

2018 – 2023  
Strategic Plan



Fire Department

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## INTRODUCTION

The Delaware Fire Department has a long history dating back to 1831 when it was first formed as a volunteer group of “minute men” to provide fire protection throughout the Village of Delaware. The Delaware Fire Department is consistently working to achieve the highest level of professionalism and efficiency on behalf of those it serves. The Delaware Fire Department intends in the near future to enter the self-assessment process for the purpose of self-improvement and attaining international fire service accreditation.

In 2007, the Delaware Fire Department contracted with the Center for Public Safety Excellence, Inc. to facilitate a method to place into writing the department’s path into the future. The methodology chosen was to develop and implement a “Citizen-Driven Strategic Plan” for the Fire Department. The 2007 plan provided the Fire Department, City Manager and the City Council with the community’s areas of concerns, areas of weakness, areas of opportunities, areas of strength and future goals for the Fire Department. Through further discussion about the Strategic Plan, City Council authorized a General Election ballot issue to increase funding to support the pursuit of the identified Strategic Plan goals. This plan has been instrumental in the Fire Department’s progression and growth over the last 7 years.

In 2017, the Delaware Fire Department continued the work previously established through the Center for Public Safety Excellence, Inc. by again utilizing a Customer-Driven Strategic Planning process. This time the strategic plan was completed utilizing in-house resources. It continued to challenge the membership of the Delaware Fire Department to look critically at paradigms, values, philosophies, beliefs and desires. It continued to challenge individuals to work in the best interest of the “team.” It also again provided the internal stakeholders with an opportunity to participate in the development of the organization’s long-term direction and focus.

The *Delaware Fire Department’s 2018 – 2023 Strategic Plan* sets forth a comprehensive vision and mission statement that provides the agency with a clear path into the future. Additionally, this Strategic Plan re-identifies the core values that embody how our personnel, individually and collectively, will carry out the Department’s mission. In the following pages, the Delaware Fire Department identifies their goals, objectives and strategies that will allow our Department to realize its vision.



## **The Mission Statement**

Our mission statement is intended to describe, in succinct terms, the purpose for the organization's existence. The mission statement articulates the principal reason for the Department's presence within the community.

In 2007, the Delaware Fire Department, through a collaborative process, and again in 2017, developed and reaffirmed the following mission statement:

**Protection through preparedness and response,  
delivered by the highest trained professionals**



## ORGANIZATIONAL BACKGROUND

The Delaware Fire Department was established in 1831 through the efforts of volunteer “minute men” throughout the Village of Delaware. In 1834 the Fire Department was organized by the City Council, and reorganized again in 1846 to form the original six fire association companies of:

- The Olentangy Engine Company
- The Neptune Hose Company
- The Rough and Ready Hook and Ladder Company
- The Protection Company
- The Washington Fire Company
- The Union Company

In 1858, W. Miller became the first Fire Chief for the Village of Delaware Fire Department. By 1870, the department had retained its first full-time employees to drive station fire apparatus. The Delaware Fire Department recorded its first major fire in 1910 at Delaware High School on West Winter Street with damage estimated at \$49,000. The combination use of minute men and paid employees continued until the early 1960s when the department became fully staffed as a career fire department.

Prior to 1972, the department was located at City Hall and other various locations within the municipality. The current main station which was built in 1972 is located in the heart of the Ohio Wesleyan University campus and houses the Fire Chief and other administrative offices. The second fire station (Station #302) was built in 1997, and is located on Pittsburgh Drive in the southwest corner of the city. In 2013, the Department opened its third fire station (Station #303), located at 1320 W. Central Ave. in the northwest corner of the city. In 2018, the Department will open its fourth fire station (Station #304), located at 821 Cheshire Rd. The department has grown to become a department of 64 full-time firefighters and 4 part-time firefighters, one administrative assistant, a Records/Data Manager and two part-time Service Coordinators operating out of three fire stations.

Numerous significant fires have lit up the city’s sky since the major high school fire of 1910. Of recent history was the Delta Plex fire in 1999 with an estimated \$5,000,000 damage, the historical Bun’s Restaurant fire in 2002 with a reported loss of over \$1,125,000 and in 2012 a fire at Liberty Casting with an estimated \$1,000,000 in loss.

The City of Delaware Fire Department currently provides not only fire protection, but also advanced life support (ALS) paramedic service, special operations with hazardous material and technical rescue, fire inspection and fire investigation as well as public education for the community. The Department staffs two engines, a 100’ ladder platform, a heavy rescue, a 107’ Quint/Engine, a Battalion command vehicle, and three ALS ambulances providing vigilant protection for its community.



## DEFINITION OF A CITIZEN-DRIVEN STRATEGIC PLAN

The fire service has entered into a very competitive evolutionary cycle. Public demands continue to increase, while dollars and other resources continue to shrink. These trends place increased pressure on the modern fire service manager, policy makers, and full-time, and volunteer staff to develop ways to be more effective and more efficient. In many cases, the public is demanding the accomplishment of specific goals, objectives, and services with fewer resources. To do a more efficient job with the available resources, organizations must set objectives based on constructive efforts while eliminating programs that do not serve the customer.

To ensure that customer needs were incorporated, the Citizen-Driven Strategic Planning process was used to develop the Delaware Fire Department Strategic Plan. Businesses employ this type of process to identify market trends, allowing the service provider to focus efforts while reducing risk and wasted effort. This process was adapted to meet the Delaware Fire Departments specific needs.

This document is the result of several strategic planning sessions and includes valuable citizen input.

### What is a Strategic Plan?

It is a living management tool that:

- Provides short-term direction;
- Builds a shared vision;
- Sets goals and objectives; and
- Optimizes use of resources

***What we have to do today is to be ready for an uncertain tomorrow.***

Peter F. Drucker,  
Professor of Social Science  
and Management

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. A sense of urgency pervades the Citizen-Driven organization.

Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. The planning process should be flexible and dynamic. New information from customers, like-providers, and life changes are to be factored into the planning process. ***The strategic plan should be an operationally useful document.***

Citizen-Driven Strategic Planning creates a platform for a wide range of beginnings. The approach comes to life by being shared, debated, and implemented in the context of organizational realities.

Successful organizations, whether they are Fortune 500 companies, federal agencies, or state or municipal governments, have recognized that developing customer focus is an absolute



necessity. With this information, government agencies must strategically plan how they will deliver high quality products and services to the public and their other customers through better, faster, and less expensive programs.

Once their strategic goals are established, agency leaders must establish performance measures, for which they are fully accountable, to assess and ensure that their departments and agencies are indeed delivering on the promises made in their strategic plans. In the publication “Serving the American Public: Best Practices in Citizen-Driven Strategic Planning Federal Benchmarking Consortium Study Report” dated February 1997, Citizen-Driven Strategic Planning is defined as

*“a continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.”*

To fully understand strategic planning, it is necessary to look at a few key words in the definition:

- **continuous** refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **guiding members** identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made);
- **procedures and operations** means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **how success is to be measured** recognizes that strategic planning must use appropriate measures to determine whether the organization has achieved success.

Most importantly, strategic planning can be an opportunity to unify the management, employees, stakeholders and customers through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.



## Where Do Customers Fit into the Strategic Planning Process?

For many successful organizations, the voice of the customer drives their operations and charts the course for their future. Companies, as well as state and city governments, have begun focusing on customers as one of the key motivators in planning for the future.

A "Citizen-Driven organization" is defined as one that:

*"maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided."*

Again, it will be useful to define specific terms used in this definition:

- **focus** means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;
- **needs and expectations** means that customers' preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization;
- **spoken and unspoken** means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently "about" customers and their preferences, standards, and industry will be used as input to the organizational planning; and
- **present and future** recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.





## **Performance Assessment**

Implied within every stage of the planning process is the ability to determine progress made toward the goals established or targets set. This assessment ability is a monitoring function that simply tracks activities. It may be as simple as a “To Do List” or as complicated as a plan of action with milestones and performance measures. Also implied within the planning process is the ability to measure effectiveness of the actions taken in the conduct of the organization's business.

## **The Customer-Driven Strategic Planning Process Outline**

The specific steps of the process are as follows:

1. Define the services provided to the community;
2. Establish the community's service priorities;
3. Establish the community's expectations of the organization;
4. Identify any concerns the community may have about the organization and its services;
5. Identify the aspects of the organization and its services the community views positively;
6. Develop the Mission Statement, giving careful attention to the services currently provided and which logically can be provided in the future;
7. Develop a Vision of the future;
8. Establish the Values of the organization's membership;
9. Identify the services that support the core services;
10. Identify the Strengths of the organization;
11. Identify any Weaknesses of the organization;
12. Identify areas of Opportunity for the organization;
13. Identify potential Threats to the organization;
14. Identify the critical issues and service gaps that exist;
15. Establish realistic goals and objectives for the future;
16. Identify implementation tasks for each objective; and
17. Develop organizational and community commitment to the plan



## PROCESS AND ACKNOWLEDGEMENTS

In 2007, 33 external stakeholders provided feedback that led to the development of the Strategic Plan. The surveys provided valuable information including the services provided and the concerns, expectations and opportunities about their Fire Department. In October 2017, the Department began updating the Strategic Planning process by receiving input from our external stakeholders. Our External Stakeholders consisted of City Council, City Administration and Department Heads, businesses and economic developers, Citizens Academy Alumni and through a social application called NextDoor. Input was solicited through written surveys conducted in-person and through outreach using social media. The Department received 112 responses, which was commendable.

In November 2017, Internal Stakeholders began their process and input at several work sessions concerning the Strategic Plan. The Internal Stakeholders consisted of Fire Department personnel from all ranks, all Divisions and various years of service. The purpose of these work sessions was to review and discuss the Department’s approach to the “Citizen-Driven Strategic Planning.” The work sessions generated a high level of interest and participation.

Discussion at the work sessions focused on assessing the need to update the Department’s: Mission Statement, Vision Statement and Values of the organization, as well as the organization’s perceived strengths, weaknesses, opportunities and threats.

In the process of strategic planning, the following are important:

- To review the Department’s history, culture and evolution;
- To identify the current status of the Department; and
- To determine where and what the Department desires to be in the future.

The Delaware Fire Department would like to express a special thank you to all the stakeholders who contributed to the creation of this strategic plan. The development of this plan was truly a “team effort.”



**Delaware Fire Department Internal Stakeholder Group**

Archangel, Clint - Lieutenant	Barr, Jeremie - Captain
Coleman, David - Lieutenant	Cormier, Jeff - Lieutenant
Gomia, Pete - Lieutenant	Hall, John - Captain
Hieronimus, Andrew - FF/Medic	Highley, Nicholas - FF/Med
Jarvis, Robert - FF/Medic	Jones, Bill - FF/Medic
Kasik, Matt - Lieutenant	LeMaster, Brian, FF/Medic
Lobdell, Dan - Captain	Matteson, Alan - Captain
Neading, Chris - FF/Medic	Oberle, Jim - Captain
Pyle, Tim - Lieutenant	Rodocker, Jason - Lieutenant
Schaeffer, Zack - FF/Medic	Shimits, Robert - Firefighter
Stojkov, Blaise - FF/Medic	Wells, Eric - FF/Medic
Zierden, Erik - Lieutenant	Donahue, John - Fire Chief

**SERVICES PROVIDED**

In following the steps of the Citizen-Driven Strategic Planning Process Outline, the Delaware Fire Department was asked to identify the core services that they provide to the community. The Department identified 11 core services, which respondents then rated as part of the community survey. It was important to identify these by priority to assure that these services are consistent with the critical needs of the community.

**Core Services for Delaware Fire Department**

- |  |
|--|
| <ul style="list-style-type: none"> <li>• <i>Emergency Medical Services</i></li> <li>• <i>Emergency Preparedness</i></li> <li>• <i>Fire and Arson Investigation</i></li> <li>• <i>Fire and EMS Safety Education</i></li> <li>• <i>Fire Inspection and Plan Review</i></li> <li>• <i>Fire Response</i></li> <li>• <i>Hazardous Materials</i></li> <li>• <i>Rescue - Basic</i></li> <li>• <i>Rescue - Technical</i></li> <li>• <i>Risk Reduction</i></li> <li>• <i>Non-Emergency Service</i></li> </ul> |
|--|

Based on the results of the Citizen Survey, the internal stakeholders took the information and identified the programs that supported the core services.



**Support Programs for Delaware Fire Department**

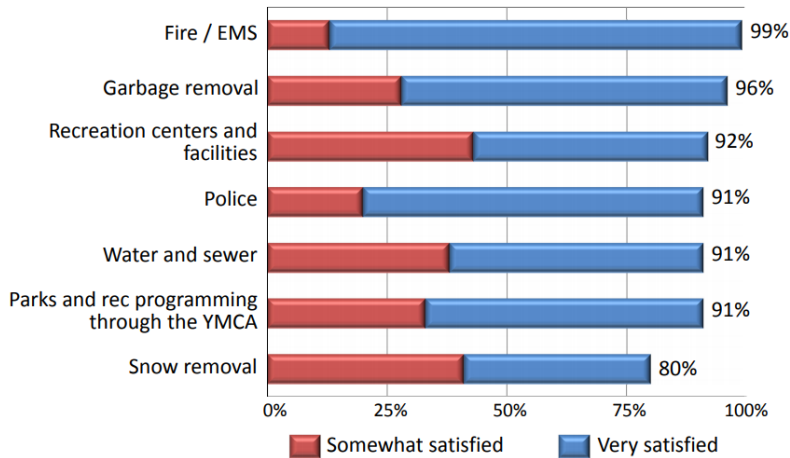
- *Capital Improvement Plan*
- *Code Enforcement*
- *Communication System/Centers*
- *Community Groups*
- *Community Infrastructure*
- *Community Planning*
- *Department of Administrative Services/HR*
- *Finance Department*
- *Fire/Life Safety Inspections*
- *Logistics and Supply*
- *Plan Review*
- *Public Education*
- *Technology Support*
- *Training*
- *Vehicle/Equipment/Facility Maintenance*
- *Water Supply System and Maintenance*



**CITIZENS SURVEY FINDINGS**

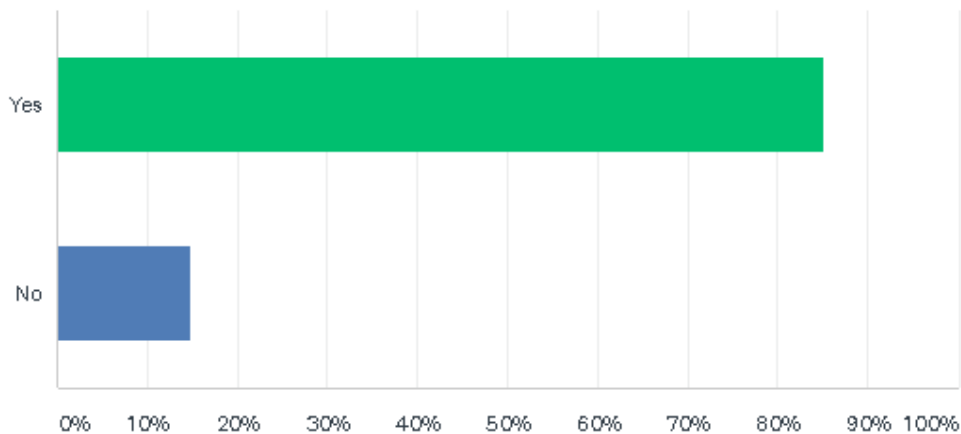
A key element of the Delaware Fire Department’s organizational philosophy is having a high level of customer satisfaction. This was most recently evident during a citywide survey in 2015 that was conducted by Saperstein Associates. One of the questions asked was how satisfied are you with each of the following City Services. The Fire Department received a 99% satisfaction rating. More noteworthy was that over 75% of respondents indicated they were “Very Satisfied”. The Fire Department is very humbled by this and respects the confidence given to the Department by its stakeholders.

**Citizen’s satisfaction with services provided by the City of Delaware. (Saperstein Associates, 2015)**

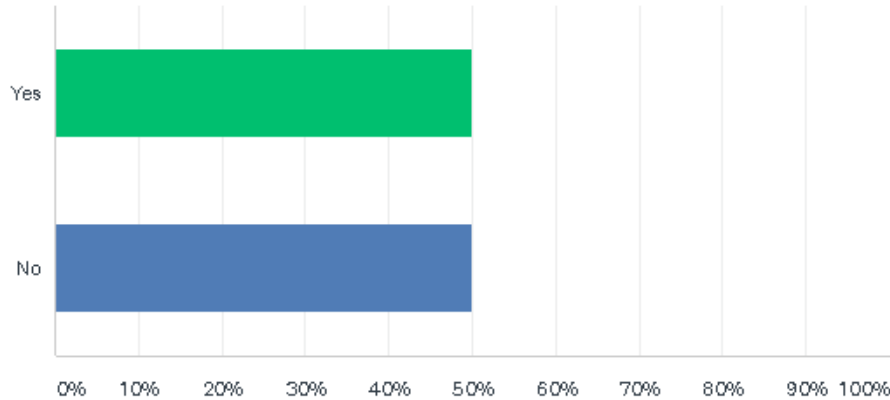


Our External Stakeholder Survey consisted of City Council, City Administration and Department Heads, businesses and economic developers, Citizens Academy Alumni and the community through a social application called NextDoor. The survey was completed by soliciting input through written surveys conducted in-person and through social media through the month of October. Discussion centered not only on the present services provided but also on priorities for the future.

**External stakeholder residency in the City of Delaware**



**External stakeholder place of employment in the City of Delaware**



**Customer Priorities**

In order to dedicate time, energy and resources on services most desired by its customers, the Delaware Fire Department needs to understand what the customers consider to be their priorities. The External Stakeholders were asked to prioritize the services offered by the Delaware Fire Department through a process of direct comparison.

**Please prioritize the following City of Delaware Fire Department services, with 5 being the most important and 1 being the least important. You may utilize the same number multiple times.**

	<b>Rating</b>
<b>Fire Response</b>	4.96
<b>Emergency Medical Service (care and transport)</b>	4.87
<b>Rescue - Basic (auto extrication)</b>	4.55
<b>Rescue - Technical (industrial, confined space rescue, trench rescue)</b>	4.43
<b>Non-Emergency Medical Service (coordination of proactive/preventive medical care services, lift assist, post-hospital discharge follow-up)</b>	4.32
<b>Hazardous Material Response</b>	4.23
<b>Fire and Arson Investigation</b>	3.97
<b>Fire Inspection and Plan Reviews</b>	3.76
<b>Fire and EMS Safety Education for the Public</b>	3.75
<b>Emergency Preparedness (natural and man-made disaster response)</b>	3.25



**Customer Expectations**

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the customer needs. In certain areas, education, on the level of service that is already available, may be all that is needed. The following are the expectations of the community’s Citizens Advisory Group. The responses are written exactly as received.

**Customer Expectations Key Words (Larger Words More Frequently Received)**

Rapid Response<sub>Face</sub> Fast Response<sub>Neighboring</sub>  
 Emergency Situations<sub>Prompt</sub> Response  
 Quick Response<sub>Prepared</sub> Services<sub>Care</sub>  
 Respond<sub>city Limits</sub> Emergency Response<sub>Growth</sub>  
 Trained<sub>safe</sub> Protect<sub>Handle</sub> EMS

<b>Please provide your expectations of the City of Delaware Fire Department.</b>
<ul style="list-style-type: none"> <li>- Arrive at fire with equipment</li> <li>- Immediate/Prompt Response</li> <li>- Focus on safety to both others and themselves</li> <li>- Providing current info/safety education to the public</li> <li>- Provide emergency assistance to the City &amp; Community</li> <li>- Staffing to respond to fire/EMS</li> <li>- Planning to maintain equipment maintenance an replacement</li> <li>- Time to respond</li> <li>- Fast response to fires, auto wrecks, EMT services etc</li> <li>- Punctual</li> <li>- They arrive on time</li> <li>- Availability of FD to answer questions an provide education</li> <li>- Answer fire calls</li> <li>- Familiarity with our facility</li> <li>- Provide Emergency Response</li> <li>- Quick response times</li> <li>- A direct focus on improving the safety of businesses/homes</li> <li>- Provide mutual assistance to other Departments</li> <li>- All paramedics can provide more treatment over basics</li> <li>- Visual presence in community</li> <li>- Education &amp; preparedness on emergency</li> <li>- Building inspections, building plans &amp; life safety reviews</li> <li>- Knowledgeable</li> <li>- Educate the public</li> </ul>



- Training of all members on hazards from nearby worksites performing high hazard tasks (requiring companies to report this)
- Educate public on fire safety, disasters etc.
- Quickly respond for EMS calls
- Assist w/ Pt lifting in Emergency
- A devotion to teaching others fire safety
- Provide education
- Continual planning with population increase, while funding decreases (Grants for equipment/Training)
- Certified & follows National Standards
- Fire and arson Investigation
- Equipped
- Are proactive
- Inspections & preventive measures to help home & business owners gain knowledge on keeping their buildings safe
- Quickly respond for fire calls
- Ensure response
- To be a professional first responder during both emergency responses and non-emergency public viewing
- Keep myself, my family, my home, my office and employee's safe, well and fully educated on how to prevent fires and/or fight fires.
- Provide necessary services to protect our investment in the community.
- To respond in an appropriate amount of time and provide the necessary life saving measures in times of need. Secondly, to prevent damage to property and assist in non-life threatening operations when personnel are available to help.
- To have stations strategically placed for quick response times.
- To be up to date on preparedness. Quick response while staying safe
- Maintain adequate resources at all times to handle volume of emergency services. This includes continuous training and availability of people, equipment maintenance and upgrades, and open lines of communication with neighboring fire departments if additional resources are required.
- That they will be able to come help within 5 mins of getting a call
- Expand as needed and in a financially responsible way.
- Well trained personnel to provide rapid response to emergencies
- Quick response and the ability to provide needed services (fire suppression, rescue efforts, first aid, etc. Good interdepartmental communication and coordination with local police & sheriff.
- Prompt response. We live in frame houses which are only eight feet apart,
- Quick response to 911 calls or any instance where lives may be at risk. All administrative issue come secondary to human life.
- Provide basic firefighting and emergency preparedness services
- Quick response needed whether for fire or medical.
- Friendly caring service - some are some are not. They should partner with other healthcare professionals to learn about other healthcare services and the challenges we all face. Don't be so quick to place "blame" before knowing all information and rationale.
- To provide the specialized services and equipment required to respond to emergencies related to fire or that pose a risk of fire, explosion or exposure to hazardous materials.
- Rapid emergency response
- To prepare for and respond to emergency situations involving fire, chemical, biological and other related dangers in order to protect the people of Delaware.
- Provide reasonable response time for all fire and emergency medical needs for all areas within the city limits.
- Provide critical life-saving emergency services





- To be prompt in emergency and prepared for all things that could face our city.
- Fast response times during emergency. Excellent communicators who take control of any situation and calm those in need.
- Continuing to be aware of the demand caused by population growth. Continuing to grow meeting this demand. Providing adequate staffing.
- I expect to have the closest fire department and EMS respond to my house and can't wait for station 304!!!
- To be the only responding agency within city limits. Get rid of DCEMS response. Whatever it takes.
- Fast response for fire and medical
- First responder
- To help all ways in an emergency.
- I expect the City of Delaware Fire Department to be proactive in its role in preparedness, fire prevention and emergency response. I expect them to strive for excellence in their duties.
- Quickest possible response to fire and EMS situations.
- I feel saving lives (fire and emergency response) and prevention of harmful conditions (hazardous materials) should be the highest priorities.
- Simply to be there as a first responder when called upon in an emergency situation
- Quick response and direction in the event of an emergency
- To be there when we need them
- Adequate staff and equipment for types of response. 3+ manning per piece of equipment on response. Quick response time.
- For all members to be current on the latest techniques, etc. to handle emergencies.
- Quick response for fire and emergency. Proper planning for food service evacuation and education.
- To not be stretched so this as to cause to have to send a neighboring house/district to make the run taking longer to make a rescue/fire run rescue
- Respond to emergencies
- basically, I expect the Delaware Fire Department to respond to and to extinguish fires promptly and to provide efficient and timely medical assistance
- Prioritize fire and hazmat response, particularly as the city will likely experience increased industrial growth. EMS is a lesser priority due to the large number of county medics available.
- To be prepared to respond to and provide intervention to any and all life threatening situations. Secondary expectation: To serve as a community resource ; ie: education, collaboration with community agencies, ie schools, hospitals, etc.
- To respond as quickly to an incident as allowed.
- Save people
- Respond immediately if there's a fire with well trained personnel.
- Arrive at fire with equipment, Provide emergency response, Assist with patient lifting in emergency
- To provide for the protection, emergency medical, and rescue services to the citizens and property owners of the City of Delaware, in order to prevent or minimize the loss of life, pain and suffering, and property damage as a result of fire or other type of emergency.
- Provide the best service with the resources provided.
- First and foremost; as a traditional fire department which responds to emergencies. Not as a tax payer burden to pay for people's lack of personal responsibility to take care of themselves or buy health insurance.
- To continue to do a great job providing quick response times paired with exceptional care
- Provide professional timely services that would impinge on life/limb
- To be as prepared as possible and respond as quickly as possible to a fire.
- To protect and serve
- To respond quickly and competently to emergency situations, and to aid in public safety through inspection and awareness programs.



- To provide fire protection and medical rescue
- Fast response
- We live on the very north side of the city. I think that the county squad responds for our emergency problems is that still correct? I wonder what our response time is for calls. We been in the city a long time, but not station was ever built on the north side of town. Why?
- To hire and train respected firemen/medics and provide emergency services to our community.
- I expect them to be well trained, friendly, and fit.
- Prompt response times for emergency situations
- Rescue, fire and emergency service response should be a top priority. Obviously, education and prevention is also a big component, as well. Looking purely from a perspective of "if the DFD provided nothing else, but \_\_\_" I would say its emergency responses.
- Be there when I need them!
- Quick response with the right equipment and personnel.
- I expect them to coordinate with the city to put most of the public education in the hands of PR and to be available and adequately trained for emergency situations requiring their skilled knowledge, training, and expertise.
- 5 minutes or less response time.
- To protect / save my family during times of emergency.
- I expect them to respond extremely quick to fire or medical emergencies with little delay. I expect them to be well trained, professional, and prompt :)
- To have adequate resources to provide services to Delaware residents.
- To be highly trained and highly responsive.
- Rapid response and quality care

**Areas of Customer Concern**

The Customer–Driven Strategic Planning Process would fall short and be incomplete without an expression from the customer regarding their concerns about the agency. Some areas of concern may in fact be a weakness within the delivery system. However, some weaknesses may also be misperceptions of the customers based upon a lack of information or incorrect information.

**Customer Concerns Key Words (Larger Words More Frequently Received)**

Funding Staffing Safety Adequate Closest Understaffed Station  
 Positive Department Employees Concerns Staff  
 Response Academy Equipment Population Growing Union  
 Emergency

**Please provide some concerns that you have of the City of Delaware Fire Department.**

- Expansion of Population
- DelCo 911 is awful
- Are we adequately staffed and trained



- None - I think you do a great job
- We had one instance within the past couple of years when EMS was not properly dispatched to our facility by 911
- Adequate Coverage
- Purchase new equipment
- Observation has been all positive with this group
- None at this time
- The concerns that I have are in regard to the growing Delaware area which they are required to cover. Unfortunately, it always comes back to money, but they are being stretched pretty thin by growing numbers of residents in the area.
- Some of the local equipment (vehicles) appears to be several years old. I want to ensure that the department isn't lacking in needed equipment and that equipment is meeting their day to day needs.
- Arrogance.
- That traffic at times in this city is so thick in places at certain times of the day, that they will have serious issues getting where they need to go in a timely manner
- None other than I hope they are protecting themselves and preparing for situations where opiates may be involved for their own safety and that of the people they interact with.
- Population outgrowing the resources available
- None. I have only had positive experiences.
- Having Delcom send the closest fire trucks and EMS, despite jurisdictional boundaries. Mutual aid should be utilized to save lives and property.
- Until station 304 is completed, I'm worried the closest truck won't respond to my house.
- Lack of adequate staffing. No more cross manning of apparatus.
- The continued old-school service model of having staff living quarters for extended stay (sleeping, dining, exercise, entertainment, etc.) is no longer necessary in the year 2017. These cost a lot of taxpayer money when there are modern ways to schedule, etc to ensure readiness in a more cost effective way.
- Currently response time can be a little slow because of distance
- I would like to see more adult education (prevention) regarding home and business safety.
- Lack of respect for emergency vehicles by motorists with distracted drivers (not hearing them and not pulling over promptly).
- Really, can't think of any major concerns
- Do they have enough employees?
- Keeping up with growth. City growing faster than budget.
- Territory is too large. Understaffed. Not enough community involvement.
- Too many subdivisions being built in Delaware City/County and new firehouses being built at a very slow rate. I'm concerned that there are more people and not enough fire personnel to keep up
- I'm concerned with the obesity of some firemen and policemen. It has to hamper the speed and efficiency of their response to emergencies.
- Overspending. Encouraging the use of part time employees could help cut down on this, but it's only part of the problem.
- I hope they are not working with old worn out equipment.
- Expansion of population, adequate coverage, purchase new equipment
- Strong union influences. Maybe the extent of collaboration with other county fire departments.
- Will the new fire station cause a raise in taxes?
- The lounge for firemen stinks. I know they need to get organized but some react to an emergency too slow once they are on a site
- City is growing so hopeful that the fire dept. Is able to cover all with quick response.
- Understaffed
- None that I know of, at least from them (funding?).
- The inflexibility of the union in trying to adopt new ways to operate in the 20th century



- They seem to be growing very quickly being that they are going to build a 4th station so soon after the 3rd one. This means more firemen to be hired. I also know their pay & benefits are very, very good compared to the average joe. Most regular people don't even come close to what they receive.
- We seem light on the number of staff on duty.
- At the recent first Friday event. There were a lot of fire fighters that were overweight and did not look very physically fit. How can they properly do their job in a fire or emergency if they are not in good physical shape. It also appears as lack of pride for the department. Not sure how these guys even were hired. Also they need to be more interactive in the community and friendlier.
- I am concerned that our FD is not doing all they could be because of tight budgets. Do you have all you need with regard to budget? Do you need more funding in certain areas? What are you not doing that you could be doing with more funding?
- Don't know, but would be concerned if undermanned to provide services.
- The individual fire departments have used public forums to speak out on internal politics and it made me question their judgements. The same politics were brought up in an inappropriate fashion at a citizen's academy event. Some of the PR materials look unprofessional with misuse of grammar etc. Basically, my main concern is professionalism and public conduct.
- I heard it was mandatory (via citizen's academy) for a fire truck to be dispatched when CPR is being administered as backup to the ambulance. That seems wasteful.
- Size. As city continues to fill out and mature we have areas that appear to be served well - but are not actually covered by the closest fire station. Thinking Kensington area where the Tri-Twp Fire Station is closest, but yet response would come from Wilbur.
- The only concern that I would have would be the level of staffing to keep up with the growth of our community.
- Safety! Too often drivers don't pull over when sirens are blaring.
- Old fire department and better pay for firefighters

### Positive Customer Feedback

It is essential to understand the belief that, for a strategic plan to be valid, the customer's view on the strengths and image of the emergency services organization must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the customer-identified strengths may often help the organization overcome or offset some of the identified weaknesses.

The External Stakeholders provided the following comments when asked to identify the positive aspects of the department.

#### Customer Feedback Key Words (Larger Words More Frequently Received)

Positive Respond EMS Neighborhood Inspections Fallen  
Community DFD Department House Response  
Trucks Professional Fortunate Excellent Participated  
Chief Donahue Safety Kind



**Please provide positive aspects of the City of Delaware Fire Department that you have observed or are aware of.**

- Community Oriented
- Forward thinking
- Utilizing all facilities to maintain the most coverage
- Community Involvement/Education
- Community outreach, education, prevention
- Prompt response
- Fire inspections & fire extinguisher inspections
- Busy
- Good education
- Fire inspections and maintenance were done very efficiently
- Fire inspections are very helpful
- Station on Pittsburgh Dr provides excellent response for many companies in the industrial community.
- Helpful Resources
- Volunteer efforts for previous national disasters
- Communication of potential weather events that could be dangerous
- Continue hiring employees with higher education
- Fire training to community
- Fast
- Training of kids
- Worked great with our business during inspections by the fire marshal
- Response time has always been good
- Education
- Great responses to requests for service
- Hydrant flushing
- Public awareness
- All employees are greatly trained
- Organization and coordination of all FD crews for facility tours has always been good.
- EMS is great!
- Unfortunately I have no firsthand experience with the fire department personnel
- Educational programs are always good for my office staff. Just had another Q&A in October and it was excellent.
- Very timely and accurate inspections.
- Professional, capable, and responsive.
- A house fire that was quickly extinguished with no injuries to occupants and the house was salvageable.
- Chief Donahue is very personable
- I have had to call them several times for my husband who has COPD and MG. They respond quickly and never make me feel as I shouldn't have called. They are wonderful.
- Safety at intersections downtown.
- Great response times and kind which helps in an emergency
- Very responsive,
- Quick response. Inspection of structures after lightning strikes. Concern for well-being of citizens and providing fire safety education.
- Prompt response time, educational info.
- Excellent public interactions.
- The times that I have interacted with them has been very positive
- FD administration is always helpful and professional



- They have participated in educational activities with the Delaware City Schools. They provide annual fire inspections of public spaces and offer recharging services for fire extinguishers.
- During inspection, very easy to work with
- I really like how the Fire Department keeps residents up to date with routine maintenance of hydrants and that they are visible at public events.
- They are there when you need them.
- Very cooperative with business allowing time to fix possible violations or hazards
- They came when my house got hit my lighting (no fire but our smoke alarms went off after) and were incredibly kind and nice. Checked our attic basement roof. They seem to be out in the community quite a bit, my daughter liked seeing them at the First Friday event and the chief was very kind to her.
- EMS called twice in past couple of months for my elderly father. All medics on scene were extremely professional, excellent communicators. They spoke to my father and determined what was needed. Patient care was delivered appropriately AND compassionately.
- A new fire station anticipated on the south side of city. However, we feel it should be staffed full-time like other stations.
- The chief has listened to my concerns and made changes for the best.
- Professionalism of the department.
- When we needed assistance to transport my mother to the hospital the fire department assisted and were very professional
- Never used
- Have responded in an immediate way
- I appreciate that the City of Delaware Fire Department works with other agencies to keep our community safe. I believe that they operate efficiently and strive to respond to emergencies as quickly and safely as possible.
- Helpful and pleasant to work with...
- Fire response (especially in the downtown area where buildings are attached and fire could spread quickly) and annual fire inspections of businesses.
- Excellent leadership and chain of command. Excellent fire suppression (also, timely response and to be there when called upon
- The inspections are helpful. EMS has helped us.
- Very responsive
- Quick response and good training.
- We haven't lived here a year yet. So I will just say that I haven't heard anything negative about the department. So thumbs up to the department!
- Friendly and prompt service, frequent neighborhood establishments.
- They were excellent when it came to EMS coming to my home and an assessment of scoop and run when I had gone post op septic with a blood pressure that had bottomed out and only semi oriented to date/location and a few other questions they asked of me.
- When our carbon monoxide monitor went off the Delaware Fire Department was very responsive, helpful, and courteous. Very appreciative of everything that they do!
- I haven't seen anything, but the trucks appear well maintained.
- The professional behavior of individual firefighters is appreciated.
- Quick response time, collaboration effect
- Response time
- Community oriented, Helpful resource, Education
- Thankfully I have never had to utilize the services of the Department but when I have interacted with members at community events they have always been extremely professional.
- Strong leadership. Very professional staff. Robust oversight of hiring practices. Resilient financial management. Community involvement.
- Response time and use of budgeted money



- Fill the boot project.
- Very professional and caring dept.
- Beyond their normal duties like collecting toys at Christmas, box fans for the people too poor for AC
- They are quick, competent, and involved in the community.
- Chief Donahue sets a true example of good leadership and visionary for the department. The City of Delaware is very fortunate to have him.
- Was very kind and empathetic when responding to a family member that had fallen. Did not make them feel like they could be doing something else.
- I have been fortunate not to have had to use their services. But it does seem that I see the SUV cars running around a lot and even with their lights on.
- The gentlemen I've met have been impressive and Chief Donahue and staff are progressive and creative problem solvers.
- Good response times. Knowledgeable.
- I participated in the Citizen's Academy and was pleased to see and hear about the great work of DFD! Thank you!!
- With my above comment said, I do love the outreach that the DFD does with Main Street Delaware, schools, libraries and story times, and more. This provides a positive, comfortable atmosphere for our youth to get to know their first-responders.
- Assisted when I fell and broke my shoulder. Stabilized and transported to ER. Observed others in need when fallen in home.
- Professional and great response.
- They are very active in philanthropic events in the community, they partake in the school education for preschool and kindergartens, and their response time is usually excellent.
- Thankfully, the only time I see the fire trucks out is when they park at Kroger to grocery shop.
- Rapid Response. Budget Conscious.
- I have not had to interact often (luckily), but was a member of Citizens Academy and only witnessed very professional men (sorry-no women were there). Once when my mom was ill, they were so caring, prompt, and efficient. I have never witnessed anything but positive
- Professional and friendly employees. Quick response to residents in my neighborhood.
- I have had the opportunity to meet many of the Fire Department personnel including Chief Donahue, Captain Oberle and many of the other personnel. They all were highly professional, proud of their work and genuinely cared about protecting our City.
- Rapid response and caring people

## **Opportunities According to Customer Feedback**

While exploring our customer's beliefs about the Delaware Fire Department, it is also necessary to ask what opportunities should be explored or considered. This assists the Department and the City of current or future needs or gaps that exist in the community.

The External Stakeholders provided the following comments.



**What opportunities should the City of Delaware Fire Department explore or consider.**

- Get reimbursed for medical runs
- Work with Juvenile Court on fire related cases to rehabilitate juveniles
- Training for FD personnel on specific hazards that may be encountered at facilities in Delaware, e.g. hot metal, paints, cryogenic liquids, others...
- Utilize outside resources for hazard clean-up
- To stay up to date on gear/ knowledge and training
- Do you still have the little house that you practice at Safety Town with the little kids? That was great
- I will leave that up to the Chief and his staff to decide. Money is always tight, focus on the basics and do that well.
- Free or reduce smoke detectors for Delaware residences
- More community contact
- Unknown
- If not already in place, joint training with local law enforcement for crisis situations such as an active shooter situation.
- Publicly offer 1st aid & CPR training at no cost to the public.
- Public natural or man-made disaster response training - what the public can do to prepare or assist.
- Partnering with neighboring municipalities to help minimize training costs and develop stronger relationships
- 1. I think they could offer 1 day a year different inspections you could sign up for like gas grille safety or whatever end up being the number start of most fires encouraging people to check wiring or gas (not sure what the top 5 causes of fires are).
- 2. Also they could look at offering to come in the home and help families with a fire plan. I have a 3 year old and a newborn and 2 dogs, and to be honest don't know other than getting each child and getting out what we would do in a fire.
- Help obliterate this drug epidemic...possibly more exposure in elementary schools??? Fire / Rescuers are heroes to young children. We have to try something out of the box to get to them while they are young.
- Changing run cards to have closest fire trucks and EMS respond to save lives and property.
- To make sure the firefighters stay up to date on training.
- Privatization. Competition lowers costs.  
Consolidation with smaller, surrounding similar service to eliminate redundant administrative costs.
- Not sure what's available to comment on
- Logistics-logistics
- Can't think of any
- I would like to see more messaging on social media. Perhaps working with Source Point to provide information to seniors (including handouts to shut ins). Messaging could include reminding residents about getting chimneys cleaned, open burning regulations within city limits, benefits of carbon monoxide detectors and of course smoke detectors.
- Possibly periodically dispatch a police cruiser with emergency vehicles to monitor driver response and ticket offending motorists.
- Increased person power for enhanced fire safety inspections/education
- More staff on duty.
- Staffing and community training and involvement.
- Hiring more personnel to keep up with growth, conducting training classes here in Delaware for new personnel rather than waiting to see who graduates from the fire academy, that way they'd know exactly how many new recruits they would have right from the beginning.
- Physical fitness training
- Encourage the use of part time employees and focus more on fire and hazmat.
- Have days in neighborhoods where they can get the public exposed to them.





- Buy land now while price is still low for future fire stations.
- Get reimbursed for medical runs, Utilize outside sources for hazard clean-up
- Delaware Citizen Fire Academy.
- None that I can think of presently.
- Continue public education
- I am not sure what opportunities are available to them. I think training for a shooting or natural disaster is needed.
- Providing emergency power generators to important city buildings and agencies
- embrace technology and flexible high demand based staffing
- Volunteer training in event of major instance
- Do you need a new station in any areas to increase response time?
- Explain more fully the total operations of the department and what manpower is required. I was in the citizen's academy and was quite impressed with the department and personnel.
- Water emergency training.
- They need to figure out better public relations or who they put facing the public in educational events.
- I don't have an opinion about this. Just stick with the basics.
- Placing a fire house on the east side. Traffic in this town stinks and you can't count on getting from downtown to east side in minutes anymore.
- Not sure, prevention maybe? Do they go into the schools and teach prevention? businesses? homes?
- More public education. So many lives depend on services that most take for granted.
- Review best practices of other cities

### Other Thoughts and Comments

The External Stakeholders were asked to share any other comments they had about the Delaware Fire Department or its services. The following written comments were received.

Smoke Detectors Schools Safety Community Emergency Staff  
Think Personnel Public Costs Training Opinion  
Getting Lives Unknown Focus Response Staffing Delaware

**Please provide any additional comments, concerns or suggestions for the future of the City of Delaware Fire Department**

- Thank you for your dedication to protection of citizens and industry
- You guys rock
- Continue tours of our facility to review plant layout, special hazards, plant processes, property access, Knox Box location, and meeting/rallying locations is key to protection of our employees, building and equipment, Face-to-face interaction with FD personnel for facility tours, inspections etc provides a good working relationship between city services and the industrial community.
- It appears that areas east of "the point" intersection have delayed emergency response due to traffic congestion on Williams Street and Central Ave. There are no Delaware City fire houses local to this area. (East of "the point" intersection).



- Fire personnel are not thought of until they are needed. Stay fit, strive for knowledge and keep the gear up to date
- I had to remember that I changed keys and had to call a few times until someone came out and replaced the correct key in your special box.
- It is a hard job; take care of the Firefighters, EMTs, and Paramedics first. Make sure they have what they need (physically and mentally) to succeed, then focus on what extra services you can provide to the community.
- Get station 4 finished.
- Good to see a couple of new stations so response time is reduced
- None at this time.
- Job well done.
- Thank you for keeping us safe.
- Keep doing what you are doing. Only thanks and praise for your Team. Proud to live in this community.
- Can't wait for station 304!
- Zero DCEMS. Adequate staffing. Focus on basics - ie take care of us before you worry about helping other agencies.
- As with all City of Delaware departments, the Fire Department must continue to plan and prepare for growth.
- I will always be a strong supporter for our Fire Dept.
- They have always done an outstanding job for us.
- Excellent FD services.
- They have "Coffee with a Cop." Maybe have a "Coffee with a Fireperson" sometime.
- Thank you for making Delaware a safe place to live and work.
- My father just passed away in June and I'm proud to say that he was fireman for the City of Columbus who went on to become the first Paramedic and rode in the very first heart mobile in Columbus. Just continue to do the good job you do, maybe hire some non-fire/rescue personnel who live in the city of Delaware such as admin personnel per house.
- The City FD provides excellent service, but they really need to rein in their spending.
- With the building of a new fire house off of Cheshire Road, would love to see some space in the building for the Police Department. Incorporating this space would greatly enhance a feeling of safety to those of us in the southern most portion of the City.
- We welcome the new fire station in the south side of the city.
- Thank you for all you do. I truly am pleased with the quality service you all provide our community with use of budgeted funds, your response time and your constant upkeep with training
- Thank you for your service to the residents of the City of Delaware
- Bless you all and stay safe. Kevin James Crowley
- How is the city of Delaware going to afford the new station and the additional fireman which it will require? It seems like the city has other problems they need to address besides the firemen.
- Thank you for your service!
- Keep up the good work.
- From my limited interaction, they are doing a great job
- We have a solid professional team of firefighters here in Delaware. They are well trained, well led and they display a high degree of professionalism!
- I'm retired and don't think the younger residents appreciate the importance of your department.
- Doing a great job



## **INTERNAL STAKEHOLDERS FINDINGS**

### **The Mission Statement**

The purpose of the Mission Statement is to answer the question “Why do we exist as an organization?” In 2007, a great deal of work and discussion was conducted by the Internal Stakeholders who developed a new Mission Statement. In 2017, this Mission Statement was reviewed and re-adopted by the Internal Stakeholders. The intentionally simplistic, yet meaningful statement is provided below:

***Protection through preparedness and response,  
delivered by the highest trained professionals***

### **The Vision Statement**

In addition to knowing who we are and understanding our beliefs, all successful organizations need to define where they expect to be in the future. After having established the organization’s Mission, the next step was to establish a new vision of what the Delaware Fire Department should be in the future. Vision statements are built upon the framework of the Mission Statement.

Vision Statements provide targets of excellence that the organization will strive toward and provide a basis for their goals and objectives. The Internal Stakeholder completely rewrote our Vision Statement. Our new Vision Statement is designed to last us well into the future. Our vision will be met by continuing to understand our community needs and expectations, and establishing goals and objectives to meet these needs and expectations. The following Vision Statement was developed for the Delaware Fire Department.

#### **Delaware Fire Department Vision Statement**

***The Delaware Fire Department will be a progressive Fire Department  
meeting the needs and expectations of the community.***

### **Values**

Establishing values embraced by all members of an organization is extremely important. Values recognize those features and considerations that make up the personality of the organization. Those assembled for the Delaware Fire Department during the strategic planning process felt it absolutely necessary to declare the following statements as values for the organization.



### Delaware Fire Department Values

- **Commitment** - We value a family atmosphere in which every member can grow personally and professionally towards providing an excellent level of service to our internal and external communities.
- **Professionalism** - Through dedicated and competent employees; we serve as honest stewards of the tax payers' money, and will never allow our integrity to become compromised.
- **Respect** - We value respect for each person as an individual, and an attitude that recognizes the worth of others, exhibiting compassion for those in need. We value diversity as strength for our organization and as a representative bond to our community.
- **Teamwork** - We believe in the value and promotion of teamwork within our organization and the community. We believe that through service as a cohesive and enthusiastic team, there is formidable strength, balance and security.

With the completion of the Mission, Vision and Values, the Delaware Fire Department established the operation of the organization. The Mission, Vision, and Values are the foundation of any successful organization. Every effort should be made to keep these current and meaningful so that the individuals who make up the organization are well guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

### Our Pledge

*Our pledge to our community is:*

- *We will be ready.*
- *We will be there quickly.*
- *We will do our best to care for you.*
- *We will help you through your emergency.*



## S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis is designed to have an agency candidly identify their positive and less-than-desirable attributes. The Delaware Fire Department participated in this analysis and recognized its strengths and weaknesses, as well as the possible opportunities and potential threats.

### *Strengths*

It is important for any organization to identify their strengths in order to assure that they are capable of providing the services requested by customers and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths or the primary function of the organization should be seriously reviewed to evaluate the rate of return on precious staff time. Through a consensus process, the Internal Stakeholders identified the strengths of the Delaware Fire Department as follows:

#### Strengths of the Delaware Fire Department

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>• <i>Our Department Family</i></li><li>• <i>Local Funding</i></li><li>• <i>Community Growth</i></li><li>• <i>Local Economy</i></li></ul> | <ul style="list-style-type: none"><li>• <i>Our Equipment</i></li><li>• <i>Community Support</i></li><li>• <i>Community Initiatives</i></li><li>• <i>Department Technical Expertise/Skills</i></li></ul> |
|--|---|

### *Weaknesses*

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization’s overall problems, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the Internal Stakeholders as weaknesses:

#### Weaknesses of the Delaware Fire Department

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>• <i>Our appearance</i></li><li>• <i>Loss of members to other Departments</i></li><li>• <i>Organizational Engagement</i></li></ul> | <ul style="list-style-type: none"><li>• <i>Applicant/Hiring Field</i></li><li>• <i>Motivation for Promotion</i></li></ul> |
|--|---|



### Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. Many opportunities exist for the Delaware Fire Department. The Internal Stakeholders identified the following opportunities:

#### Opportunities for the Delaware Fire Department

- *A public that is better informed about their Fire Department*
- *Firefighters that are healthier, fit and provide a better physical appearance*
- *Educate to overcome the stereotype within the Fire Service*
- *Develop Fire Station Identities*
- *Identify and Support Community-Wide Initiatives*
- *Identify means to improve Recruiting and Retention*
- *Focus on Leadership Development*

### Threats

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce the potential for loss.

Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the Internal Stakeholders were as follows:

#### Threats to the Delaware Fire Department

- *Community Growth*
- *Staying a Relevant Fire Department*
- *Applicant/Hiring Field*
- *Competing Agencies – Lack of Regional Cooperation*



## CRITICAL ISSUES AND SERVICE GAPS

After reviewing the Delaware Fire Department’s core services, the organizational strengths and weaknesses, and the opportunities and threats posed by industry and the community environment in which the agency operates, the Internal Stakeholders identified the primary critical issues that face the Delaware Fire Department. By participating in the Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis, the Delaware Fire Department was able to produce a tangible list of critical issues and service gaps that provided the foundation for the establishment of goals and objectives, in order to meet the future vision of the Delaware Fire Department.

The list below reflects the issues identified by the Internal Stakeholders that pose the greatest risk to the department’s services and organizational health. In addition, the Internal Stakeholders also identified gaps in the Delaware Fire Department’s activities that need to be filled in order to provide the levels of service it has pledged itself to fulfill.

### Critical Issues of the Delaware Fire Department

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• <i>Training</i></li><li>• <i>Hiring and Retention</i></li><li>• <i>Response Times</i></li></ul> | <ul style="list-style-type: none"><li>• <i>Communication</i></li><li>• <i>Staffing</i></li><li>• <i>Growth of City</i></li></ul> |
|---|--|

### Service Gaps of the Delaware Fire Department

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>• <i>Upgrade and Modernize Existing Facilities</i></li><li>• <i>Deployment Analysis to Identify Appropriate Location of Facilities to Meet Standard of Cover</i></li><li>• <i>Use technology to improve efficiency and effectiveness (AVL)</i></li><li>• <i>Meet all adopted international benchmarks – Training</i></li><li>• <i>Identify Marketing Strategy – Communication</i></li><li>• <i>Re-evaluate Organizational Structure</i></li><li>• <i>Explore use of Technology to improve services</i></li></ul> | <ul style="list-style-type: none"><li>• <i>Explore Consolidation of Resources through Regionalization</i></li><li>• <i>Improve Internal Communications and Interdepartmental Interaction</i></li><li>• <i>Re-evaluate and Develop New Supply System for Multiple Stations</i></li><li>• <i>Hiring &amp; Retention</i></li><li>• <i>Officer Development</i></li><li>• <i>Facilities/Tower</i></li><li>• <i>Training Staff</i></li><li>• <i>Staffing to meet service demands</i></li></ul> |
|--|--|



## GOALS AND OBJECTIVES

The Citizen-Driven Strategic Planning Process has, to this point, dealt with establishing the Mission, Vision, and Values of the Delaware Fire Department. In addition, the identification of strengths, weaknesses and needs of both the organization and customer were recognized. In order for the Delaware Fire Department to achieve the mission, realistic goals and objectives must be established. Goals and objectives are imperative to enhance strengths, to address identified weaknesses, to provide the individual members with clear direction and to address the concerns of the citizens. These goals and objectives should coincide and work to accomplish the City's overall goals and objectives.

In order to establish the goals and objectives, the Internal Stakeholders met a number of times to complete this critical phase of the planning process. As goals and objectives are

*If you don't keep score,  
you're only practicing.*

Vince Lombardi,  
American Football  
Coach and Motivator

management tools, they should be updated on an on-going basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment. With the completion of the strategic plan, the goals and objectives should now become the focus of the efforts of the Delaware Fire Department.

By following these goals and objectives carefully, the Delaware Fire Department will be directed into their desired future. These established goals and objectives should also greatly reduce the number of obstacles and distractions for the organization and its personnel.

The Internal Stakeholders set priorities for the accomplishment of specific objectives. Those objectives that carried higher priorities have been identified for completion first and those objectives with a lower priority can be accomplished later. Overall, these goals and objectives provide very specific timelines within the next two years and more general timelines beyond that period of time. The leadership of Delaware Fire Department will meet periodically to review progress toward these goals and objectives and adjust timelines and specific targets as needs and the environment change.





<b>Goal 1</b>	<b>Update the department training program to accomplish the organizational mission and vision.</b>
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<b>Objective 1A</b>	<b>Develop a training facility needs plan to support emergency operations and identify the resources needed to implement.</b>
<b>Lead Person</b>	Captain Jim Oberle
<b>Timeline</b>	January 1, 2018 to December 31, 2023
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify the training needs, resources and facilities</li> <li>• Explore availability of existing resources and facilities in region</li> <li>• Identify the estimated costs to meet the training needs, resources and facilities</li> <li>• Identify how to ensure reliability of training resources</li> <li>• Identify locations to allow access while on-duty</li> <li>• Identify a universal training facility that can be used by law enforcement</li> <li>• Develop Plan including recommendation</li> <li>• Finalize and obtain Approval of the Plan</li> <li>• Implement Plan</li> <li>• Evaluate the progress</li> </ul>

<b>Objective 1B</b>	<b>Create and implement training programs that challenge personnel and ensure excellence in minimum performance standards.</b>
<b>Lead Person</b>	Captain Jim Oberle
<b>Timeline</b>	January 1, 2018 to December 31, 2023
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify means to provide new recruit training without impact on shift operations</li> <li>• Implement the Minimum Performance Requirements</li> <li>• Develop a comprehensive training plan to meet future needs</li> <li>• Identify and meet training standards and benchmarks</li> <li>• Develop Plan including recommendation</li> <li>• Finalize and obtain Approval of the Plan</li> <li>• Implement Plan</li> <li>• Evaluate the progress</li> </ul>



<b>Objective 1C</b>	<b>Assess and implement the training needs of all Officer positions and create training programs to meet and exceed the needs.</b>
<b>Lead Person</b>	Captain Jim Oberle
<b>Timeline</b>	January 1, 2018 to December 31, 2023
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Assess the needs for all officer positions</li><li>• Identify how to meet the needs for all positions</li><li>• Develop Plan including recommendation</li><li>• Finalize and obtain Approval of the Plan</li><li>• Implement Plan</li><li>• Evaluate the progress</li></ul>



<b>Goal 2</b>	<b>Improve the hiring and retention of Fire Department personnel.</b>
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<b>Objective 2A</b>	<b>Identify means to improve the recruitment and retention of quality personnel to serve the community.</b>
<b>Lead Person</b>	Lt. Clint Archangel and Lt. Pete Gomia
<b>Timeline</b>	January 1, 2018 to December 31, 2023
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify what makes a desirable destination</li> <li>• Conduct gap analysis for Delaware Fire Department</li> <li>• Identify means to provide stability and long-term seniority in the Risk Reduction Division</li> <li>• Conduct an annual internal stakeholders survey</li> <li>• Conduct and analyze Exit interviews</li> <li>• Develop Plan including recommendation</li> <li>• Finalize and obtain Approval of the Plan</li> <li>• Implement Plan</li> <li>• Evaluate the progress</li> </ul>



<b>Goal 3</b>	<b>Improve the response times from the current baseline (70%) to our desired benchmark (90%).</b>
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<b>Objective 3A</b>	<b>Identify time periods, geographical areas and other areas that the Department is not meeting the response times and identify solutions for improvement.</b>
<b>Lead Person</b>	Data/GIS Technician
<b>Timeline</b>	January 1, 2018 to December 31, 2023
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify barriers preventing response times from being met and their solutions</li> <li>• Identify options to improve response times             <ul style="list-style-type: none"> <li>○ Implement the use of traffic pre-emption to reduce response time</li> <li>○ Use technology to improve efficiency and effectiveness</li> </ul> </li> <li>• Develop Plan including recommendation</li> <li>• Finalize and obtain Approval of the Plan</li> <li>• Implement Plan</li> <li>• Evaluate the progress</li> </ul>



<b>Goal 4</b>	<b>Improve Communication Processes/Systems</b>
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<b>Objective 4A</b>	<b>Provide pertinent and timely communication at all levels internally/externally.</b>
<b>Lead Person</b>	Capt. Alan Matteson
<b>Timeline</b>	January 1, 2018 to December 31, 2023
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify the type of information that needs to be communicated and to whom</li> <li>• Establish policies/procedures to provide/share information</li> <li>• Identify marketing plan to improve community awareness of Department</li> <li>• Develop Plan including recommendation</li> <li>• Finalize and obtain Approval of the Plan</li> <li>• Implement Plan</li> <li>• Evaluate the progress</li> </ul>



<b>Goal 5</b>	<b>Develop a staffing plan to meet the needs of the City and Fire Department based on growth.</b>
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<b>Objective 5A</b>	<b>Identify Staffing Priorities and Needs</b>
<b>Lead Person</b>	Lt. Chris Neading and Andrew Hieronimus
<b>Timeline</b>	January 1, 2018 to December 31, 2023
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assess current organizational structure to meet needs for tomorrow</li> <li>• Identify staffing needs, options and trigger marks for the Administration Division</li> <li>• Identify staffing needs, options and trigger marks for the Operations Division             <ul style="list-style-type: none"> <li>○ Considerations – Operations Assistant Chief, M303, EMS Shift Officers</li> </ul> </li> <li>• Identify staffing needs, options and trigger marks for the Risk Reduction Division             <ul style="list-style-type: none"> <li>○ Considerations – Resource sharing with PD on Fire Investigator, Officer overseeing Division, Public Educator</li> </ul> </li> <li>• Identify staffing needs, options and trigger marks for the Professional Development Division             <ul style="list-style-type: none"> <li>○ Considerations – Training Instructor, Administrative Support</li> </ul> </li> <li>• Develop Plan including recommendation</li> <li>• Finalize and obtain Approval of the Plan</li> <li>• Implement Plan</li> <li>• Evaluate the progress</li> </ul>



<b>Goal 6</b>	<b>Manage Growth of the Department with the growth of the City</b>
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<b>Objective 6A</b>	Ensure the Department is meeting the needs of the community in a productive, cost effective and cost efficient manner.
<b>Lead Person</b>	Fire Chief John L. Donahue and Data/GIS Technician
<b>Timeline</b>	January 1, 2018 to December 31, 2023
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Focus on organizational accountability with the instilment of organizational pride</li> <li>• Explore sharing of Resources through Partnerships</li> <li>• Re-evaluate and Develop New Supply System for Multiple Stations             <ul style="list-style-type: none"> <li>○ Identify means to improve storage</li> <li>○ Clean and organize the storage barn</li> </ul> </li> <li>• Develop Plan including recommendation</li> <li>• Finalize and obtain Approval of the Plan</li> <li>• Implement Plan</li> <li>• Evaluate the progress</li> </ul>



## PERFORMANCE MEASUREMENT

### “Managing For Results”

As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, “What matters is not finding the perfect indicator, but settling upon a consistent and intelligent method of assessing your output results, and then tracking your trajectory with rigor.” They must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes. It has been stated that:

*. . . successful strategic planning requires continuing review of actual accomplishments in comparison with the plan . . . periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked.*

### Why Measure Performance?

It has been said that:

- If you don’t measure the results of your plan, you can’t tell success from failure.
- If you can’t see success, you can’t reward it.
- If you can’t reward success, you’re probably rewarding failure.
- If you can’t see success, you can’t learn from it.
- If you can’t recognize failure, you can’t correct it.
- If you can demonstrate results, you can win public support.

*Reinventing Government  
David Osborn and Ted Gaebler*

In order to establish that the Delaware Fire Department Strategic Plan is achieving results, performance measurement data should be implemented and integrated as part of the plan. An integrated process, known as “Managing for Results,” is recommended, which is based upon the following:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

A “family of measures” that is typically utilized to provide indication and measure of performance include the following:





- **Inputs** – Value of resource used to produce an output.
- **Outputs** – Quantity or number of units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service, i.e., the ultimate benefit to the customer. Outcome focuses on the ultimate “why” of providing a service.

## THE SUCCESS OF THE STRATEGIC PLAN

The Delaware Fire Department approached their desire to develop and implement a Strategic Plan by asking for and receiving input from the community and members of the Department during the development stage of the planning process. The Delaware Fire Department utilized professional guidance and the Citizen-Driven Strategic Planning Process to compile this written document. The success of the Delaware Fire Department Strategic Plan will not depend solely on the implementation of the established goals and their related objectives, but also on the support received from the authority having jurisdiction, the membership of the agency and the community at-large.

*“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”*

*Good to Great and the Social Sectors*  
*Jim Collins*

The Delaware Fire Department Strategic Plan creates a platform for a wide range of beginnings. This Strategic Plan will come to life by being shared, debated, and implemented in the context of organizational realities.

The final step the Citizen-Driven Strategic Planning Process is to develop organizational and community commitment to the plan. Everyone who has a stake in the present and the future of the Delaware Fire Department also has a role and responsibility in this Strategic Plan.



## **GLOSSARY OF TERMS**

For the purposes of the Citizen-Driven Strategic Planning, the following terms have the meanings set forth below:

<b>Accreditation</b>	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
<b>Accredited</b>	The act of accrediting or the state of being accredited, especially the granting of approval to an institution or agency by an official review board or organization that has established nationally accepted standards.
<b>Advance Planning</b>	That part of the planning process where organizational leaders, in concert with the strategic planning staff, define the planning process; establish membership, roles and responsibilities for the process; clarify expectations for process outputs and outcomes; and provide the necessary resources to ensure its success.
<b>Customers</b>	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
<b>Efficiency</b>	A performance indication where inputs are measured per unit of output (or vise-versa).
<b>Environment</b>	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
<b>Input</b>	A performance indication where the value of resources are used to produce an output
<b>Key Performance Indicator</b>	Measurable factors of extreme importance to the organization in achieving the strategic goals, objectives, vision, and values that if not implemented properly would likely result in significant decrease in customer satisfaction, employee morale, and financial management.



<b>Master Planning</b>	A combination of the organization’s strategic plan and its operational plans. Master plans take the various plans and integrate them into one document. Master plans help define the anticipated future of the community’s demographics and how the community is expected to develop or change in the timeframe covered by the master plan.
<b>Mission</b>	An enduring statement of purpose, the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
<b>Outcome</b>	A performance indication where qualitative consequences are associated with a program/service, i.e., the ultimate benefit to the customer.
<b>Output</b>	A performance indication where a quality or number of units produced is identified.
<b>Performance Management</b>	Is the monitoring for improvement of performance through the ongoing process of goal setting, allocation of budget resources to priorities, and the evaluation of results against pre-established performance criteria.
<b>Performance Measure</b>	A specific measurable result for each goal and/or program that indicates achievement.
<b>Service Quality</b>	A performance indication that identifies the degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
<b>Stakeholder</b>	Any person, group, or organization that can place a claim on, or influence, the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
<b>Strategic Direction</b>	The organization's goals, objectives and strategies by which they plan to achieve its vision, mission and values.
<b>Strategic Goal</b>	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim, the final result of action. Something to accomplish in assisting the agency to move forward.
<b>Strategic Management</b>	An integrated systems approach for leading and managing in a changing world by building consensus of the leadership



group both in shared vision of the desired future and a clarified mission for the organization, and by gaining support and participation of the people in the organization to identify the specific changes that must be made, implementing them, and assessing organizational performance.

**Strategic Objective** A specific, measurable accomplishment required to realize the successful completion of a strategic goal.

**Strategic Plan** A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provide the framework for more detailed annual and operational plans.

**Strategic Planning** The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.

**Strategy** A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.

**Support** As used in the objectives and strategies outlined in this plan, support may include, but is not limited to: information, facilitation, coordination, technical assistance or financial assistance.

**Vision** An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.



## **ACRONYMS AND ABBREVIATIONS**

<b>CFAI</b>	Commission on Fire Accreditation International
<b>CPSE</b>	Center for Public Safety Excellence, Inc.
<b>EMS</b>	Emergency Medical Services
<b>ERF</b>	Effective Response Force
<b>GIS</b>	Geographic Information Systems
<b>NFPA</b>	National Fire Protection Association
<b>NIMS</b>	National Incident Management System
<b>SOG</b>	Standard Operating Guidelines
<b>SOP</b>	Standard Operating Procedure

