



*Danville  
Fire  
Department*

**2016-2021**  
*Strategic Plan*



Updated November 2016

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*Introduction*

As the City of Danville works to rebrand itself with technology, innovation, and downtown revitalization, the Danville Fire Department (DFD) remains ever committed to the highest level of service to our community. In 2015, we proudly announced that we had been awarded international accreditation through the Center for Fire Accreditation International. In 2016, I'm equally proud to report that the Insurance Service Office reviewed our ability to provide fire protection and we maintained a very strong Public Protection Classification rating of 2. Although this maintained our current rating; we strengthened our available point score placing us in the top 3% of the more than 48,000 fire department's graded nationwide. Not only do these certifications and ratings improve insurance ratings within our community but they validate that we are meeting the changing needs of our community, providing unmatched transparency, and it illustrates that we are meeting our vision of continuous improvement and our effort to always strive to meet or exceed our customer's expectations. Our strategic plan is reviewed biannually and updated on an annual basis to reflect a dynamic and comprehensive approach to our goals and provides focus and direction for our actions for a five year period.

We extend our thanks and appreciation for the stakeholders who contributed their time, ideas, views, and support to this planning process. Through the hard work of our members and as part of our continuous effort to meet or exceed the expectations of those that we serve; I'm proud to present the DFD's updated strategic plan for 2016 - 2021.

  
David Eagle, Fire Chief

Date: 1/20/17

  
Ken Larking, City Manager

Date: 1/20/17

*Strategic Planning*

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The Commission on Fire Accreditation International Fire and Emergency Services describes strategic planning as a flexible, dynamic, and continuous process that

- provides short-term direction,
- sets goals and objectives,
- optimizes use of resources, and
- Builds a shared vision.

For the Danville Fire Department, the establishment of a strategic plan is a deliberate effort to prepare for the future with a variety of goals, actions, and activities which unify management, employees, stakeholders, and customers.

The City of Danville has followed the strategic planning process recommended by the Center for Public Safety Excellence:

1. Organization planning meeting
2. Internal/external stakeholder engagement
3. Develop/revise mission statement, vision statement, and organization values
4. Conduct data analysis review
5. Establish target completion dates
6. Develop strategic goals, objectives, and initiatives/tasks
7. Finalize plan
8. Implement strategic plan
9. Monitor progress and revise plan as necessary.

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*Stakeholders*

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**Internal Stakeholders.** The input of all DFD personnel is valued and actively sought throughout the process of developing plans and identifying direction. At least twice a year, full shift staff meetings are held to share information, progress, and accomplishments; to discuss issues; and to review expectations and goals. Senior staff meetings are conducted quarterly, and these include an annual planning session. A new internal SWOT analysis was done this year, keeping with the idea of reimagining our strengths, weaknesses, opportunities and threats to foster an environment of continuous improvement. The Danville Fire Department will continue to gather internal input from each of the 21 fire companies (7 stations, 3 shifts) to submit observations, suggestions, and opinions on the department's mission, its core values, and perceived challenges, strengths, weaknesses, opportunities, and service gaps on an annual basis. The results will be combined and senior staff will meet to review and discuss the feedback and to identify priorities. The consensus will then be documented presented during full staff meetings, adopted by the department, and published in each year's updated strategic plan.

**External Stakeholders.** DFD's external stakeholders are citizens, non-governmental support agencies, mutual aid agencies, fellow city department directors and employees, and the local governing body. Citizens frequently share feedback directly to DFD employees or via City Council members. Starting in 2016, The Danville Fire Department is putting a greater focus on social media and hopes to use strategic surveys to gather more input from the community. The department has developed community cards and will be using these to reach more members of the community through calls for service, public events, and other personal contact. There is also regular interaction with regional and state entities to review legislative policies, training standards, and industry trends. City department heads meet together bimonthly as a group and individually on a monthly basis with the City Manager, in part to ensure that each department understands and supports the goals and objectives established by the administration and governing body. These are reflected in DFD's goals, which also contain strategies for formalizing and improving the community feedback process.

*Mission and Vision*

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Today's fire services are expected to provide far more than fire suppression and rescue. After extensive review of employee survey feedback and discussions, the Danville Fire Department updated its mission statement to the following:

***The Danville Fire Department's Mission***

*Danville Fire Department strives to protect life, property, and environment through prevention, mitigation, response, recovery, education, and communication in order to promote the entire community's health, safety, and well-being.*

Danville Fire Department's vision which encompasses everyday tasks and long-term improvements, defines the agency's culture, and encourages personnel to focus on what's important. Our vision statement is on the following page:

### *The Danville Fire Department's Vision*

***Our vision*** is to be recognized as an Internationally Accredited Fire Department and to be known for excellence in timely, courteous, effective service delivery to our community.

***Our workforce*** is honest, reliable, and dedicated to the highest ethical standards. We work hard to maintain a good reputation and to inspire public trust and confidence. We respect one another and the diverse community we serve. Our team will remain safe, skilled, and successful with comprehensive training and development opportunities.

***Our physical resources*** are managed responsibly and effectively. We explore new, more efficient technologies to improve the quality and scope of our programs and operational services. We strive for ongoing improvement and carefully plan our facility and equipment maintenance and replacement.

***Our leadership and workforce*** will hold one another accountable for fulfilling our mission, living our organizational values, and reaching our goals. All employees will value a professional atmosphere where cooperation is expected and involvement in decision making is encouraged. We will build strong relationships and collaborate with local, regional, and state partners and support agencies.

***Our community*** will know we care. We will proactively identify and analyze our community's evolving risks and needs to determine the best strategies for such dynamic demands. We will improve emergency preparedness and expand our response capabilities. We will keep each other and the public well-informed with complete, consistent, accurate, frequent, and clear communications.

***Our vision*** is to honor our community's trust, to continuously improve as an organization, to perform with integrity, and to consistently meet or exceed the expectations of our members and the community we serve.

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*Core Values*

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To better understand an organization and its strategic issues, it is critical to first identify the values those in the organization share. Shared values shape an organization and influence how its members face plans and challenges, both immediate and future.

Danville Fire Department supports the City of Danville’s Employee Core Values and is committed to the city slogan of “We do the right things right.” We share a dedication to the following core values:

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<b>Customer and Community Focus</b>	We value timely and exceptional service to the public, to our team, and to the city organization. We serve all in a caring, courteous, respectful, compassionate, and reliable manner. We work hard every day to improve the community’s health, safety, and well-being.
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<b>Peak Performance</b>	We value effective and efficient service at the individual and team level. We support each other in being capable, knowledgeable, skilled, responsible, and accountable. We foster success and improvement.
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<b>Integrity and Transparency</b>	We value the trust and confidence of the public and of our team. We are committed to serving with honesty, trustworthiness, honor, loyalty, and ethical behavior. We strive to keep each other and the public well informed with frequent and accurate communication.
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<b>Diversity and Inclusiveness</b>	We value respect for diversity of people and belief. We give equal treatment to all in our team, our city organization, and our community. We do not tolerate discrimination.
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<b>Safety and Valor</b>	We value life. We take every precaution to prevent harm while facing threat, danger, and discomfort with courage and bravery. We treat each other as family, and we view the community as an extension of our family.
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*Services Provided*

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Though the community is aware of the fire department's response to emergencies, many have little knowledge of the extensive level of specialized services we offer our community. These services align with the department's mission, core values, and objectives.

- Emergency 911 Communication
- Emergency Management
  - Mitigation
  - Preparedness
  - Response
  - Recovery
- Fire Suppression
- Pre-Hospital Emergency Medical Services
- Regional Hazardous Materials Response
- Technical Rescue
  - High angle rescue
  - Confined space rescue
  - Swift water rescue
  - Vehicle extrication rescue
  - Trench rescue
  - Structural collapse rescue
  - Non-emergency assistance
- Fire and Injury Prevention (details are available on our webpage).
  - Get Alarmed Danville – smoke and CO alarm installation
  - Fire Extinguisher - OSHA training
  - School, Senior Adult, and other targeted mobile and classroom education
  - Home Safety Inspections
  - Child restraint seat installations

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*Objectives*

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The following strategic objectives and tactics were implemented in 2014 and continue to be addressed and evaluated on an annual basis.

- *Develop, implement, and evaluate a strategy for soliciting community input and addressing customer expectations and priorities. Improve communications with the community.* Customer satisfaction surveys were distributed at several community events and the results used to evaluate public awareness of services offered, to rate customer satisfaction, and to refine survey content. The surveys are currently being evaluated and updated to ensure the department is reaching the goal of excellent customer service. The department continues to strive for a good community relationship by utilizing progressive methods to reach a larger, more diverse segment of the community.
- *Continuously evaluate and update fire prevention and life safety education strategies based on community risk.* Public education programs and Fire Watch episodes have been customized to fit historic trends. Risk assessment plays a key role in how the department strategically plans and implements public education events. In 2016, a comprehensive risk assessment was completed to better measure the target hazards and risk levels within the service area. Along with this, a new risk assessment worksheet has been created for individual department companies to fill out for businesses or structures that are considered to have potential for higher risk. DFD will continue to assess risk and use these assessments for future planning
- *Maintain status as an internationally accredited agency through the Center for Public Safety Excellence.* DFD proudly accepted its accreditation status at the CPSE conference in March 2015 and continues to work on the process of accreditation. The department hopes to use the process to allow for continuous process improvement in all areas of operation.
- *Maintain a Class 2 rating through the Insurance Services Office.* ISO conducted an extensive investigation of the City's fire and water services during April and May 2015 and our agency was able to maintain an ISO class 2 rating. The department

- strives to maintain this rating and annually evaluate methods in which the rating can be improved.
- *Continuously strengthen community and regional partnerships. Evaluate and update Emergency Operation Plan and train with stakeholders.* During the 2014 update of the City's Emergency Operations Plan, letters of agreement and memorandums of understanding were reviewed and updated with ten external agencies. In addition, DFD participated in a state sponsored regional table-top exercise in April of 2016. The agency continues to strive for improved partnerships with regional and surrounding agencies.
  - *Ensure compliance with nationally recognized standards for call processing, turnout, and response times. Continuously improve overall response times to requests for service.* Monthly emails summarizing call activity and performance were expanded with 90<sup>th</sup> percentile statistics and are sent to the entire department to maintain awareness. DFD administration reviews daily and weekly response time reports to determine where improvements can be made. Actual one-year performance is calculated annually and published in the annual report.
  - *Foster open communication within the department.* Multiple divisions evaluated and expanded their use of email, electronic calendars, document templates, and network file storage to facilitate clear and regular communication regarding meetings, procedures, assignments, and training materials. The department continues to research and develop ways to increase inter-department communication.
  - *Maintain department rules, regulations, guidelines, and policies which meet industry best practices and current regulation.* A project was initiated to review, revise, and expand the department's rules, regulations, and operating guidelines into a composite Policies and Guidelines. The Policies and Guidelines committee was formed and meets regularly to update and elaborate on department regulations. The department continues to address, edit, and update the policies and guidelines to fit the agency's dynamic fire service.
  - *Evaluate employees on clearly defined job-specific competencies.* Personnel began using the Talent Management System, a collaborative software effort with the city's Human Resource department. The systems allows for concise and efficient online

- training that will be further developed into a multitude of training opportunities, including specific on the job competencies.
- *Aggressively research and identify alternative funding opportunities.* DFD has applied for and received over \$1,000,000 in grants over the past 5 years. Administrative staff will continue to explore other options for funding. DFD strives to use alternative funding opportunities to benefit the community in the best possible way.
  - *Continuously evaluate the process to attract and recruit a competent and diverse workforce.* Recruitment strategy was evaluated and revised to reach a larger and more diverse audience. This resulted in an 18% increase in the number of applicants. However, the department will continue to evaluate and improve the process for attracting a competent and diverse workforce.
  - *Provide training and mentoring which promote career development and ensure peak performance. Maintain basic skills, increase training opportunities, and encourage professional growth.* Company skills were formally tested department-wide in May and June of 2016, and the results were integrated with employee evaluation. In addition, the Training Division has a project under way to establish a program of self-directed learning and development for promotion. The use of Talent Management System will help facilitate training opportunities and professional growth. Telecommunicator certifications are reviewed on a regular basis and additional training is continually sought and disseminated as available.
  - *Continuously evaluate the department's employee health and wellness plan for personal development.* The Health and Wellness Committee continues to be affective in evaluating the department's needs, proposing solutions, and developing fitness standards. The committee will continue to evaluate and improve the needs of the department.
  - *Continuously maintain and update the department's comprehensive evaluation of facilities, apparatus, and equipment to describe condition, to identify upcoming maintenance, and to propose improvements.* During the accreditation assessment the Operations Chief reviews and documents building, apparatus and equipment

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- condition and replacement. These results are published in the annual report and will be updated on an annual basis.
- *Improve emergency alert and communication protocols.* Telecommunicators are trained on use of the emergency notification system. The department will continue to work on future use and potential expansion of the emergency alert protocols and system.
  - *Enhance relationships with other response divisions, departments, and agencies.* An exchange program was formalized and scheduled for dispatcher and firefighter “ride-alongs” and “sit-ins.” Developing a sense of unity in the department will be an ongoing task for the agency. The department also strives to be transparent and treat other divisions and agencies as part of the DFD family.

SWOT Analysis

A SWOT analysis is an analytical business tool that allows an organization to closely examine its strengths, weaknesses, opportunities, and threats. The Danville Fire Department believes this is an epochal step in determining not only what the agency does well, but also the short-comings and potential struggles. This will help in guiding the agency into continuous process improvement and providing the best possible response and care for the community.

## Strengths

Leadership	Training
Suppression	Prevention Programs
Resilience	Technology
Emphasis on safety	Community Involvement
Progressive	Attitude of imperfection
Hazmat	People

## Weaknesses

Lack of Unity	Transparency
Understaffed	Egos
Diversity	Internal communication
Fear of Change	Quid pro quo
Station design for efficient turnout time	Recruitment
Internal reporting	MDT reliability

# Opportunities

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Grants	Enhanced online Training
More Pub Ed events	Measuring Prevention Programs
Community Relationships	Technology understanding
Media relationships	ISO
Patient follow up	Social Media expansion
Expansion of Services	Community Transparency
Enhanced mutual aid	Branding

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# Threats

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Attrition	Terrorism
Economy	Litigation
Negative Media Coverage	Budget and loss of funding
Personnel Safety	Abuse of Emergency services
Technology changes	Political Issues
Mass events	Inter-department disputes

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*Critical Issues and Service Gaps*

A strategic plan involves intentionally choosing a desired future, setting goals that describe that future, and developing an approach to achieving those goals. Therefore, an organization must first be aware of its environment – both internal and external – and the issues, threat, and gaps which may delay or prevent that future. Understanding these issues is the main purpose of strategic planning and is therefore a key component.

The following issues were identified during an internal assessment and survey:

## Critical Issues and Service Gaps

Federal State and Local Mandates	Continuous change in technology	Agency Dependence
Personal and career development guidelines	Deficiencies in transport availability	Geographical location
Deficiencies in response times	Budget limitations	Main thoroughways
Public Perception	Population decrease	Regional education level
Increase in calls for service	Regional demographics	Inter-department working relations
Economy	Social- economic factors	Facilities
Major Events	Agency relationships	Values
Communications	Staffing	Public education
Prevention/Investigation	Professional development	Media Relationships
Flow of information	Future department needs	Employee recognition
Accreditation	Equipment upkeep	Partnerships



*Strategic Initiatives*

A plan cannot succeed without clearly defined priorities and actionable outcomes. The following initiatives provide department personnel with clear direction, address known and anticipated issues, and respond to the concerns of the community.

1. Advocate for a safer community.
2. Be recognized in the community and throughout the region as a leader in excellence for fire and emergency service delivery.
3. Practice good leadership and governance.
4. Implement a formal workforce development plan.

Specific strategies, tactics, and anticipated outcomes for each goal are also identified.

<b>Goal 1: Advocate for a safer community.</b>	
<b>Strategy 1A:</b>	Continue to develop and implement a strategy for soliciting community input and addressing customer expectations and priorities.
<b>Tactics:</b>	<ol style="list-style-type: none"> <li>1. Solicit feedback at regular opportunities such as the , Community Day, public education events, and targeted organizational meetings; Use newly developed community cards to draw a larger audience to social media in order increases departmental involvement and knowledge; Use Social media surveys to gather input from members of the community on the specific expectations, strengths, and weaknesses of the department; share that feedback with senior staff; and include that feedback in planning sessions.</li> </ol>
<b>Leadership:</b>	Senior Staff; Fire Marshal’s Office
<b>Review:</b>	A summary of external stakeholder involvement and feedback will be included in each release of the department’s strategic plan.
<b>Strategy 1B:</b>	Evaluate and update fire prevention and life safety education strategies based on community risk.
<b>Tactics:</b>	<ol style="list-style-type: none"> <li>1. Evaluate call reports for statistical trends and socio-economic factors to better target education and outreach.</li> <li>2. Use the completed risk assessment to evaluate and identify trends and projected needs within the community</li> <li>3. Determine if service or response plan changes are needed within certain areas of the community</li> </ol>

<b>Leadership:</b>	Fire Marshal’s Office; senior staff
<b>Review:</b>	An annual report summarizing call frequencies by type, location, and census-based demographics and making strategic recommendations to the department administration.
<b>Strategy 1C:</b>	Participate in the City’s blight reduction initiative with code enforcement activities.
<b>Tactics:</b>	1. Increase and enhance code enforcement activities, such as inspections, violations, and assistance in understanding corrections.
<b>Leadership:</b>	Fire Marshal’s Office
<b>Review:</b>	An annual report summarizing code enforcement activities will be submitted to department administration.
<b>Strategy 1D:</b>	Maintain a comprehensive risk assessment.
<b>Tactics:</b>	1. Implement standards for fire- and non-fire risk evaluation during pre-incident survey 2. Conduct an initial assessment of hazards using the risk assessment matrix during pre-incident surveys within 12 months of standards being defined. 3. Summarize the findings and share them with the department on a regular basis.
<b>Leadership:</b>	Chief of Technical and Support Services; Senior Staff
<b>Review:</b>	Continue to update policy on pre-incident survey procedures based on findings
<b>Strategy 1E:</b>	Improve community education on emergency preparedness.
<b>Tactics:</b>	1. Identify ways to use social media and Fire Watch to educate the community on preparedness. 2. Continually seek opportunities to utilize existing and developing methods such as social media to reach the public with appropriate information 3. Update website content on emergency preparedness.
<b>Leadership:</b>	Chief of Technical and Support Services; CERT coordinator
<b>Review:</b>	Media releases, Social media videos, and website updates regarding emergency preparedness.

<b>Goal 2: Be recognized in the community and throughout the region as a leader in excellence for fire and emergency service delivery.</b>	
<b>Strategy 2A:</b>	Maintain a Class 2 or higher rating with the Insurance Services Office.
<b>Tactics:</b>	<ol style="list-style-type: none"> <li>1. Stay informed of ISO requirements via seminars and the internet.</li> <li>2. Monitor department compliance.</li> <li>3. Work with the ISO department of survey services to continuously maintain commercial property ratings, and reporting</li> </ol>
<b>Leadership:</b>	Senior Staff
<b>Review:</b>	Hold an ISO rating of Class 2.
<b>Strategy 2B:</b>	Establish and strengthen community and regional partnerships.
<b>Tactics:</b>	<ol style="list-style-type: none"> <li>1. Describe current involvement and identify additional opportunity with industry peers and professional networks</li> <li>2. Continually review and modify statements of understanding with support agencies to include conflict resolution procedure</li> </ol>
<b>Leadership:</b>	Chief of Technical and Support Services; Senior Staff
<b>Review:</b>	Written summary of organization memberships, positions chaired conference/seminar attendance, and inter-agency agreements. In addition, revised MOUs with conflict resolution clause.
<b>Strategy 2C:</b>	Ensure compliance with nationally recognized standards for call processing, turnout, and response times.
<b>Tactics:</b>	<ol style="list-style-type: none"> <li>1. Improve the analysis of response data and regularly share the results with the department</li> <li>2. Work with operational units to determine gaps and methods to close to gaps.</li> </ol>
<b>Leadership:</b>	Chief of Technical and Support Services; Fire Support Analyst
<b>Review:</b>	Twelve month summaries of performance at full staff meetings.

<b>Goal 3: Practice good leadership and governance.</b>	
<b>Strategy 3A:</b>	Maintain department rules, regulations, guidelines, and policies which meet industry best practices and current regulation.
<b>Tactics:</b>	<ol style="list-style-type: none"> <li>1. Continuously evaluate and revise the department’s current “Policies and Guidelines”</li> </ol>
<b>Leadership:</b>	Senior Staff; Training Division; Chief of Operations; P&G Committee
<b>Review:</b>	All department rules, regulations, guidelines, and policies shall be reviewed, revised, updated, documented, and posted annually.

<b>Goal 4: Implement a formal workforce development plan.</b>	
<b>Strategy 4A:</b>	Provide training and mentoring which promote career development and ensure peak performance.
<b>Tactics:</b>	<ol style="list-style-type: none"> <li>1. Prepare for department attrition by identifying potential career paths, encouraging mentorship, and creating a formal succession plan.</li> <li>2. Maintain the training program that identifies and maintains basic job skills while also providing opportunities for advanced skill development and which is based in part on incident history.</li> <li>3. Improve the tracking of training hours and the management of certifications.</li> </ol>
<b>Leadership:</b>	Training Division; Chief of Training
<b>Review:</b>	Training will be summarized in the annual report.
<b>Strategy 4B:</b>	Maintain employee health and wellness plan for personal development.
<b>Tactics:</b>	<ol style="list-style-type: none"> <li>1. Maintain and revise fitness standards as appropriate.</li> <li>2. Continuously update the health and wellness policy with the assistance of the Health and Wellness Committee.</li> </ol>
<b>Leadership:</b>	Training Division; Senior Staff; Health and Wellness Committee
<b>Review:</b>	Continuously evaluate fitness standards and health and wellness policy

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*Performance Measurement*

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Overall success of a strategic plan is not measured solely by accomplishment of initiatives. Instead, success is evident in the support of personnel, the cooperation of the authority having jurisdiction (City Council), and the satisfaction of the community served. Most importantly, services and programs will continue to benefit the community in a timely, efficient, and effective manner.

The Danville Fire Department has chosen to use a combination of the following measures to evaluate performance against the plan:

- **Inputs:** Number and capacity of physical resources and personnel available; budget and financial resources
- **Outputs:** Number and type of services provided
- **Efficiency:** Comparison of inputs to outputs
- **Service Quality:** Measure of customer satisfaction; comparison of
- **Outcomes:** Noticeable or measurable consequences associated with a program/service

The Danville Fire Department is committed to reviewing the progress of initiatives annually and to publishing an updated 5 year strategic plan every 12 months.