DAYTON FIRE DEPARTMENT

2021 to 2025 Strategic Plan
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Message from the Fire Chief</td>
<td>5</td>
</tr>
<tr>
<td>History of the Dayton Fire Department</td>
<td>6</td>
</tr>
<tr>
<td>City and Department at a Glance</td>
<td>12</td>
</tr>
<tr>
<td>Recent Statistics</td>
<td>14</td>
</tr>
<tr>
<td>Recent Years in Review</td>
<td>16</td>
</tr>
<tr>
<td>Organizational Breakdowns</td>
<td>18</td>
</tr>
<tr>
<td>Departmental Philosophies</td>
<td>20</td>
</tr>
<tr>
<td>Division Responsibilities - Emergency Services</td>
<td>22</td>
</tr>
<tr>
<td>Division Responsibilities - Support Services &amp; Resource Management</td>
<td>24</td>
</tr>
<tr>
<td>Division Responsibilities - Strategic Programs &amp; Safety</td>
<td>26</td>
</tr>
<tr>
<td>Planning Methodology</td>
<td>28</td>
</tr>
<tr>
<td>Survey Results</td>
<td>30</td>
</tr>
<tr>
<td>C.O.W.S. Analysis - Description</td>
<td>40</td>
</tr>
<tr>
<td>C.O.W.S. Assessments</td>
<td>42</td>
</tr>
<tr>
<td>Strategic Initiatives</td>
<td>50</td>
</tr>
<tr>
<td>Acknowledgements</td>
<td>72</td>
</tr>
</tbody>
</table>
It is my honor to present the Dayton Fire Department’s strategic plan for 2021 through 2025. The genesis of this plan was to answer the seemingly simple, yet exceedingly difficult questions of who are we? Why do we do what we do? Where are we now and perhaps most importantly, where do we want to be five years from now? Most anyone can answer these questions individually but is there collective agreement? How would our stakeholders and external partners answer these questions? The answers to these fundamental questions give us our identity and provide an opportunity for us to align and to plan our actions in support of our mutually desired outcomes.

Our goal was to produce a living document that identifies and prioritizes the Dayton Fire Department’s strategic priorities, shapes its goals, and drives its action plans through continual improvement and purposeful, proactive input. We also took this opportunity to revisit our mission statement, to create a department vision that is based on current realities, and to memorialize our long-standing core values while paying homage to the department’s proud history and tradition.

Our recent experiences with a natural disaster, domestic terrorism, and a worldwide pandemic have taught us that any successful plan must be flexible to accommodate the realities of the varied nature of emergency service delivery. While our plan establishes timelines for goal completion, it is not a linear step by step “guide” that must be completed in order. Instead, the plan offers an inspiring glimpse into the potential success of our department and provides a road map of where we want to take this organization in the next five years.

Our members’ commitment to this strategic planning process underscores their continued dedication and service to the citizens of Dayton. They are the lifeblood of the DFD and will be instrumental in accepting the challenge of making these strategic goals a reality, enhancing and improving the services that we provide to our residents, and meeting our future vision, together.

Jeff L. Lykins
Director and Chief
Dayton Fire Department
In early 1827, the first attempt to organize fire protection came with “an ordinance for preventing and extinguishing fires, and to regulate the keeping of gunpowder.” This ordinance was followed by the establishment of the first volunteer fire company. The first fire engine was labor-intensive and required men to fill the tank with water from buckets while turning a hand crank to force water through the hose and onto the fire. The ringing of church bells signified a fire where all that heard it were expected to grab their fire buckets and get to the fire with the pumper. Two more engines were purchased by the mid-1830s increasing fire protection with multiple fire companies located in the City of Dayton. From 1827 to 1852 the number of volunteer fire companies grew to five engine companies and one hook and ladder company.

As Dayton continued growing the need for more reliable fire suppression became evident. The availability of volunteers significantly decreased during this time amid the Civil War. Discussions about the creation of a full-time fire department began to take hold. A large fire at the Dayton Daily Journal in May of 1863 proved to be the catalyst for the creation of a full-time fire department, just ten years after Cincinnati created the first full-time Fire Department in the country’s history. In October 1863, three steam engines were purchased by the City of Dayton and upon the first engine’s arrival, the City Council passed a resolution establishing the First Steam Fire Department. Four months later on March 8, 1864, the Council passed another resolution ending the era of the volunteer fire department for the City of Dayton. The original ordinance in 1863 gave the fire chief complete control of the department. An ordinance shortly after created a Committee of Fire that would oversee operations. The early years were full of various changes and turn-over as the young department worked to establish best practices and worked diligently to meet the needs of the community.
As Dayton grew, large cisterns full of water were placed throughout the city’s business districts. In 1869, the Turner Opera House, known as the “Pride and Joy of Dayton” burned down when firefighters were unable to supply adequate water to the first steam fire engine. One month after “Dayton’s Greatest Fire,” the City advertised for the much-needed upgrades to the water system. In 1870, the Holly Water System was built with pumps to supply over 4 million gallons of water per day directly into the mains throughout the City. As the City grew out of the valley and up the hills, the need for water increased for domestic use and the need for fire protection. The water supply system continued to grow to match the needs of the City’s population to increase the movement way from the center of the City.

In 1880, the Ohio Legislature brought reform by placing a bipartisan board in charge of the new metropolitan department. The new board established the role of officers and members, created new rules and regulations, and determined a budget that included recommended salaries for department members. The board was also responsible for producing an annual report and for appointing a chief to serve a one-year term. Accordingly, Daniel Larkin was appointed as the first fire chief of the Dayton Fire Department. In 1890, the officer ranks of Captain and Lieutenant were created. The board oversaw the construction of 11 new brick fire stations one mile apart built on “the horse standard”. In 1892 Dayton’s first high rise was built making the department’s 65-foot aerial extension ladder inadequate to reach the upper floors. The new steam engines were able to carry more fire hose but the firemen were unable to pull the engines to the scene and began to rely on horses to do so. In 1902, the State Legislature enacted the Municipal Code, the main implication was the fire department was now governed by the Board of Public Safety rather than the Board of Fire Commissioners.
On March 11th of 1907, the first black fireman Randolph Jones Tams was appointed and Firehouse 15 opened. As technology advanced, telephone calls began to outnumber the firebox alarms as the primary means of reporting fires. Motorization of the Fire department began with a fire chief’s car. The first motorized apparatus was purchased in 1912 and was a combination of a hose truck that contained a few short ladders. The Great Flood of 1913 devastated the City and all police officers and firefighters were engaged in rescue efforts. Eighty-seven people died in the flood including Fireman Edward Doudna who drowned while trying to rescue a family from a flooding structure. As the city began to rebuild, a million-dollar bond issue in 1916 funded the motorization and relocation, and construction of Engine Houses 8 and 9. 1917 was the last year a fire horse pulled an apparatus in Dayton.

Another war effort created a challenge to retain members to staff the department in 1918. Many factories in town were trying to keep up with the manufacturing demands for military products and offered better wages and fewer work hours. At the end of WWII, IAFF Local 136 was chartered and the 24-hours on with 24-hours off platoon system was implemented. In the 1930s, a federal stimulus program called the Works Projects Administration funded the building of five new firehouses 2, 6, 17, 19, 20. Fifty-five members enlisted during WWII and lead to the need for additional firemen and the hiring of one hundred temporary firemen to fill the ranks.

Following WWII, the City was committed to providing the best service to its citizens which lead to the purchase of new engines, reduction of work hours, and implementation of the third platoon. The fire department grew to 380 members. In July of 1954, an auto accident involving a District Chief and Truck 2 at the intersection of Third and Main resulted in the death of the District Chief and two citizens. These deaths and the increased occurrences of citizens being injured and killed highlighted the need for improved ambulance service in the city. On July 1, 1956, four Pontiac station wagons were placed in service to begin a fire-based ambulance service.

The department continued to evolve throughout the 1960s but economic hardships in the 1970’s lead to layoffs and demotions. In 1979, a federal economic stimulus and a local income tax provided the needed funds to open new engine houses, including stations 13, 14, 15. Manpower also increased to 485 (the largest in the department’s history) to meet the increasing demands for emergency services. In June of 1979, four new paramedic ambulances were placed in service staffed with two paramedics, and an EMT funded through federal funds. This new program greatly enhanced the department’s ability to provide advanced life support and ushered in the first female paramedics to work in the firehouses. During this time the total DFD apparatus included fifteen engines, seven trucks, four medics working out of fifteen firehouses.
The 1980s brought new technology, advances in protective gear, and numerous budget challenges. From 1982-84, the department was reorganized into East and West Districts. Engine crews began to respond as first responders with medic crews, and automatic mutual aid was implemented with neighboring communities to enhance service delivery on the borders of the city. In 1985, Company 11 was built (currently the newest firehouse) to provide facilities for the new Regional Hazardous Materials teams (staffed by DFD) and engine company 3. Today, this facility is utilized for Ladder 11, HazMat One and Two, Incident Safety Officer (ISU), and Medic 11. From 1987-1989 a Computer-Aided Dispatch (CAD) system was implemented to improve dispatch capabilities and the 911 system was adopted. The Sherman Williams fire in 1987 was the largest recorded fire in Dayton with a fire loss of $60 million. This fire and the decision by Chief Glenn Alexander to not extinguish the blaze garnered national attention as it highlighted the need to protect the city aquifer over the need to extinguish the fire which would have had disastrous impacts on the environment.

The 1990s were a decade of transitions and cutbacks as the department worked to meet the increasing need for emergency services and the reduction in budgets and personnel. In 1991, a two-tier ALS/BLS response was utilized to increase to eleven EMS units, with fire BLS units cross-staffed with fire apparatus, and 6 dedicated ALS units. In 1999, the department began to staff ALS engines to provide enhanced medical care by the first arriving crews. This allowed the department to utilize the skills and talents of Firefighter/Paramedics to maximize the service delivery to our citizens.
The City of Dayton along with the rest of the country faced economic challenges following the terrorist attacks on the World Trade Center on September 11, 2001. Over the next decade, budget cuts loomed throughout the city and lead to cuts in the number of apparatus and the closing of firehouses. In 2010, the department closed its Fire Dispatch Center and joined the Montgomery County Regional Dispatch Center as a cost-saving measure. For decades, the department had worked diligently to enhance diversity and provide outstanding services. In 2008, the Department of Justice sued the City of Dayton stating the hiring practices for police and fire had a disparate impact on minorities. The fire department was unable to hire a firefighter recruit class from 2008 until April of 2013. To meet the staffing needs during the firefighter hiring moratorium, the department re-instituted civilian EMS to return to the rank and file of the department to provide the necessary staffing for EMS units.

Over the past decade, the men and women of the Dayton Fire Department have worked to meet the increasing demands of our community while working within the fiscal constraints of available resources. In 2017, the department responded to more than 3,000 overdose calls which strained the organization’s emergency medical resources and pushed the department to its highest number of emergency responses in its 150-year history. While the Opioid Crisis continues today, programs such as Getting Recovery Options Working (GROW) that partners the DFD with Dayton Police and community partners have been instrumental in reducing overdose fatalities and getting hundreds of patients into rehab and recovery.

The Department was challenged with numerous disasters, crises, and tragedies throughout 2019. The year put our knowledge, experience, and resiliency to the test beginning with a water crisis in February which left the city without water for drinking or suppression for several days. Memorial Day weekend brought the HSK hate group to Court House Square and prompted the largest Police, Fire, EMS, and EOC planning/coordination of any event in the city’s modern history. Over 600 law enforcement and 100 Fire/EMS personnel were staffed to ensure the safety of our community. As the weekend came to a close, 15 tornadoes converged on the region including an F4 tornado that tore through the community and devastated homes, businesses, and infrastructure. The department rapidly responded with emergency crews and implement a massive search and rescue campaign of over 4600 structures in the first 16 hours of the emergency. In the days and weeks that followed, members of the department went door to door, assessing damage, conducting welfare checks, and providing water and other supplies to residents. The tornado damage caused the second water crisis in 30 years with another significant outage. On August 4, 2019, a lone gunman opened fire in the crowded streets of the Oregon District killing 9 and injuring over 40 people. The heroic efforts of Dayton Police officers neutralized the threat in just 32 seconds, saving hundreds of lives. Dayton Fire as well as fire departments throughout the region responded to this tragedy to render aid. Over the following weeks, the department coordinated a Family Assistance Center, assisted with a large community vigil, presidential visit, and national media event, and a large concert that brought over 25,000 citizens to the Oregon District.
Throughout 2020, the Dayton Fire Department worked collaboratively to launch the COD COVID-Pandemic Response Plan, developed a COVID Health Screening Process and Flowchart, implemented a 24-hour Health and Safety Line to ensure effective and timely information. Additionally, provided technical expertise in PPE and Disinfection Procedures, and facilitated city and regional response policies, guidelines, mask distributions, and various educational components working with partner agencies such as PHDMC, GDAHA, GMVEMSC, MCFCA, and MCOEM.

The DFD provided safe and effective Emergency Medical Response to over 25,000 patients during this pandemic, ensuring the health and safety of both the community and the EMS providers who provided high-quality medical care. Crews worked tirelessly while wearing additional PPE, implementing best practice disinfection procedures, and caring for some of the community’s most vulnerable while taking proactive steps to reduce transmission of COVID-19. After a robust recruiting effort in 2019, the first class of Homegrown Heroes entered the DFD Fire Academy in January 2020. On June 19, 2020, twenty new DFD firefighters, nineteen of which were previous City of Dayton Employees, graduated from the Recruit Academy. This was one of the most diverse classes in the history of the DFD.

Today the DFD is an all-hazards professional department that responds to a wide range of over 38,000 emergency alarms and provides an effective safety net of fire, EMS, hazmat, and technical rescue services that saves lives and protects property. The department has earned a Class 2 Public Protection Classification rating from the Insurance Services Office, Inc. (ISO), which places Dayton in the top two percent of communities nationally for fire suppression capabilities. While the department has changed significantly over the past 150 years, our members remain committed to delivering the highest quality of emergency services professionally and compassionately and remain steadfast in their dedication to providing the absolute best care and consideration to the citizens of Dayton.
City of Dayton

Founded: 1796
Incorporated: 1805
Population: 140,407*
Geographical Area: 56.55 miles²
Median Income: $32,540*

* 2019 U.S. Census Estimates
Dayton Fire Department

Founded: 1863

Current Stations: 12

Current Minimum Deployment

<table>
<thead>
<tr>
<th>Type</th>
<th>Number</th>
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<tr>
<td>Engines</td>
<td>7</td>
</tr>
<tr>
<td>Ladders</td>
<td>4</td>
</tr>
<tr>
<td>Medic Units</td>
<td>7</td>
</tr>
<tr>
<td>District Chief</td>
<td>2</td>
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<tr>
<td>Incident Support Unit</td>
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Current Authorized Uniformed Staffing

<table>
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<tr>
<th>Position</th>
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<tr>
<td>Director and Chief</td>
<td>1</td>
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<tr>
<td>Assistant Chief</td>
<td>3</td>
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<tr>
<td>District Chief</td>
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<tr>
<td>Captain</td>
<td>22</td>
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<tr>
<td>Lieutenant</td>
<td>43</td>
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<tr>
<td>Firefighter</td>
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<tr>
<td>Senior Paramedic</td>
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<td>Paramedic</td>
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<td>EMT</td>
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<tr>
<td>Fire Prevention Specialist II</td>
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<td>Fire Prevention Specialist I</td>
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Current Authorized Support Personnel

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<tbody>
<tr>
<td>Support Services Administrator</td>
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<tr>
<td>Admin/Typist</td>
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<tr>
<td>Garage Supervisor</td>
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<tr>
<td>Auto Parts Clerk</td>
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<tr>
<td>Stores Clerk</td>
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</tr>
<tr>
<td>Heavy Equipment Mechanic</td>
<td>5</td>
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<tr>
<td>Building Maintenance Technician</td>
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**RECENT STATISTICS**

* Includes Hazmat Incident Types

** In 2018 the Regional Dispatch Center changed how runs were classified and most incidents previously reported as “Other” were merged into “Fire” incident types

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**Incidents by Year**

<table>
<thead>
<tr>
<th>Incident Type</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
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<tr>
<td>Total Incidents</td>
<td>38,238</td>
<td>36,923</td>
<td>38,985</td>
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<tr>
<td>Fire Incidents *</td>
<td>5,738</td>
<td>4,284</td>
<td>4,123</td>
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<tr>
<td>EMS Incidents</td>
<td>29,792</td>
<td>28,890</td>
<td>30,683</td>
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<tr>
<td>Mixed Incidents</td>
<td>1,947</td>
<td>1,732</td>
<td>1,725</td>
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<tr>
<td>AMAR/Mutual Aid</td>
<td>760</td>
<td>710</td>
<td>673</td>
</tr>
<tr>
<td>Other **</td>
<td>1,307</td>
<td>1,781</td>
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**Structure Fires**

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<th>Year</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
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<tbody>
<tr>
<td></td>
<td>287</td>
<td>312</td>
<td>362</td>
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* Includes Hazmat Incident Types

** In 2018 the Regional Dispatch Center changed how runs were classified and most incidents previously reported as “Other” were merged into “Fire” incident types
Includes Hazmat Incident Types

In 2018 the Regional Dispatch Center changed how runs were classified and most incidents previously reported as "Other" got merged into "Fire" incident types.

** Average Incident Breakdown (2017-2019) **

- Fire Incidents: 78%
- EMS Incidents: 12%
- Mixed Incidents: 3%
- AMAR/Mutual Aid: 2%
- Other: 5%

* Includes Hazmat Incident Types

** In 2018 the Regional Dispatch Center changed how runs were classified and most incidents previously reported as “Other” got merged into “Fire” incident types
City of Dayton Organization Chart

Citizens of Dayton

City Commission

Human Relations Council
Environmental Advisory Board
Landmark Commission

City Manager

Deputy City Manager

Information Technology

Aviation
Administration/Finance
Operations & Facilities
Maintenance
Aircraft Rescue/Firefighting
Airport Police

Finance
Tax & Accounting
Administration
Revenue Administration

Planning & Community Development
Community Development
Planning
Housing Inspection
Dayton Mediation Center

Law
Civil
Criminal

Economic Development
Zoning Administration
Building Inspection

Procurement Management & Budget
Management and Budget Purchasing

Office of Communications & Public Affairs

Office of Sustainability

Deputy City Manager

Human Resources

Fire
Emergency Services
Strategic Programs & Safety
Support Services & Resources Management

Recreation & Youth Services
Convention Center
Golf
Recreation/Youth Services

Police
Office of the Chief
Investigations & Administrative Services
West Patrol Operations
East Patrol Operations
Central Patrol Operations

Water
Administration
Environmental Management
Water Engineering
Water Reclamation
Water Supply & Treatment
Water Utility Field Operations

Created 1/7/2021
DAYTON FIRE DEPARTMENT

ORGANIZATIONAL BREAKDOWN

Director and Chief
JEFF LYKINS

Assistant Chief
Emergency Services
Nicholas Hostord

- Emergency Planning
- Dayton MMRS

Fire/EMS Operations
- 9 District Chiefs
- 10 Captains
- 39 Lieutenants
- 177 Firefighters
- 18 Paramedics
- 21 EMTs

Assistant Chief
Support Services
Andrew Braun

- Personnel & Budget
  - Senior Budget Administrator
  - Administrative Clerical Staff

- Community Services
  - Plans Review
  - Fire Inspections
  - Fire Investigations
  - Community Paramedicine
  - G.J.O.W. Program Liaison
  - Public Education
  - Public Information

- Maintenance
  - Fleet Maintenance
  - Facility Maintenance
  - Supply

Assistant Chief
Strategic Programs
Thomas Rice

- Compliance & Communications
  - EMS Oversight
  - HIPAA Compliance
  - Regional Dispatch Liaison
  - Radio Services
  - Station Alerting

- Training Center
  - Recruit Training
  - Departmental Training
  - Officer Development
  - Recruitment
  - Health and Safety
  - Dayton Public Schools Partnership

- Technologies & Analytics
All Dayton Fire Department employees are guided by the mission and vision statements, adopted core values and the risk management policy. The mission statement describes the core reason why the Dayton Fire Department exists, while the vision statement leads the organization into the future. Our adopted values represent the beliefs, philosophies and principles that drive the organization. The risk management statement is a tool used to identify and respond to risks in a way that saves lives and property whenever possible while limiting risks to DFD personnel.

**Mission Statement**

*The Dayton Fire Department’s mission is to save lives and property by providing exceptional fire suppression, emergency rescue and medical response, fire prevention, and public education to those who live, work, and play in the City of Dayton Ohio.*

**Vision Statement**

*We will utilize the talents of our diverse and dedicated workforce to improve the quality of life for the citizens and visitors of the City of Dayton. The DFD strives to be recognized as a regional leader acclaimed for our forward thinking, adaptability and customer service centered delivery model.*
Core Values

Pride – We value the trust placed in us, and we accept that sacred responsibility with confidence and poise

Courage – We are steady in the face of risk and uncertainty, bringing decisive action and resolve

Commitment – Our persistence is unmatched by any situation or scenario; our dedication to the mission shall never waiver

Discipline – We act within a defined order, structured for efficiency and success

Service – Above all else, we are here for the safety and betterment of others in our community

Risk Management Policy

We will accept no significant risk for our members when no lives or property can reasonable be saved at an emergency incident.

We will accept some limited level of risk, within our normal operational procedures, when it is likely that property can be reasonably saved.

We will accept a significant amount of risk, again within our normal operational procedures, when it is likely that a life can be saved.
The Emergency Services Division, led by Assistant Chief Nicholas Hosford, is tasked with providing excellence in emergency preparedness and emergency response with a comprehensive system of personnel, equipment, and capabilities. Emergency Services is the largest division of the Fire Department and is responsible for responding to over 38,000 emergency calls annually throughout the community. Emergency Services is proud to provide an effective safety net of fire, EMS, hazmat, and technical rescue services from 12 fire stations strategically located throughout the city to save lives and protect property.

The Emergency Services Division staffs the following apparatus on a daily basis: 7 Engines, 4 Ladders, 7 Medics, 2 District Chiefs, and 1 ISU (Incident Support Unit – EMS). In addition, the division cross-staffs the following apparatus on a daily basis: the Regional Hazardous Materials Team, 2 Heavy Rescue Units, 2 Boats, 1 Mass Casualty Trailer, 2 Decon Units, and 1 Trench Rescue Trailer. The Emergency Services Division is committed to continuing to utilize the allocated budget in a fiscally responsible manner to support the City Commission’s priorities of prompt response to EMS, fire, and other related emergencies.
The personnel assigned to Emergency Services value excellent customer service and embrace the City of Dayton’s vision of exceeding expectations and commitment to excellence through high-quality service delivery from dedicated, knowledgeable, and courteous employees. The recent Dayton Survey revealed that Fire and EMS services ranked highest in the importance of City Services and also ranked highest in satisfaction with City Services with 72% satisfied or very satisfied with our services. As the primary division that directly serves the community, we are committed to providing the best possible service to all members of the community with pride, compassion, and professionalism.

A second branch under Emergency Services is the Metropolitan Medical Response System (MMRS). The Metropolitan Medical Response System (MMRS) program assists highly populated jurisdictions to develop plans, conduct training and exercises, and acquire pharmaceuticals and personal protective equipment, to achieve the enhanced capability necessary to respond to a mass casualty event caused by a WMD terrorist act. This assistance supports the jurisdictions' activities to increase their response capabilities during the first hours crucial to lifesaving and population protection, with their own resources, until significant external assistance can arrive. Gaining these capabilities also increases the preparedness of the jurisdictions for a mass casualty event caused by an incident involving hazardous materials, an epidemic disease outbreak, or a natural disaster. MMRS fosters an integrated, coordinated approach to medical response planning and operations, as well as medical incident management at the local level.

A third branch under Emergency Services is the Office of Emergency Planning for the City of Dayton. The Emergency Planner for the City of Dayton is responsible for the City of Dayton’s Emergency Operations Centers, the Emergency Operations Plans, training of City personnel in emergency management, and coordinating with outside agencies like the Montgomery County Emergency Management, and the Montgomery/Green County Local Emergency Response Council, Public Health Dayton and Montgomery County, and Homeland Security. This role has been a crucial component in the preparation, coordination, and management of numerous disasters, large-scale events, and protests in the past several years. The Emergency Planner ensures that all pertinent city staff are trained and prepared in their areas of responsibility to support a comprehensive disaster response and mitigation effort. The preparation that occurred in 2018 drastically improved the capabilities and response of the city during the crisis, tragedies, and pandemics of 2019-2020.
The Support Services & Resource Management Division, led by Assistant Chief Andrew Braun, is divided into three branches: Support Services, Resource Management, and Community Services. The division operates in a fiscally responsible manner through effective business practices, short, medium, long-range strategic planning, and resource allocation.

**Support Services**

Support Services ensures operational readiness for fire apparatus, equipment & supplies, facilities, and business services. Practical and functional facilities are essential to our daily operations to house personnel, apparatus, and equipment. The staff works to address the aging infrastructure at DFD's 14 facilities to ensure safety and capability within the budgetary constraints and parameters given to the division. Repair and replacement of equipment are essential to operational readiness.

The Dayton Fire Garage falls under the Support Services Division. The garage personnel maintain all of the fire department apparatus including, engines, ladders, medic units, boats, rescues, light-duty vehicles, and small motor equipment. It is the only city fire garage in the region capable of taking care of the City of Dayton's Fire fleet while still providing these services to other municipalities.

**Resource Management**

Resource Management represents Administration Services with responsibilities for clerical duties, cost analysis for programs, budgeting, purchasing guidance, automated staffing components, and payroll management systems.
Community Services

This branch supports the activities of the department's fire prevention programs utilizing public education, fire prevention, community risk reduction, and code enforcement programs. Community Services includes Fire Prevention, Fire Public Education, Code Enforcement, Wellfield Protection, Fire Investigations, Get Recovery Options Working (GROW), and Community Paramedicine.

Fire Prevention

Public Education – the department continually engages with the community to promote fire safety through education and awareness of fire risks and hazards. Fire Prevention/Risk Reduction – the department understands the importance of smoke and carbon monoxide detectors, and we recognize that children and seniors are particularly susceptible to the risk of fire. The department strives to install residents' detectors when they cannot install their own and provide smoke and CO detectors to those persons in need.

Fire Code Awareness and Code Enforcement – The Department understands that many fires are preventable, particularly those within commercial structures. When a commercial structure suffers the effects of fire, the damage is not limited to personal property damage, but business is interrupted, jobs are lost, and unfortunately, most companies are unable to recover fully. The City shares and suffers as well with each commercial fire.

Fire Investigation

The responsibilities of the Fire Investigation Unit are to minimize fire risk and fire damage within the City by determining the cause of the fire, investigating and apprehending those persons responsible for criminal behavior (arson), and preventing fires by education and incarceration (where appropriate). Active patrols and aggressive investigations have reduced arson crimes, and prosecutions have increased.

GROW and Community Paramedicine

The GROW and Community Paramedicine connect at-risk citizens with needed resources. The two programs continue to expand and positively affect the community by connecting patients with addiction services, mental health resources, social work resources, and additional health care.
The Strategic Programs and Safety Division, led by Assistant Chief Thomas Rice, supports the fire department’s overall mission through Training, Recruitment, Diversity and Inclusion, EMS Compliance, Safety, Grants, Information Technology and Communications.

Training

The Dayton Fire Training Center provides training and education for the members of the Dayton Fire Department to develop, maintain and elevate the skills necessary to deliver high quality, safe and customer service driven fire protection and emergency medical services. The DFD Training Center is a State of Ohio Chartered teaching institution for Firefighter, Fire Inspector and Emergency Medical Technician education. We are the primary source of training and education for all new Fire and E.M.S. recruits hired into the D.F.D.

Through a partnership with Dayton Public Schools, the D.F.D. also facilitates a Career Technical Education (CTE) program that allows students to complete training and obtain certification as a firefighter and EMT while still in high school.

The D.F.D. Training Center grounds are expansive and have the following features:

- 6-story drill tower
- 2-story live fire training structure
- Flashover simulator
- Roof ventilation simulator
- Natural gas training pad
- “Saving our Own” firefighter rescue tower
- Railroad/tanker cars
- Forcible entry simulator
- Mayday simulator
- 2 full-service classrooms
- Administrative office space
Information Technology and Communications

The Information Technology unit supports and maintains all computer software and hardware used in both the firehouses and onboard the emergency apparatus. This in-house capability allows us to ensure constant connectivity across all platforms helping to maintain state certifications via online training, effective communication across the Department and City, efficient data flow between the apparatus and emergency dispatchers, and communications with area hospitals. In addition, the IT unit facilitates EMS billing by coordinating with our external billing partner to guarantee accurate information is reported through the healthcare exchange server. The Tech Unit also provides the Fire Department Command staff and City Hall with data analytics such as incident analysis, personnel staffing estimates, trend analysis, and quality management. This data helps drive decisions that influence the department and the city.

The Communications unit is responsible for managing the radios, and radio integration, across all departments citywide. With over 1500 portable and mobile radios to maintain, the communications section handles programming, installation, preventive maintenance, troubleshooting, and repairs keeping the city's vital communications platform current and stable. The City is also a participant in the MARCs system, and the Communications Unit manages the user fees and contract agreement allowing statewide interoperability in the event of a natural or manmade disaster response. In addition to the radios, this unit manages fire station alerting, and is overseeing the installation and rollout of Locution, the department's new station alerting system.

EMS Compliance

The EMS Compliance section is responsible for overseeing the major components of the EMS system for the Fire Department. One critical job is HIPAA compliance and records management, ensuring all policies and procedures in place are compliant, with all local, state and federal laws, and are being followed by all employees. The EMS Compliance section also facilitates contracts for EMS equipment maintenance, repair, and/or replacement, as well as researches new equipment available to assist personnel with EMS delivery. The Compliance section also works in conjunction with the department's Medical Director to oversee the EMS Quality Improvement/Quality Management program. This program focuses on non-disciplinary case review to identify areas where improvement is needed to ensure excellence in EMS care.

Safety

The D.F.D. Health & Safety section is staffed by a Fire Lieutenant assigned at the Training Center and manages a comprehensive array of programs designed to increase the operational safety, career longevity, and long-term health of D.F.D. members. The Health & Safety Officer responds to major working fire and rescue incidents as needed, serves as the department’s Infection Control Officer, and is the primary liaison with many outside agencies and vendors that participate in member health programs and personal protective equipment (PPE) maintenance. In addition, the Health & Safety Officer manages the inventory of the department’s emergency scene accountability system, the “Healthy Heroes” athletic training program, Peer Support & Peer Fitness programs, annual NFPA 1582 physicals, and injury investigations.
In February of 2020, Chief Lykins directed the formulation of a Strategic Plan Steering Committee to begin the formal process of creating the 2021-2025 Strategic Plan. The planning process was broken down into three components:

1. Project Organization
2. Information Gathering from Internal and External Stakeholders
3. Information Evaluation and Strategic Initiative Creation.

**Project Organization**

During the project organization phase, a Strategic Plan Steering Committee was selected to include a broad range of departmental personnel. The committee included the Command Staff, several DFD members from each of the three primary Divisions, and the President of IAFF Local #136. The focus of this committee was to design feedback mechanisms and solicit information from both internal and external stakeholders, which would ultimately provide the direction for the Strategic Initiatives. An outline for the Strategic Planning process was developed to provide the committee with direction.

**The Strategic Planning Process Outline**

- Define the programs that DFD provides to the community
- Identify the layout and format for the strategic plan
- Create a “draft” working document*
- Develop internal and external surveys
- Schedule internal and external in-person meetings if necessary
- Meet with all internal and external groups if necessary
- Complete the C.O.W.S. analysis for all divisions and for the entire department
- Revise the department’s mission statement
- Revise the department’s risk management policy
- Identify the organization’s critical issues
- Identify the organization’s service gaps
- Determine the strategic initiatives
- Establish goals and action items for each initiative
- Develop organizational and community commitment to accomplishing the plan
- Complete the final copy of the DFD 2021-2015 Strategic Plan
- Formal adoption of the Strategic Plan

* A draft working document was established early in the process so progression could be closely tracked by all Strategic Planning Steering Committee members
Information Gathering from Internal and External Stakeholders
The information-gathering phase was the most time-consuming part of the overall process, but yielded the most critical pieces of information for the Strategic Plan: the voice of our Members, and the voice of the Community we serve. The three primary Divisions of the DFD split the responsibility of reaching out to various stakeholders.

Surveys were created and sent to a wide range of external stakeholders that included neighborhood associations, faith-based organizations, business owners, and other representative groups throughout the Dayton community. Additionally, information was solicited from other municipalities that utilize various Dayton Fire Department services on a paid basis. These include agencies that do business with the DFD Fire Garage for apparatus maintenance, and those that use the DFD Training Center for live fire training events.

Concurrently, surveys were conducted internally within the DFD and the overall City of Dayton organization. Dayton Fire Department members were asked to complete a comprehensive, anonymous survey to provide the committee with insight into the perceived strengths and weaknesses of the organization, as well as to serve as a gauge for the current state of morale and engagement throughout the DFD. Other City of Dayton departments were surveyed as well to gather critical perspective on the relationship that the DFD maintains with peers under the same organizational umbrella. These City departments included Dayton Police, the Water Department, and the Department of Recreation and Youth Services, among others.

Additional follow-up was conducted by each Division sub-committee through phone, email, or Zoom communication with specific stakeholders on an as-needed basis to further clarify any noteworthy items from the surveys. Each Division then presented their findings to the Strategic Planning Steering Committee, and the initial steps were laid out for the creation of Strategic Initiatives.

Information Evaluation and Strategic Initiative Creation
Following the presentation of stakeholder feedback by the various Division sub-committees, the critical element of developing both broad initiatives and specific action items began. Each Division was tasked with performing a robust analysis on the themes and trends found within the collected surveys in order to create actionable Strategic Initiatives. Initiatives were crafted and numbered by each Division, and then placed and prioritized within the working document by the Committee Chair. A series of well-defined goals was established for each individual Strategic Initiative, and was then further defined with specific action items, associated timeframes, personnel responsible for implementation, and performance measures.

The Strategic Initiatives were then presented to the entire Strategic Plan Steering Committee for feedback and fine-tuning, and subsequently structured into the final document. The initiatives represent the end-product of gathering feedback from the most critical voices within the community and the department; those valued expressions have been heard and acted upon. These Strategic Initiatives now proudly stand as the backbone of this 2021-2025 Strategic Plan, and will serve as the guideposts for this organization over the next five years.
City residents and neighborhood groups completing the survey indicated that the department’s top priorities should continue to be Emergency Medical Service (EMS) and Fire Suppression.

Survey respondents acknowledged that well-trained personnel acting in a professional and caring manner will be the best providers of service to Dayton’s citizens.
The top priority of citizens reflected in the survey is maintaining service at the level currently provided, followed by concerns about budgetary cuts and ensuring that the services provided will meet the ever-evolving needs of the community.

The majority of Dayton citizens who have interacted with the fire department have done so through an emergency medical need or through engagement with DFD’s fire prevention program. A renewed focus on positive Community Outreach outcomes will be a goal for the department moving forward.
SURVEY RESULTS

Quality of Work Performed

Excellent  Good  Average  Poor

DAYTON EMERGENCY VEHICLE SERVICES
While all interactions noted from Fire Garage customers were rated as “average” and above, the graph on the left nonetheless represents a call for improved experiences for our customers.

Ratings of Fire Garage personnel were consistently positive; this is commendable, and that expectation will continue for the highly-skilled Fire Garage staff.
Similarly to survey results from external customers (i.e. Dayton citizens), the service priorities noted by other City of Dayton departments indicate EMS and Fire Suppression as the areas of continued primary focus.

Other City of Dayton departments interacted with the DFD in a variety of ways, and indicated an “excellent” level of service delivery in the majority of the noted areas.
When Contacting Fire Administration

Interactions with the fire department by other City of Dayton employees were almost universally positive. The DFD prides itself on Customer Service, and this high level of expectation will continue.

When Dealing with Emergency Responders
Internal survey results for DFD personnel yielded a mostly positive impression of the department.

Firefighters are often a passionate group that take great pride in their work and have high levels of job satisfaction.

DFD rank-and-file members had a very positive view of their direct supervisors.

Camaraderie among members is one of the Dayton Fire Department’s strongest personnel-related qualities, and these survey results reflected the tight-knit nature of the fire service.
A significant majority of DFD members would encourage other peers to come work for the department.

Overall, job satisfaction was rated “good” or “excellent” by the majority of DFD members that responded to the survey.
The members of the DFD have a generally favorable impression of the Fire Headquarters staff, although some challenges persist in this area.

Communication is a struggle for many large organizations, and the DFD is no exception. New and creative ways to effectively communicate throughout the organization will be a part of the Strategic Plan.

Rank-and-file members of the DFD currently have an overwhelmingly poor perception of the support the department receives from City Hall, as reflected in this graph.
The age of many Dayton fire stations is a lingering concern among members, and budgetary challenges often preclude significant station updates.

While the quality of the DFD’s frontline medic unit fleet has improved dramatically in recent years, several aging fire apparatus remain in reserve status. These older vehicles are often pushed into frontline service due to fleet maintenance, and are less than ideal for the assigned members.
A C.O.W.S. or S.W.O.C. analysis is a strategic planning tool that can be used to make informed decisions based upon collective input from multiple stakeholders. A realistic recognition of the weaknesses and challenges that exist for your effort is the first step to countering them with a robust and creative set of strengths and opportunities. A C.O.W.S. analysis will be most helpful if you use it to support the vision, mission, and objectives you have already defined. The C.O.W.S. will at least provide perspective, and at best will reveal connections and areas for action.

The divisional C.O.W.S. assessments were used as a tool to complete the analysis for the Dayton Fire Department as a whole.

The information that came out of the C.O.W.S. analysis and internal and external survey results were used to develop and select the Strategic Initiatives for this plan. These initiatives were driven by the feedback and input of both internal and external stakeholders. The analysis of that information revealed key findings and potential gaps in the fire department service delivery model.
# C.O.W.S. Matrix

<table>
<thead>
<tr>
<th>Inside the Program (Internal Attributes)</th>
<th>Factors likely to lead to positive change and further improvement in the quality of the program</th>
<th>Factors which may compromise further improvement in the quality of the program</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths</strong></td>
<td>What have been the strengths of our program? What are we known for? What are we most proud of? What are we doing well? What/who are our key resources and exemplars? What do we control (people, resources, knowledge) that gives us an advantage? What are our key areas of expertise? What resources or capabilities allow us to meet our mandate/mission? What positive aspects of the program have students/faculty or others commented on?</td>
<td><strong>Weaknesses</strong></td>
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<td></td>
<td>What are we doing poorly or struggling with? What frustrations/challenges have students/faculty expressed? What do we need to fix? What are the internal weaknesses and deficiencies in resources or capabilities that may be hindering the program’s ability to accomplish it mission/mandate?</td>
<td></td>
</tr>
<tr>
<td>Outside the Program (External Attributes)</td>
<td><strong>Opportunities</strong> What opportunities will most dramatically enhance the quality of our program? What changes in demand do we expect to see over the next years? What key environmental/ market factors may positively impact the program? Where can we create more value for the program? What external or future opportunities exist for the program? What are some key areas of untapped potential?</td>
<td><strong>Challenges</strong> What are the key challenges or threats to the quality of our program that need to be addressed? What are others doing that we are not? What future challenges may affect the program? What external or future challenges or threats does the program face?</td>
</tr>
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</table>

## Positive Change and Improvement Factors

### STRENGTHS

- Experienced and motivated employees who display a high degree of professionalism and dedication
- A broad and diverse workforce that provides excellent emergency response and compassionate patient care
- Positive media relations to ensure effective communications, emergency notifications, and public education
- Community support and trust with the highest customer service rankings throughout the City organization
- Members committed to providing outstanding service delivery and dedicated to excellence in all facets of emergency services
- A disciplined organization that is proud to serve the community

### OPPORTUNITIES

- Consistent application of departmental policies could lead to improved morale and discipline
- Increased avenues of bi-directional communication would lead to better organizational trust and understanding
- Mentoring of younger employees would help re-instill a sense of “family within the organization”
- Shining a light on the good things that happen within the department will help boost employee satisfaction and engagement
- Ensure Fire and City management follow through with promises and programs as failing to do so has decreased morale in the past
- Holding personnel accountable can help “raise the bar” and in doing so improve the overall quality of the department and its mission
Factors Which May Compromise Improvement

WEAKNESSES

- Perception of the inconsistent application of discipline
- Lack of two-way communication which leads to a shortfall in transparency and trust
- Issues with consistency across the department creating feelings of “six different departments” plus headquarters
- Lack of professional development plans in other than key staff positions
- Lack of support for advancement and professional education, especially in the EMS ranks
- Poor process of employee evaluation and advancement allowing for the promotion of less qualified candidates
- Significant issues with the age, functionality, and availability of reserve apparatus

CHALLENGES

- Overcoming the feeling that City administration shows a lack of interest in the wellbeing of the department
- Perception that Human Resources runs the Fire Department
- Means to increase the frequency of apparatus and equipment upgrades and replacement to ensure effective operations
- Lack of funding to repair, maintain, and upgrade facilities in a manner in which one would do for their own home
- Difficulty identifying means in which to potentially change response models to best serve the City while reducing overworking of personnel
- Trouble identifying “outside of the box” solutions for departmental needs such as funding for personnel, equipment, and supplies
<table>
<thead>
<tr>
<th>Internal Attributes</th>
<th>Positive Change and Improvement Factors</th>
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<tbody>
<tr>
<td></td>
<td><strong>STRENGTHS</strong></td>
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<tr>
<td></td>
<td>• Hard working and dedicated workforce</td>
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<td>• Knowledgeable employees with years of hands on experience</td>
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<td></td>
<td>• Lower billing rate then some competitors</td>
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<td></td>
<td>• Good replacement rate for frontline EMS equipment</td>
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<tr>
<td>External Attributes</td>
<td><strong>OPPORTUNITIES</strong></td>
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<tr>
<td></td>
<td>• Potential for increased revenue if personnel were available to engage in more outside work</td>
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<td></td>
<td>• Facility is now paid off, decreasing operational costs and increasing revenue potentials</td>
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<td></td>
<td>• Updating of crew reported apparatus maintenance sheets to a digital format could increase responsiveness</td>
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<td></td>
<td>• Using existing training avenues (Target Solutions) to provide training to district personnel on important issues</td>
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<td>• Spec new apparatus models to better meet the needs of the department</td>
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</table>
Factors Which May Compromise Improvement

**WEAKNESSES**

- Understaffed in the Heavy Equipment Mechanic position
- Lack of adequate budget to meet needs
- Lack of communication within the organization
- Personnel accountability
- Poor process for billing outside entities
- Difficulty completing repairs and maintenance in a timely manner due to staffing issues

**CHALLENGES**

- Lack of staff leading to inability to be a sustainable model as time delays lose business
- Keeping up maintenance on an aging fire fleet with the average age of a Fire Engine being 17 years old and a Ladder Truck being 19 years old
- Keeping up with required vehicle maintenance schedules due to lack of personnel
- Inadequate apparatus replacement plan
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<th>Internal Attributes</th>
<th>Positive Change and Improvement Factors</th>
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<td>STRENGTHS</td>
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<td>• Strong degree of</td>
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<td>teamwork and a “can</td>
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<td>do” attitude</td>
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<td>• Employees highly</td>
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<td>• Talented workforce</td>
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<td>“raise the bar”</td>
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<td>• Physical assets</td>
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<td>training at the</td>
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<td>Fire Training</td>
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<td>Grounds</td>
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<td>• State recognized</td>
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<td>accreditation</td>
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<td>• Good collaboration</td>
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<td>and ability to</td>
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<td>assist other City</td>
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<td>Departments</td>
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<td>• New technologies</td>
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<td>External Attributes</td>
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<td>• Revenue generation</td>
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<td>through the Training</td>
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<td>Center and EMS</td>
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<td>Billing</td>
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<td>• Working to</td>
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<td>improve processes</td>
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<td>• Pursue regional</td>
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<td>• Promotional</td>
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<td>training and officer</td>
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<td>future leaders</td>
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<td>and outreach of the</td>
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<td>Department’s Public</td>
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<td>Information Officer</td>
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<td>to better engage</td>
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<td>the community</td>
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</table>
Factors Which May Compromise Improvement

WEAKNESSES

- Hasty roll-outs of new programs and processes
- Lack of a forward moving manual and policy review process
- Timeline of personnel in staff positions, can take a length of time to get comfortable in the position
- Morale within the division decreasing due to increasing workload, shrinking financial support, lack of clearly defined responsibilities and reduction in personnel
- Remote location of Training Center from Fire Headquarters creates issues in communication
- Training of staff positions typically can be “sink or swim” as often the position was vacant prior to being filled or previous personnel were immediately reassigned to other duties

CHALLENGES

- Staffing reductions caused by budget shortfalls moving personnel to the district to maintain staffing levels
- Location of Training Center in the Wellfield Protection Area
- Little ability to train up new personnel and lack of proper hand-off when personnel change positions
- Staffing limitations prevent maximization of resources and skillsets
- Poor IT infrastructure across the department leading to a feeling of always playing catch-up
- Too many initiatives being implemented at the same time leading to employee overload
- Poor and outdated departmental manuals making it hard to complete the mission
- Lack of position descriptions and clearly defined responsibilities for personnel assigned to the division
## C.O.W.S. ANALYSIS

### Positive Change and Improvement Factors

<table>
<thead>
<tr>
<th>Internal Attributes</th>
<th>STRENGTHS</th>
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<tr>
<td>Experienced and professional personnel</td>
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<td>Deep knowledge of the Department’s mission and the individual skillsets needed to excel</td>
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<td>Second to none presence and capabilities on the fire ground</td>
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<td>History and reputation of being tough, capable and self-sufficient</td>
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<td>Adaptability and resilience during the most trying of times</td>
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<td>Focused customer service mindset</td>
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<td>Good replacement rate for frontline EMS apparatus</td>
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<tr>
<td>New technologies and programs available to engage employee growth</td>
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<table>
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<tr>
<th>External Attributes</th>
<th>OPPORTUNITIES</th>
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<tr>
<td>Growth potentials for outside engagement both with the Fire Garage and Training Center</td>
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<tr>
<td>Improvements in continuity and communication across the Department would go a long way to improving morale</td>
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<td>Pursuit of alternative funding solutions (grants) for personnel and equipment</td>
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<td>Recruitment, diversity, equity, and inclusion</td>
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<tr>
<td>Consistency across the Department</td>
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<tr>
<td>Improve accountability and ownership</td>
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</tr>
</tbody>
</table>
Factors Which May Compromise Improvement

WEAKNESSES

- Outdated manuals, policies, and procedures
- Lack of training opportunities
- Lack of continuity and cross-training
- Decreasing morale and an overall feeling of employee wellness on the decline
- Aging fleet and facilities
- Poor performance measurements for employees and inadequate promotional process
- Lack of adherence to NFPA Guidelines
- Budgetary limitations preventing much needed redundancies and support both with personnel and equipment

CHALLENGES

- Ever decreasing budget
- Poor personnel accountability
- Staffing issues across the Department
- Overcoming decreasing morale brought on by workload and recent events
- Perception that City Hall does not value the Department or its members
- Employee fatigue leading to decrease in performance and potential increase in leave usage and disciplinary issues
**STRATEGIC INITIATIVE #1:**

**Goal #1:** Improve communications throughout the entire Dayton Fire Department

**Action Item #1.1:** Make use of the remote learning equipment in each Company to facilitate regular monthly Command Staff meetings with all personnel that will allow for interaction. Fire Prevention, Inspection, and Garage personnel should be assigned a Platoon day to participate in the meetings.

**Timeframe:** Continue monthly conference phone calls until the remote learning equipment is in place. Target completion: end of 1st Quarter 2021

**Responsibility:** Command Staff responsible for conference call. AC of Operations responsible for drafting a bulletin setting time and date of conference call. District Chief – Compliance & Communications will be responsible for taking minutes. IT Lieutenant will oversee the completion of the remote learning set-up in all facilities.

**Performance Measures:** Documentation of meetings

**Action Item #1.2:** At the conclusion of the last meeting of each series of remote meetings, a newsletter should be generated summarizing the topics covered to include questions and answers asked during the meetings and then placed on Target Solutions for distribution to the entire department.

**Timeframe:** Start immediately to coincide with District conference calls

**Responsibility:** District Chief – Compliance & Communications will be responsible for transcribing notes into newsletter and sending to the TC. TC will be responsible for placing it on Target Solutions.

**Performance Measures:** Actual completion and will give documentation for both the conference calls and the information sharing to the Department.

**Goal #2:** Facilitate smoother new program and technology roll-outs

**Action Item #2.1:** All new program rollouts will follow the EDGE principle for training:

- **Explain:** The DFD will give the purpose of the program change and will be upfront with a reasonable timeline of implementation.

- **Demonstrate:** The DFD will do a proper demonstration of how to work the new program. Demonstration will be at the level of the user. Rollout personnel will be well versed in the program and be able to answer questions from the end user.

- **Guide:** The DFD will guide EACH user of the new program through the whole process. This will include enough practical exercise time until the user becomes PROFICIENT in the new program.
Enable - The DFD will enable each user of the new program to use the program independently with constructive follow up with each user of the new program. Follow up will include correction of improper use and remedial training if needed without penalty.

**Timeframe:** Adopted immediately. Chief Lykins has directed that no new roll out initiatives for 2021 will happen voluntarily. If the previous two years have shown us anything it has shown us that the unexpected happens and we must be ready to change and/or modify our response models

**Responsibility:** The division that oversees the rollout will be responsible for following the EDGE plan. The Training Center Captain will have oversight over all new training for new programs to see that they are meeting the EDGE requirements and the success of the training

**Performance Measures:** Proper documentation of success of line personnel being able to operate under the new program with little to no error. Proper documentation of 30 and 90-day feedback from users

**Goal #3:** Create a formal QA/QI process for dispatch issues with the RDC and improve communications

**Action Item #3.1** Easy to use online document to inquire about RDC issues from line personnel. Document must be able to “close the information circle” and end up in the hands of the person making the inquiry in a reasonable time

**Timeframe:** Begin at the end of the 2nd Quarter in 2021

**Responsibility:** District Chief – Compliance & Communications, and RDC supervisor

**Performance Measures:** All QA/QI calls will be measured against the NFPA 1221 and all deficiencies will be noted. All calls will be measured against RDC policies and contract language and all deficiencies will be noted. When completed the form shall be returned to the sender with explanation and written plan of correction if a gap is found
STRATEGIC INITIATIVE #2:

**Goal #1:** Establish standardized format for all Dayton Fire Manuals and Policies

**Action Item 1.1:** Review all current manuals and policies to develop an easy, comprehensive, and relevant format for each type of manual or policy group

**Timeframe:** Completion by end of 3rd Quarter of 2021

**Responsibility:** District Chief – Compliance & Communications

**Performance Measures:** Review completion

**Action Item 1.2:** Create G.O. that outlines the specifics of the format to include but not be limited to: style, punctuation, font, indents, etc.

**Timeframe:** Completion by end of 4th Quarter of 2021

**Responsibility:** District Chief – Compliance & Communications

**Performance Measures:** Development and publication of G.O.

**Goal #2:** Establish a tracking system for all DFD manuals and policies

**Action Item 2.1:** Identify process for reporting need for update based on either date or non-compliance to current practices or standards

**Timeframe:** Completion by end of 4th quarter of 2021

**Responsibility:** District Chief – Compliance & Communications, DFD IT Lieutenant

**Performance Measures:** Process is formalized and published in appropriate format

**Action Item 2.2:** Create an electronic tracking system to identify all manuals and policies publication date

**Timeframe:** Completion by end of 1st Quarter of 2022

**Responsibility:** District Chief – Compliance & Communications, DFD IT Lieutenant

**Performance Measures:** Electronic database and/or program capable of tracking all manuals and policies
Goal #3: Initiate annual review and revision of all DFD manuals and policies

Action Item 3.1: Establish a working group comprised of DFD members and representative of IAFF Local 136 to meet monthly, responsible for reviewing all manuals and polices identified for review by the tracking program

**Timeframe:** Begin in the 1st quarter of 2022

**Responsibility:** District Chief – Compliance & Communications, DFD Manual & Policy Committee

**Performance Measures:** All DFD Manuals and Policies reviewed by the Manual and Policy Committee over the course of a year, annually

Action Item 3.2: Review all identified manuals and polices for relevancy to current department practices, compliance with national (NFPA, IAFC, OSHA, etc.), city, or other regulatory agency policies or laws

**Timeframe:** Begin in the 1st quarter of 2022

**Responsibility:** District Chief – Compliance & Communications, DFD Manual & Policy Committee

**Performance Measures:** All DFD Manuals and Policies reviewed by the Manual and Policy Committee over the course of a year, annually

Action Item 3.3: Revise all manuals and policies to comply with current department practices, compliance with national (NFPA, IAFC, OSHA, etc.), city, or other regulatory agency policies or laws

**Timeframe:** Begin in the 3rd quarter of 2022

**Responsibility:** District Chief – Compliance & Communications, DFD Manual & Policy Committee

**Performance Measures:** All DFD Manuals and Policies revised by the Manual and Policy Committee over the course of a year, annually
Goal #1: Conduct a workload analysis

Action Item #1.1: Monitoring and responding to the Workload Analysis data in real-time provides one of the most effective and results-oriented ways to balance the workload of the entire field personnel workforce.

Unit-hour utilization (UHU) is often used as a primary measure of unit workload. UHU is the total number of unit-minutes per hour that units are in service. There is some evidence to suggest that a UHU of approximately 0.42 represents the optimum utilization for responding to emergency calls, balancing availability, and productivity. Too far above 0.42 and personnel are arguably overworked, and the unit availability is low (i.e., often busy when a call arrives). Too far below 0.42 and the cost-effectiveness of the unit could be questioned.

Timeframe: Finish analysis by end of 3rd Quarter 2021

Responsibility: Emergency Planning Captain, Training Center Captain, IT Lieutenant and Fire Marshal

Performance Measure: When the UHU for EMS and Fire Apparatus is between 0.30 and 0.50 on a Quarterly basis. In the healthcare industry, patient care always comes first. However, there is absolutely nothing wrong with taking steps to streamline operations to make them more efficient and cost-effective. This does not only benefit the EMS provider, it also keeps the workload balanced for EMS responders, who in turn are able to provide better care to patients. After all, there have been incidents where the extra workload has hampered the performance of medical responders, leading to faulty decision making. Monitoring personnel activities is an excellent way of balancing the workload for the human resource as well as the equipment used, thereby having a positive, long-term effect on the performance of an EMS provider. Those emergency medical service providers who have adopted monitoring and scheduling of responsibilities based on the UHU and other workload metrics have observed a reduced turnover and burn out, and have also witnessed an increase in morale of their employees.

Goal #2: Conduct a resource utilization and deployment model

Action Item #2.1: Conduct a geographic call distribution which will be a representation of call volumes and call locations based on map grids. Following the geographic call distribution, a demand analysis which is the study of calls by day of week and hour of day to determine the number of resources to staff.

Timeframe: Finish analysis by end of 4th Quarter 2021

Responsibility: IT Lieutenant and will request GIS specialist assistance where needed
**Performance Measure:** When enough data is collected to be able to represent useful output into a map

**Goal #3:** Evaluate potential staffing or response model modifications

**Action Item #3.1:** Explore potential staffing or response model modifications utilizing data from the UHU and resource utilization and deployment models

**Timeframe:** 1st Quarter 2022

**Responsibility:** AC Emergency Services

**Performance Measure:** To be able to meet NFPA and City of Dayton expectations of performance delivery
Goal #1: Improve communications and outreach within the community

Action Item #1.1: Evaluate current partnerships with organizations and groups within the City of Dayton

  Timeframe: Begin in the 2nd quarter of 2021

  Responsibility: AC Strategic Programs and Safety

  Performance Measures: Maintain a record to track the current state of community outreach attendance at community organization meetings

Action Item #1.2: Develop a community outreach plan to include DFD participation at neighborhood and community organization meetings

  Timeframe: Begin in the 3rd quarter of 2021

  Responsibility: AC Strategic Programs and Safety

  Performance Measures: Publish the community outreach plan that outlines who is responsible to attend specific neighborhood and community organization meetings

Goal #2: Foster an organizational culture that welcomes and supports diversity

Action Item #2.1: Encourage diversity and inclusion efforts throughout all levels of the organization

  Timeframe: Throughout the entire 5-year period of this Strategic Plan

  Responsibility: AC Strategic Programs and Safety, Training Center Captain

  Performance Measures: Develop a diversity and inclusion plan that includes education and training for all employees within the fire department

Action Item 2.2: Provide education and training to ensure employee awareness of the value of diversity

  Timeframe: Throughout the entire 5-year period of this Strategic Plan

  Responsibility: AC Strategic Programs and Safety, Training Center Captain

  Performance Measures: Track hours of education and training that are provided for all employees within the fire department. Distribute surveys to all members of the department to evaluate the value of the program components
**Goal #3:** Promote the recruitment of men and women from all backgrounds

**Action Item 3.1:** Continue to grow the Homegrown Heroes through increased communication and program development to provide current City of Dayton employees with information and access to the promotional process

**Timeframe:** Begin in the 2nd quarter of 2021

**Responsibility:** AC Strategic Programs and Safety, Training Center Captain, DPS program Lieutenant

**Performance Measure:** Track employee contacts, create a database of interested employees and provide educational and ride-a-long opportunities

**Action Item 3.2:** Develop and implement a targeted recruitment effort in the City of Dayton and Miami Valley region

**Timeframe:** Begin in the 3rd quarter of 2021

**Responsibility:** AC Strategic Programs and Safety, Training Center Captain, DPS program Lieutenant

**Performance Measure:** Quantify and track the demographics of individuals that sign-up to take the Firefighter entrance exam and of DFD recruit classes

**Action Item 3.3:** Evaluate the need and possibility of assigning a full-time fire department recruiter to facilitate an ongoing recruitment effort to effectively increase diversity

**Timeframe:** Begin in the 4th quarter of 2021

**Responsibility:** AC Strategic Programs and Safety, Training Center Captain

**Performance Measure:** Record and track the time spent on recruitment efforts. Meet with two other metro Fire Departments in Ohio to discuss their recruiting efforts
Action Item 3.4: Increase participation in the DFD/DPS Fire and EMS Career Technology program

**Timeframe:** Begin in the 2nd quarter of 2021

**Responsibility:** AC Strategic Programs and Safety, Training Center Captain, DPS program Lieutenant

**Performance Measure:** Develop a DFD/DPS recruitment plan that will take place in Dayton Public Schools 7th and 8th grade classes

Action Item 3.5: Review current CPAT physical ability entrance test and explore potential alternatives

**Timeframe:** Begin in the 2nd quarter of 2021

**Responsibility:** AC Strategic Programs and Safety, Training Center Captain

**Performance Measure:** Review current physical ability entrance tests from the “Big Six” Ohio fire departments. Complete a plan of recommendation and submit it to the Fire Chief
**Goal #1:** EMS Billing by Dispatch

**Action Item #1:** Request approval from the CMO & City Commission and Finance to pursue billing by dispatch protocol

  **Timeframe:** End of 2nd Quarter 2021

  **Responsibility:** Director and Chief or designee

  **Performance Measure:** Approval of the initiative

**Action Item #1.1:** Review current Emergency Medical Dispatching (EMD) call types with Medical Director to determine appropriate response level (ALS vs. BLS)

  **Timeframe:** End of 4th Quarter 2021

  **Responsibility:** District Chief – Compliance & Communications, IT Lieutenant, and Medical Director

  **Performance Measure:** Completion of review/assignment of all EMD codes by appropriate response level

**Action Item #1.2:** Draft agreement between Digitech and the City of Dayton for the use of dispatch protocols for EMS billing

  **Timeframe:** 2nd Quarter 2022

  **Responsibility:** IT Lieutenant in conjunction w/ Legal, Finance, and Digitech

  **Performance Measure:** Completion of the contract between the City of Dayton and Digitech

**Action Item #1.3:** Work on ESO to Digitech interface to pass dispatch incident type for bill processing

  **Timeframe:** End of 2022

  **Responsibility:** IT Lieutenant in conjunction w/ ESO & Digitech

  **Performance Measure:** Completion of information exchange of dispatched incident types and cross-referencing with approved dispatch protocols
Action Item #1.4: Ensure appropriate billing level accuracy between dispatch protocols and actual billed amount at three, six, and twelve months

**Timeframe:** 1st Quarter 2023

**Responsibility:** IT Lieutenant in conjunction w/ Finance and Digitech

**Performance Measure:** Ensure billing practice accuracy with a 99.5% or greater level at the 12-month mark. (with tiered accuracy requirements of 95% at three months and 98% at six months)

**Goal #2:** Evaluation of garage billing process

**Action Item #2.1:** Evaluate billing workflow

**Timeframe:** 2021

**Responsibility:** AC Support Services, Sr. Business Manager & Fire Maintenance Captain

**Performance Measure:** Complete workflow analysis, limited due to the city use of Banner and Faster. The billing is sent out during the first week of the month

**Action Item #2.2:** Recommend and implement changes to billing workflow

**Timeframe:** Beginning of 2022

**Responsibility:** Sr. Business Manager, Fire Maintenance Captain, Fire Maintenance Supervisor

**Performance Measure:** Changes implemented

**Action Item #2.3:** Monitor and make changes based on lessons learned

**Timeframe:** 2022-2023

**Responsibility:** Sr. Business Manager, Fire Maintenance Captain, Fire Maintenance Supervisor

**Performance Measure:** Command Chiefs updated on progress. Gain Customer Feedback
Goal #3: Collecting Fire Prevention Permit Fees

Action Item #3.1: Search for possible alternate payment methods - Permits

  Timeframe: Complete by end of 3rd Quarter 2021

  Responsibility: Community Outreach Captain and Prevention personnel

  Performance Measure: Set up meetings/start conversations with finance, IT, webmaster to make online payments with a credit card. What is Kubra EZ-Pay (water)? One square/IPad possibility

Action Item #3.2: Research alternate payment method source possibilities

  Timeframe: Complete by end of 4th Quarter 2021

  Responsibility: Community Outreach Captain and Prevention personnel

  Performance Measure: Make recommendations to command staff

Action Item #3.3: Request approval from Law, CMO, and City Commission

  Timeframe: Complete the request by the end of the 1st Quarter 2022

  Responsibility: AC Support Services

  Performance Measure: Alternate payment method source approved. New Permit Forms approved

Action Item #3.4: Build ESO Permits

  Timeframe: Complete by the end of 2nd Quarter 2022

  Responsibility: Community Outreach Captain, IT Lieutenant, and Prevention personnel

  Performance Measure: All permits and appropriate permit checklists are built, allowing prevention to use the ESO permit application

Action Item #3.5: Place payment plan into action

  Timeframe: Begin the 4th Quarter 2022

  Responsibility: Finance, Community Services Captain, and Fire Prevention personnel
Performance Measure: People start paying for permits online and receive their permits. ESO permit application goes live

Goal 4: Alternate Funding Opportunities

Action Item #4.1: Explore all potential alternative funding opportunities - grants

Timeframe: Throughout the entire 5-year period of this Strategic Plan

Responsibility: AC Strategic Plans and Safety

Performance Measures: Quarterly meetings/updates with all three Divisions to research opportunities

Action Item #4.2: Write and apply for grants

Timeframe: Throughout the entire 5-year period of this Strategic Plan

Responsibility: AC Strategic Plans and Safety, with help from the Division responsible for the grant implementation

Performance Measure: Grants submitted for approval

Action Item #4.3: Create budget lines to spend Grant

Timeframe: When grants are awarded

Responsibility: AC Strategic Plans and Safety, Appropriate Division, Senior Business Manager

Performance Measures: Grant money used for applicable purchases through the City of Dayton Procurement process
**Goal #1: Enhance and Standardize Officer Development**

**Action Item 1.1:** Perform thorough review of current Officer Development training practices to ensure compliance with the Fire Officer I and II levels of NFPA 1021, Standard for Fire Officer Professional Qualifications

**Timeframe:** Completion by the end of 2021

**Responsibility:** Training Center Captain

**Performance Measure:** NFPA 1021 JPR checklist; audit provided to Fire HQ

**Action Item 1.2:** Implement new training program for the rank of District Chief to include realistic incident management simulations and certification at the Fire Officer III and IV levels of NFPA 1021, Standard for Fire Officer Professional Qualifications

**Timeframe:** 1st Quarter 2021, in anticipation of pending DC promotions

**Responsibility:** AC of Strategic Programs & Safety, Current DCs and Training Center Captain

**Performance Measure:** NFPA 1021 JPR checklist

**Action Item 1.3:** Establish ongoing Officer Development training as an organizational priority, encompassing additional in-person and web-based training requirements for existing officers

**Timeframe:** Courses identified and assigned by the end of 1st Quarter 2022

**Responsibility:** Training Center Captain

**Performance Measure:** Completion reports, post-course evaluations

**Goal #2: Facilitate Career Development Across the Organization**

**Action Item 2.1:** Establish a standardized formal mechanism for all members across ranks and assignments to submit external training attendance requests for evaluation and approval by Fire Command Staff

**Timeframe:** Rollout by the end of the 2nd Quarter 2021

**Responsibility:** AC of Strategic Programs & Safety

**Performance Measure:** Usage of the mechanism; approval rate of submissions
Action Item 2.2: Enhance existing mentoring program beyond new Recruits to match upwardly mobile members to officers at the next rank

**Timeframe:** Initial implementation beginning 1st Quarter 2022

**Responsibility:** Training Center Captain

**Performance Measure:** Correlation of mentees to promotional lists (long-term)

**Action Item 2.3:** Establish annual survey of members for internal training needs in the upcoming year. These surveys will be distributed by the end of Q3 each year for consideration by the Training Center staff planning into the following year

**Timeframe:** Initial survey issued 3rd Quarter 2021

**Responsibility:** Training Center Captain

**Performance Measure:** Survey submission rate > 10% & quality of content

**Goal #3:** Establish Succession Planning Process

**Action Item 3.1:** Audit all current position descriptions on file with Civil Service and Human Resources for accuracy, focusing on prerequisites and responsibilities

**Timeframe:** Completion by the end of 2021

**Responsibility:** District Chief – Compliance & Communications

**Performance Measures:** Audit provided to Command Chiefs with recommendations for improvement and accuracy related to current operations

**Action Item 3.2:** Proactively identify upwardly mobile members of the organization to gauge interest in key staff positions and provide structured mentoring opportunities

**Timeframe:** Informal implementation throughout plan duration (2021-2025)

**Responsibility:** Assistant Chiefs (all)

**Performance Measure:** Interest received for posted internal staff assignments and/or formal job announcements (long-term)
**Goal #4:** Establish Redundancy in Staff Position Operational Knowledge

**Action Item 4.1:** Require all members in current 40-hour staff assignments to establish and maintain a detailed list of position responsibilities

- **Timeframe:** Completion by the end of 3rd Quarter 2021
- **Responsibility:** All members currently assigned to 40-hour staff positions
- **Performance Measure:** Submission via chain of command by then end of 3rd Quarter 2021 for consolidation and review by AC of Strategic Programs & Safety

**Action Item 4.2:** Identify potential single points of failure for critical sustaining programs (Fire Training Charter, EMS Accreditation, HIPAA Compliance, Infection Control Officer designation, Authorizations/Contacts with key external vendors, etc.)

- **Timeframe:** 4th Quarter 2021, following review of submitted information in Item 4.1
- **Responsibility:** AC of Strategic Programs & Safety
- **Performance Measure:** Report submitted to the Director establishing identified weaknesses and remediation plan
**Goal #1:** Update both the facility and fleet master plans

**Action Item #1.1:** Update both the facility and fleet master plans – review old plan

*Timeframe:* Complete by end of 2nd Quarter 2021

*Responsibility:* AC Support Services

*Performance Measure:* Plan reviewed, completions noted from the previous plan, common issues reported, and large budget items identified

**Action Item #1.2:** Review 2019/2020 MIS work orders

*Timeframe:* Complete by the end of the 2nd Quarter 2021

*Responsibility:* AC Support Services, Fire Maintenance Captain

*Performance Measure:* Memo detailing the findings of the work order review

**Action Item #1.3:** Tour/inspect all DFD facilities. Meet with individuals from each station and review issues or concerns about facilities and apparatus

*Timeframe:* Complete by the end of the 3rd Quarter 2021

*Responsibility:* AC Support Services, Fire Maintenance Captain

*Performance Measure:* Completion of all tours/inspections

**Action Item #1.4:** Complete updated Facility and Fleet Master Plans

*Timeframe:* Complete by the end of 2021

*Responsibility:* AC Support Services

*Performance Measure:* Plan submitted to the Director and Chief for final approval

**Goal #2:** Explore Improvements and Upgrades for Co-Ed Living Situation

**Action Item #2.1:** Gain input from firefighters, EMTs and Paramedics on the current living situation as it relates to Co-Ed friendly firehouses

*Timeframe:* Complete by the end of 2021

*Responsibility:* AC Support Services
Performance Measure: Compile a report that outlines the findings

**Action Item #2.2:** Identify improvement projects that will be most impactful, allocate funding and begin projects

**Timeframe:** 2022 - 2025

**Responsibility:** AC Support Services

**Performance Measure:** Funding secured and project kick-off

**Goal #3:** HVAC Updates

**Action Item #3.1:** Evaluate current state of all HVAC systems in DFD Fire Stations and facilities

**Timeframe:** Complete by the end of the 2nd Quarter 2021

**Responsibility:** AC Support Services, Fire Maintenance Captain, Building Maintenance Technicians

**Performance Measure:** Publish a report of the findings

**Action Item #3.2:** Prioritize repair/replacement of HVAC systems or components that are feasible in the current budget

**Timeframe:** 3rd Quarter 2021

**Responsibility:** AC Support Services, Fire Maintenance Captain

**Performance Measure:** Start of HVAC projects

**Action Item #3.3:** Identify HVAC issues from the survey that will potentially need to be included in 2022 Capital Improvement plan and budget

**Timeframe:** 3rd Quarter 2021

**Responsibility:** AC Support Services, Fire Maintenance Captain

**Performance Measure:** 2022 Capital Improvement Budget submission
Goal #4: Bathroom Updates

**Action Item #4.1:** Survey Fire Houses – identify the bathrooms with the most issues, repairs needed, which ones need replaced, and repair costs

**Timeframe:** 1st Quarter 2022

**Responsibility:** AC Support Services, Fire Maintenance Captain, Building Maintenance Technicians

**Performance Measure:** Create a report that details the findings

**Action Item #4.2:** Issues identified, secure funding for projects that will have the most significant impact within financial constraints

**Timeframe:** 2nd Quarter 2022

**Responsibility:** AC Support Services, Fire Maintenance Captain

**Performance Measure:** Funding secured, projects started

**Action Item #4.3:** Building maintenance technicians or outside sources start work on upgrading bathrooms

**Timeframe:** 1st Quarter 2023

**Responsibility:** Fire Maintenance Captain, Building Maintenance Technicians

**Performance Measure:** Projects completed
Thank you to all of the Dayton Fire Department employees, City of Dayton employees and external stakeholders for all of their hard work and input that contributed to this plan. The strategic initiatives were shaped from the information that all of these individuals provided. The DFD will utilize the 2021-2025 Strategic Plan as a road map for the next five years.

Special thanks to the Strategic Plan Steering Committee:

Director and Chief Jeff Lykins
Assistant Chief Nicholas Hosford
Assistant Chief Andrew Braun
Assistant Chief Mike Rice (Committee Chair)
District Chief Adam Landis
District Chief Robert Barnes
Captain Merritt Colton
Captain Greg Patterson
Captain Sarah Marshall
Captain Brad French
Captain Jarod Meyer
Lieutenant Robert Lotz (Formatting and Design)
Lieutenant Kraig Robinson (IAFF Local #136 President)

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