medical Technician basic or greater level, All personnel are trained in Hazardous Materials and Incident Command. These high levels of certification are not typical in most volunteer/on-call department and reflect the commitment and dedication of the men and women of this department. I am very honored and proud to lead such highly skilled and dedicated individuals. We continue to investigate new opportunities to challenge and reward them in an effort to retain these individuals in order to provide the community with the rewards of its investment in time and money.

The Milford Fire Department will continue to deliver optimal customer service and public education through maximum utilization of all available resources, with the emphasis on recruiting, developing, training and retaining a highly skilled and motivated volunteer/on-call workforce.

