

2021 Self Assessment Manual  
CPSE 9<sup>th</sup> Edition



Fire Department



Mayor – Carolyn K. Riggle

Vice Mayor – Kent Shafer

First Ward Councilman – Chris Jones

Second Ward Councilman – Lisa Keller

Third Ward Councilman – Cory Huffman

Fourth Ward Councilman – Drew Farrell

Councilman At-Large – George Hellinger

City Manager – R. Thomas Homan



John L. Donahue, Fire Chief

John Hall, Captain of Administration

Jim Oberle, Captain of Professional Development

Alan Matteson, Captain of EMS/Quality Assurance

Dan Lobdell, Captain Unit #1

Jeremie Barr, Captain Unit #2

Tim Pyle, Captain Unit #3

Jennifer Klemanski, Administrative Assistant

Doug Kroon Van Diest, Data/GIS Technician



## **Category I: Governance and Administration**

For purposes of this Category, Governance is defined as the recognition of the authority that allows an organization or agency to legally form and operate. In fulfilling this responsibility, the legal entity that oversees this formation process reflects the public interest, protects the agency from undesirable external interference, determines basic policies for providing services, and interprets the agency's activities to its constituency. Administration is defined as the activities that carry out the implementation of the policies established by the authority having jurisdiction. In fulfilling this responsibility, the agency or organization carries out the day-to-day operations.

The legal entity and governing authority define the duties and responsibilities of the agency in an official policy statement. An organization's charter or local or state/province general statutes likely contain an agency's official policy statement.

The chief executive or chief fire officer should provide staff leadership in developing policy proposals for the legal civil authority having jurisdiction so those officials can take action to implement public policy based upon knowledgeable input from public safety leadership. Keeping an elected governing board and/or high-ranking individual informed on all matters affecting the agency and delivery of emergency services is the primary responsibility of agency leadership.

It must be recognized that other organizations participate in the governance of the agency, such as the state/provincial and federal governments through legislation, regulations, and funding procedures, and other organizations through associations and bargaining units. The governing board coordinates all of these diverse interests to set the direction of the agency.

The agency administration exercises responsibility for the quality of the agency through an organized system of planning, staffing, directing, coordinating, and evaluating. The agency administration is entrusted with the assets and is charged to uphold its mission and programs, to ensure compliance with laws and regulations, and to provide stability and continuity.

For many volunteer fire service organizations, the governing board is within the municipal or county government and is the executive/legislative body for municipal or county governance, some elected directly by the public, such as special districts. In the absence of a municipally appointed fire chief or chief executive officer, for purposes of accreditation, the duly elected or appointed volunteer fire chief shall be the individual responsible for the criteria and performance indicators.

In many city or county municipal organizations, a separation of powers exists that give the governing body legislative responsibility while giving administrative responsibility to a strong mayor or city manager. The chief fire officer/chief executive officer in such organizations generally reports directly to the mayor, manager, or designee. It is vital that the leadership of every agency understand who actually sets policy for the government structure they are working in and their role in implementing that policy.

## **Criterion 1A: Governing Body**

The governing body and/or agency manager is legally established to provide general policies to guide the agency, approved programs and services, and appropriated financial resources.

### **Summary:**

The City of Delaware governing board and/or agency manager has been legally established to provide general policies to guide the agency, approved programs and services, and appropriated financial resources. The City of Delaware receives its authority to operate as a city through the Ohio Revised Code 701.05. The original City Charter was ratified on November 6, 1951 and has been revised through the process identified within the Charter. The most recent changes were ratified and approved during the November 2016 election.

The charter states, “The municipal government provided by this Charter shall be known as the "council-manager government," the representative branch of which shall consist of a City Council elected by the voters of the City, and shall possess the legislative and executive powers specified in this Charter. The chief executive and administrative officer of the City shall be the City Manager, who shall be chosen by the City Council.” It further states, “The City of Delaware shall have all powers of local self-government which now are or which hereafter may be granted by the Constitution or laws of the State of Ohio, either expressly or by implication, as fully as though every such power were expressly stated herein. The statement of or reference to particular powers by this Charter shall not be construed to be exclusive.”

The Charter also states “All powers of local self-government which the City of Delaware exercises by virtue of the provisions of the Constitution of Ohio or of this Charter, or of statutes under which it is competent for the City by this Charter to regulate the manner of exercise, shall be exercised in the manner prescribed by this Charter, and, to the extent that this Charter does not specifically prescribe, in such manner as shall be prescribed by ordinance or resolution; and when not prescribed by this Charter or by ordinance or resolution, then in such manner as may now or hereafter be provided by the general laws of Ohio”.

**CC 1A.1 The agency is legally established.**

**Description**

The Delaware Fire Department (DFD) is legally established under the State of Ohio laws and the City of Delaware Charter. The City receives its authority to operate through Ohio Revised Code (ORC) 701.05 (Authority of Municipal Corporations). DFD receives its authority to operate through the City under ORC 737.08 (Composition and control of city fire department) which identifies the makeup and authority of municipal fire departments. ORC 737.21 (Municipal fire regulations, department, companies and rescue units) further provides municipalities the authority to guard against the occurrence of fires through the establishment of a fire department. City of Delaware Charter, Article X, #65 requires the City to “maintain a fire force...” in accordance with the provisions of Section 121 of this Charter.

**Appraisal**

The department has been legally established and organized. It has been providing services to the City of Delaware since 1831.

**Plan**

DFD will continue to work with the City Manager’s Office and Legal Department to examine federal, state, and local laws to ensure conformity to them to maintain its legal establishment.

**References**

- R-0001: Ohio Revised Code – 701.05 Authority of Municipal Corporations
- R-0002: Ohio Revised Code – 737.08 Composition and control of city fire department
- R-0003: Ohio Revised Code – 737.21 Municipal fire regulations
- R-0004: City of Delaware Charter, Article X, #65
- R-0005: City of Delaware Charter, Article XII, #121
- R-0006: Delaware Fire Department History Book (2020 Edition), Pg. 5

**CC 1A.2 The agency complies with legal requirements of local, state/provincial, and federal governments (i.e. inspection reports, regulatory references, meeting minutes, and legal opinions).**

**Description**

DFD complies with the legal requirements established by local, state and federal governments. The City Attorney works with DFD to provide information, opinions and guidance on the implementation of laws, codes, regulations and contracts established by the Federal, State and City governments. The City Attorney receives their authority through City of Delaware Charter, Article IX, #55. The City's Department of Administrative Services (DAS) is responsible for all aspects of human resources, including recruitment, compensation, development, compliance and health and safety services. DAS is the direct responsibility of the City Manager. The department also continually strives to keep abreast of all mandates through these City Departments and through the Ohio Fire Chief's Association Legislative Committee. The Ohio Administrative Code 1301:7-7-01 known as the Ohio Fire Code provides additional legal requirements and authority for Fire Departments. City of Delaware Charter, Article X, #65 gives the Fire Chief of the department exclusive control of the employees constituting the fire force.

**Appraisal**

DFD has exhibited legal compliance with local, state, and federal governments by utilizing input from the City Attorney, DAS, City Manager, and the Ohio Fire Chief's Association Legislative Committee. Legal contracts and opinions referred to by the department are answered in a timely manner.

**Plan**

Federal, state and local statutes will continue to be monitored for any changes that will impact the department. Any necessary changes for compliance will be instituted. Legal

opinions will be requested when needed. The Department will continue to enforce all codes, ordinances and regulations as required.

**References**

R-0004: City of Delaware Charter, Article X, #65

R-0007: City of Delaware Charter, Article IX, #55

R-0008: OFCA Legislative Highlights, (10/23/2020)

R-0009: OAC-1301:7-7:01, Ohio Fire Code, Scope and Administration



1A.3 The agency has a methodology to monitor and track applicable local, state/provincial, and federal requirement changes.

**Description**

DFD has a process in place to monitor and track applicable local, state and federal changes. The Department monitors proposed changes through various legislative updates provided through membership associations including the ICMA SmartBriefs and the OFCA Legislative updates. DFD receives direct notifications from Ohio Department of Public Safety, Division of EMS and Emergency Management Association of Ohio about specific legislative changes proposed. DFD also receives information on pending changes from the City’s Legal Department.

**Appraisal**

DFD has been monitoring and tracking all requirement changes through local, state, and federal governments by utilizing input from membership associations such as ICMA Smart Briefs and OFCA Legislative Updates. The City’s Legal Department has also monitored and provided direction for needed changes resulting from state and federal governments.

**Plan**

DFD will continue to use the established methodology to monitor the impact on the department from changes in Federal, State and local laws. Any necessary changes in DFDs methodology to remain in compliance will be instituted.

**References**

- R-0008: OFCA Legislative Highlights, (10/23/2020)
- R-0010: ICMA SmartBrief (09/30/2020)
- R-0011: OEMS-OAC 4765-4 Update
- R-0012: EMAO – HB 62 email (03/28/2019)

1A.4 The governing body of the agency periodically reviews and approves services and programs.

### **Description**

The City of Delaware operates under a Council/Manager form of government with the City Manager serving as the chief executive and administrative officer of the city (City of Delaware Charter, Article I, #2). City Council is the entity that enacts the laws, establishes official policy, establishes legislative oversight and approves the annual budget. The City Manager is required annually (City of Delaware Charter, Article XVI, #76) to submit a budget that defines cost projections and programs for the next fiscal year which is based on a calendar year. The City Manager's budget is developed through a process that requires the Fire Chief to prepare and submit a proposed budget with justifications for the proposed line item revenue/ expenses, as well as the programs that are provided (City of Delaware, 2021 Budget). The annual budget includes the services and programs provided including an annual performance appraisal. Annually the Fire Chief presents the services and programs to City Council through the budget hearings (City Council Agenda, 11/02/2020). The budget is then reviewed and approved by City Council.

### **Appraisal**

Annually as part of the budget process, the Fire Chief, City Manager and City Council have reviewed the department's program, services, and progress as part of the Department's Strategic Plan. In November/December of each year, the Fire Chief presented the proposed year's annual budget, programs and services, which are approved by City Council.

### **Plan**

DFD will continue to periodically review the services and programs provided to the city. The Fire Chief will annually review and present to the City Manager and City Council the services and programs provided including an annual performance appraisal.

### **References**

R-0013: City of Delaware Charter, Article I, #2

R-0014: City of Delaware Charter, Article XVI, #76

R-0015: City of Delaware, 2021 Budget (pg 57 & 58)

R-0016: Delaware Fire Department Strategic Plan (2018-2023)

R-0017: City Council Agenda (12/3/2018)

1A.5 The method used to select the agency's chief fire officer/chief executive officer includes evaluation of candidate qualifications and credentials.

### **Description**

The hiring of the Delaware Fire Chief includes an evaluation of candidate qualifications and credentials (Civil Service Minutes–2005). The qualifications for the Fire Chief position are part of the position description. The hiring process is overseen by the City's Civil Service Commission (City of Delaware Charter, Article XX-#101) which approves the process (City of Delaware Fire Chief Hiring Process). The approved hiring process is then managed by the City's Department of Administrative Services. The final hiring decision is made by the City Manager.

### **Appraisal**

The Fire Chief has served in the position for the past 15 years and met the requirements for the position at the time. The current selection process for the city's upper level management team has defined the qualifications and the position. This process has afforded the City Manager the ability to fill the position with a qualified candidate that meets the requirements for the position.

### **Plan**

The City of Delaware will continue to use the Fire Chief selection process based on qualifications and credentials. The process will be evaluated for needed changes prior to the hiring of the next Fire Chief.

### **References**

R-0018: City of Delaware Charter, Article XX, #101

R-0019: Fire Chief Position Description

R-0020: City of Delaware Fire Chief Hiring Process

R-0021: Civil Service Commission Minutes, 2005

1A.6 The role and composition of various policy making, planning, and special purpose bodies are defined by the governing body in an organization chart.

**Description**

The role and composition of various governmental agencies and departments are defined by City Council in an organization chart. The City of Delaware operates under a City Charter that defines the roles and responsibilities of various governmental agencies and Departments. Article II of the City Charter defines the Intergovernmental Committees and contracts. Annually through the budget process, the organizational charts of the City and its Departments are approved by City Council. The organizational chart illustrates and defines the role of each department as they are represented in the government system.

**Appraisal**

The annual adoption of the organizational charts has been established and maintained. The organizational charts have provided a clear line of authority. The organizational charts and City Charter have provided a clear and focused instrument defining the city’s organizational responsibilities.

**Plan**

The City of Delaware will continue to update and maintain the organizational charts of the various departments and their responsibility as it relates to policy making and planning.

**References**

- R-0015: City of Delaware, 2021 Budget
- R-0022: City of Delaware Charter, Article II
- R-0023: City of Delaware Organizational Chart
- R-0024: Delaware Fire Department Organizational Chart

1A.7 The governing body or designated authority approves the organizational structure that carries out the agency's mission.

**Description**

City Council annually approves the organizational structure as part of the budget process. Within the budget are the Department's mission statements, strategic goals, services provided, financial revenue and expenditures based on programs, services and various performance metrics. The budget also includes the authorized staffing levels with a corresponding organizational chart.

**Appraisal**

City Council has approved the department's current organizational structure. Annually the Fire Chief has presented to the City Manager a proposed budget. The City Manager in turn then reviews and recommends a budget to City Council that includes the organizational structure and staffing levels. As part of the final adoption process, the Fire Chief annually presents the organizational structure and staffing levels for approval to City Council as part of the budget hearings.

**Plan**

The Fire Chief will continue to manage and evaluate the department's organizational structure for its effectiveness and approval. Annually, through the budget process, the Fire Chief will continue to submit to the City Manager and City Council a copy of the organizational structure and staffing levels.

**References**

R-0015: City of Delaware, 2021 Budget

R-0017: City Council Agenda (12/3/2018)

1A.8 The governing body has policies to preclude individual participation of governing board members and staff in actions involving possible conflict of interest.

**Description**

The City of Delaware and the State of Ohio have policies and laws that preclude individual participation of governing board members and staff in actions involving possible conflict of interest. ORC 102.01 Public Officers – Ethics establishes the requirements statewide for public employees including any person who is elected or appointed to an office or is an employee of any public agency. The City of Delaware has further established additional rules and regulations concerning the potential conflict of interests in the City of Delaware Employment Handbook. The Fire Department, Department of Administrative Services and Legal Department can investigate deviations in the policy.

**Appraisal**

DFD has followed the ORC and its Employee Handbook policy that addresses possible conflicts of interest. The policy has clearly explained exact guidelines to assist employees in understanding and following the policy.

**Plan**

The City and Fire Department will continue its strict compliance with the ethics policy precluding conflicts of interest as set forth by the governing body and take appropriate action should violations occur.

**References**

R-0025: City of Delaware Employment Handbook (pg. 32 and 35)

R-0026: Ohio Revised Code – 102.01 Public Officers - Ethics

1A.9 A communication process is in place between the governing body and the administrative structure of the agency.

### **Description**

A communication process is in place between the Fire Chief/Fire Department, the City Manager and other city departments. The Fire Chief is scheduled on a monthly basis to meet with the City Manager to discuss City and Department business. The Fire Chief attends and presents updates at the bi-monthly City Staff Meeting. The Fire Chief also presents information to City Council for review and adoption at City Council Meetings as needed, including the annual budget hearings. Periodic reports are presented to the City Manager and City Council about the Fire Department including a monthly and annual report.

### **Appraisal**

The communication process that has been in place between the Fire Chief/Fire Department, the City Manager and other city departments has been effective. The communication process has ensured that the Fire Department and City business was known and communicated.

### **Plan**

The department will continue to communicate with the City Manager, other city Departments and City Council through the City Manager's Office. Through these meetings, any new means of needed communication will be reviewed and discussed.

### **References**

- R-0017: City Council Agenda (12/3/2018)
- R-0027: Monthly Meeting Schedule with the City Manager
- R-0028: City Staff Meeting Minutes (10/27/2020)
- R-0029: DFD Monthly Report (September 2020)
- R-0030: DFD Annual Report (2019)



1A.10 The governing body publishes a mission statement.

**Description**

DFD’s mission statement is “Protection through preparedness and response, delivered by the highest trained professionals.” This statement is published, and widely distributed including being publicly displayed at each fire station. The statement is also published on the Fire Department’s website, within the department’s strategic plan, the Community Risk Assessment and Standard of Cover and the annual City budget.

**Appraisal**

The department’s mission statement has been established and published by the Delaware Fire Department. This mission statement has been widely available to the public, city officials and to fire department personnel to ensure transparency on why the department exists.

**Plan**

DFD will continue to publish the department’s mission statement in various documents and post at their fire stations. The department will continue to review and update the mission statement as needed as part of the strategic planning process.

**References**

- R-0015: City of Delaware 2019 Budget
- R-0016: Delaware Fire Department Strategic Plan (2018-2023)
- R-0030: DFD Annual Report (2019)
- R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)
- R-0032: DFD Website

## **Criterion 1B: Agency Administration**

The organizational structure aligns with or supports the agency's mission, purposes, goals, strategies, and objectives.

### **Summary:**

The Delaware Fire Department has an established organizational structure and environment for achieving the agency's mission, purposes, goals, strategies and objectives. DFD re-established its mission and vision statement, organizational values, strategic goals and objectives and developed an organizational pledge utilizing the internal and external stakeholders of our community as depicted in the 2018-2022 Strategic Plan. On an annual basis as part of the budget process, a Business Plan is written that focuses on the annual goals and objectives that support the organizational strategic goals.

DFD in accordance with the organizational chart has an administrative structure of officers and firefighters with written job descriptions. The officers' job description includes a statement that they are "Responsible for delivering and upholding the mission, vision and organizational values of the Department with the highest ethical and moral standards."

The Fire Department's on-duty management staff meets daily during shift change to review the daily, weekly, monthly and quarterly work plan and provide additional needed communication. The Captain's and Chief meet on a monthly basis to review and provide updates on goals and objectives. On a quarterly basis, all DFD Officers meet to receive updates and communicate organizational needs and direction. The Fire Chief also holds periodic meetings with individuals to coordinate and review regarding their responsibilities, strategies, and goals and objectives.

### **Performance Indicators:**

**CC 1B.1 The administrative structure reflects the agency’s mission, goals, objectives, size, and complexity.**

**Description**

DFD has an administrative structure that reflects the department’s mission and vision statements and its goals and objectives. DFD is comprised of four (4) divisions that include the Administration and Support Division, Operations Division, Professional Development Division and Risk Reduction Division as identified in its Standard Operating Policy (1.1.1 Establishment of Fire Department). Department Officers as identified in DFD’s Organizational Chart oversee these divisions. These Divisions are reviewed annually as part of the budget process concerning direction, funding, personnel, resources and goals and objectives. The budget is presented to the City Manager and to City Council for adoption and funding. As part of the budget, DFD develops an annual Business Plan that focuses on the annual goals and objectives that support the strategic goals.

**Appraisal**

DFD’s administrative structure has adequately reflected the departments, mission, vision, goals and objectives. The administrative structure was well suited for the complexity of the department and has been expanded over the past several years due to the growth in the community. This has included the establishment of the Lieutenant and Assistant Fire Chief positions. The Department has also added the Administrative Captain, Lieutenant in charge of Risk Reduction, and a GIS analyst, which has allowed for greater productivity.

**Plan**

The department will continue to monitor its administrative structure and make necessary changes to remain effective. The annual review of the department’s mission, response review, and the department's goals and objectives will continue to be used in determining needed changes.

**References**

- R-0015: City of Delaware, 2021 Budget
- R-0016: Delaware Fire Department Strategic Plan (2018-2023)
- R-0024: Delaware Fire Department Organizational Char

R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)

R-0033: DFD SOP #1.1.1

R-0034: DFD Business Plan (2020)

1B.2 Financial, equipment, and personnel resource allocation reflects the agency's mission, goals, and objectives.

**Description**

DFD's financial resources, equipment resources, and personnel resources reflect the Department's mission, goals, and objectives and are depicted in the Strategic Plan. These resources are reviewed and implemented as part of the City Council budget adoption. The Community Risk Assessment and Standard of Cover has also identified the strategic locations of fire stations, apparatus and personnel to pursue the total response time benchmarks. Long-term capital funding is developed as part of the City's 5-year Capital Improvement Plan that is adopted by City Council annually.

**Appraisal**

DFD has effectively requested funding and resources that have been approved by City Council for the necessary equipment and staffing needed to accomplish its mission and objectives. In 2019 the department responded to 6,359 incidents. Meeting the target response time benchmarks of 90% of the time was challenging. Over the past 5 years, the department has added two fire stations and increased minimum daily staffing from 12 to 15. The department added a second Service Coordinator in 2017 with the goal of reducing frequent user call volume by linking clients with needed resources for all ages.

**Plan**

The department will continue to review and pursue the need and allocation of additional resources as necessary to accomplish the stated mission, goals and objectives through the budget process.

**References**

R-0015: City of Delaware, 2021 Budget

R-0016: Delaware Fire Department Strategic Plan (2018-2023)

R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)

R-0035: City of Delaware 5-Year CIP (2021-2025)

1B.3 Personnel functions, roles, and responsibilities are defined in writing and a current organization chart exists that includes the agency's relationship to the governing body.

**Description**

DFD personnel functions, roles, and responsibilities are defined in writing and a current organization chart exists. The City and DFD organizational charts are reviewed annually and adopted by City Council as part of the budget process. These organizational charts establish the lines of control and communication. The job descriptions detail the nature of work, essential functions, skills, knowledge, abilities and qualifications.

**Appraisal**

DFD has established personnel functions, roles, and responsibilities that are defined in writing and a current organization chart exists. DFD has job descriptions for staff positions, an organizational chart, and staff assignments to organize and accomplish Fire Department tasks. The job description for the Fire Chief has not been updated since 2006.

**Plan**

DFD will continue to provide personnel functions, roles, and responsibilities that are defined in writing. The Fire Department will also continue to maintain a current organization chart and job description. DFD will work with the Department of Administrative Services to update the Fire Chief Job Description.

**References**

- R-0015: City of Delaware, 2021 Budget
- R-0019: Fire Chief Position Description
- R-0023: City of Delaware Organizational Chart
- R-0024: Delaware Fire Department Organizational Chart
- R-0036: City of Delaware Fire Job Descriptions

## **Category II: Assessment and Planning**

Assessment and planning are defined as the processes used to identify the community's fire protection and other emergency service needs to identify potential goals and objectives. All agencies should have a basic source of data and information to logically and rationally define the organization's mission. Assessment and planning is critical to the establishment of service level objectives, standards of cover, and ultimately, the quality of program outcomes.

The overall purpose of using these processes is to establish a long-range general strategy for the operation of the system.

## **Criterion 2A: Documentation of Area Characteristics**

The agency collects and analyzes data specific to the distinct characteristics of its legally defined service area(s) and applies the findings to organizational services and services development.

### **Summary:**

The Delaware Fire Department (DFD) protects the City of Delaware within its jurisdictional boundaries and as modified through City Ordinances. Geographical boundaries are well established, and maps are produced and displayed for planning and response purposes. The department has further divided the City of Delaware into fire demand zones for planning and analysis.

DFD collects information and data based on the City as a whole, fire station coverage area and planning zones. The data analyzed includes response information, occupancy type and risk level, fire protection features, fire loss and saved information, and casualty information.

The information is collected and analyzed through the fire and EMS record management systems, Geographical Information System (GIS), National Fire Operations Reporting System (NFORS) and through generated reports. The collected information is reviewed at least on an annual basis. Some of the information collected, is published through monthly and annual reports and as part of the Community Risk Assessment and Standard of Cover.



## **Performance Indicators:**

2A.1 Service area boundaries for the agency are identified, documented, and legally adopted by the authority having jurisdiction.

### **Description**

DFD is a department within the City of Delaware and as such provides an all-hazards response within the City limits. The City of Delaware jurisdictional limits are adopted as part of Article 1, Section 1 of the City of Delaware Codified Ordinance. The City is approximately 19.9 square miles. Modifications to the City's jurisdictional boundaries, known as annexations, are approved through ordinance by the City of Delaware City Council. Once the annexation is approved by City Council it is sent to the Delaware County Auditor who records and documents all legal descriptions of properties within Delaware County and maintains the countywide Geographic Information Systems (GIS). The Delaware County Auditors GIS is used by the Delaware County 9-1-1 system to identify the proper governmental jurisdiction for response purposes.

### **Appraisal**

The City of Delaware's current jurisdictional boundaries are legally established and have been well documented and followed. The current data and GIS are effective and provide DFD, the City and Delaware County 9-1-1 accurate information on jurisdictional areas.

### **Plan**

The City and DFD will continue to update and revise its jurisdictional boundaries as needed, through the established approval process.

### **References**

R-0060: City of Delaware Charter, Article 1, Section 1

R-0061: Annexation Ordinance – Wilgus Property

R-0062: Delaware County Auditor – Wilgus Property Annexation

2A.2 Boundaries for other service responsibility areas, such as automatic aid, mutual aid, and contract areas, are identified, documented, and appropriately approved by the authority having jurisdiction.

### **Description**

DFD provides mutual aid and automatic mutual aid with neighboring jurisdictions based on the City of Delaware Codified Ordinance 139.10. Delaware County Fire Chiefs meet periodically to identify means to improve response coverage areas. Mutually agreed upon coverage areas are updated by the jurisdictional Fire Chief and based on the County GIS and the Delaware County 9-1-1 Computer Aided Dispatch System run cards. These agreements are verbal in nature. When an incident occurs, the CAD system determines the geographic location and based on the incident type, identifies the resources that are to be deployed regardless of jurisdictional lines. DFD provides and receives automatic mutual aid and mutual aid throughout Delaware County.

### **Appraisal**

DFD methods for identifying and documenting service responsibility areas has functioned adequately. DFD has made efforts with some neighboring jurisdictions offering to assist in providing closest unit response; however, the responsible jurisdiction has not been interested. Delaware County 9-1-1 has been able to accurately map the areas represented in the response areas and provide those maps to the Department.

### **Plan**

DFD will continue to seek agreements that improve coverages based on the legal authority. DFD will continue to update the GIS data regarding the coverage areas.

### **References**

R-0031D: DFD Community Risk Reduction and Standard of Cover, Appendix D

R-0063: COD Codified Ordinance 139.10

R-0064: DFD Incident Reports AMA and Mutual Aid

R-0065: DelCo Run Card Maps

**CC 2A.3 The agency has a documented and adopted methodology for organizing the response area(s) into geographical planning zones.**

**Description**

DFD has adopted and documented a methodology for organizing our response areas based on the four (4) four station zones in our City. Each station has a primary first response district based on geographical proximity to that station. The primary coverage area for each station is then broken down further to ensure the next closest stations response, if needed. These response districts have been revised twice over the past 7 years due to the addition of two (2) new fire stations within the City.

**Appraisal**

The response districts have been created manually on paper and then drawn into the DelCo Auditor GIS map. This has generally served the department well as depicted in DFDs response times indicated in the Community Risk Reduction Standard of Cover (SOC). Modifications have been made to these districts based on new stations being built, annexations, and response time analysis.

**Plan**

DFD will continue to annually review and update the response areas as needed. DFD's Data/GIS Technician will be conducting analysis, utilizing GIS to recreate the response districts based on response times. This is expected to modify the response areas and increase the amount of response districts. This project is expected to be conducted in 2020.

**References**

- R-0031: DFD Community Risk Reduction and Standard of Cover
- R-0031D: DFD Community Risk Reduction and Standard of Cover, Appendix D
- R-0065: DelCo Run Card Maps

**CC 2A.4 The agency assesses the community by planning zone and considers the population density within planning zones and population areas, as applicable, for the purpose of developing total response time standards.**

**Description**

DFD assesses the City of Delaware based on planning zones that include various data such as, geographic areas, risk assessment, type of responses, response times and population. The planning zones were originally created by the Police Department over 25 years ago. Since that time, DFD has identified and analyzed 101 planning zones within the City that are detailed in the SOC. DFD uses the U.S. Census Bureau population demographics as well as the City of Delaware planning information. The majority of the City of Delaware is considered an urban population density with over 2,000 citizens per square mile. There are undeveloped areas within the City that are currently being developed that are considered Rural.

**Appraisal**

The community assessment based on risks, population density and others has been beneficial for the department. DFD has analyzed the city with regard to population density utilizing GIS and U.S. Census Bureau population data. DFD has been able to determine response performance expectations, established an effective response force, and has maintained an effective concentration and distribution of resources based on an urban response.

**Plan**

DFD will continue to use planning zones for future data analysis. As part of the 2020 update, the planning and response districts will become one of the same and additional data will be analyze.

**References**

R-0031: DFD Community Risk Reduction and Standard of Cover

R-0031D: DFD Community Risk Reduction and Standard of Cover, Appendix D

2A.5 Data that includes property, life, injury, environmental, and other associated losses, as well as the human and physical assets preserved and or saved, are recorded for a minimum of three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.

### **Description**

DFD utilizes Zoll Fire Record Management System (RMS) as its primary data collection system. The RMS collects data that includes, but is not limited to, property value and loss, life, injury, and environmental losses as well as assets saved. In addition to incident reporting, this system contains data including fire inspections, vehicle and equipment repair, daily work reports, fire hydrants, and personnel records. Data is routinely used to evaluate the department's performance against established baselines and is used to compile the Annual Report. The current system is capable of exporting data in various formats which allows for data analysis and provides a central repository for information. DFD began using National Fire Operations Reporting System (NFORS) in mid-2019 to begin further data analysis. DFD also uploads data to the State Fire Marshal's Office on a monthly basis.

### **Appraisal**

DFD has been recording data in the RMS since 2009 and the incident reporting system is compliant with both National Fire Information Reporting System (NFIRS) and Ohio Fire Information Reporting System (OFIRS). The RMS has been a stable platform to operate and maintain; however, we have received word that Zoll is not going to continue this platform. DFD has entered into a contract to begin use of ImageTrend in 2021.

### **Plan**

DFD will continue to collect and analyze data based on the NFIRS and OFIRS requirements. DFD will continue to publish an annual report from the data collected and compare this to local and national trends.

### **References**

- R-0030: DFD Annual Report (2019)
- R-0067: DFD Annual Report (2018)
- R-0068: DFD Annual Report (2017)

2A.6 The agency utilizes its adopted planning zone methodology to identify response area characteristics such as population, transportation systems, area land use, topography, geography, geology, physiography, climate, hazards and risks, and service provision capability demands.

### **Description**

DFD identifies and utilizes the response characteristics for the 101 different planning zones. Within our Standard of Cover (SOC), these are referred to as Fire District/Grid. The Fire District/Grid section in the SOC provides a map and data sheet of assorted information on the specific zone. The data sheet includes information about the property uses, color-coded risk assessment for each building, transportation routes, and fire hydrant flow capabilities. The planning zone detail sheet provides additional information including the overall risk the zone poses, response analysis for the past 5-years, highest fire flow requirements, a list of the ultra-high risk occupancies, worst case fire and non-fire scenarios, and any special hazards that exist.

### **Appraisal**

The planning zone methodology has provided the department with data and maps for the planning process and training. Annually, the crews assess the information of each planning zone to maintain situational awareness as well as identify any changes to the zone.

### **Plan**

DFD will continue to monitor features of the planning zones for changes that can affect emergency service demands. DFD will work on streamlining the number of districts as part of the next SOC update.

### **References**

- R0031G: DFD Community Risk Assessment and Standard of Cover (2019-2024) (Fire Districts and Grids Analysis)
- R-0069: DFD 2019 - SOC Review (Shift)
- R-0070: DFD 2018 Planning Zone Assessment (BUS039)

2A.7 Significant socio-economic and demographic characteristics for the response area are identified, such as key employment types and centers, assessed values, blighted areas, and population earning characteristics.

**Description**

DFD has evaluated significant socio-economic factors such as key employment types and centers, assessed values, blighted areas, and population earning characteristics. These factors are part of the Community Risk Reduction and Standard of Cover. Additional factors identified include our City’s age, sex, median household income, education level, median home value and unemployment rates for the City.

**Appraisal**

The data and factors reviewed are aging information. Much of the information was compiled from the 2010 US Census. DFD received some updated data from the City Planning and Community Development Department and the Regional Planning Agency. DFD recently has acquired the use of NFORS that will allow further analysis of this data. DFD has used this information to distribute smoke detectors and fire safety information to reduce fires and ensure working smoke detectors exist.

**Plan**

DFD will continue to use data and socio-economic and demographic information as the method of identifying community risks and hazards. With the 2020 US Census, new updated data will be made available. This, combined with the analytical tools, will allow DFD to increase its risk awareness and work to minimize these risks.

**References**

R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)

2A.8 The agency identifies and documents all safety and remediation programs, such as fire prevention, public education, injury prevention, public health, and other similar programs, currently active within the response area.

**Description**

DFD identifies and documents all safety and remediation programs. These programs include public education events, fire inspection and code enforcement, community development plan reviews, community CPR, fire extinguisher training and smoke detector programs. The Department also utilizes social workers to assist in identifying needs of our community and linking resources to those needs. Activities on these programs are reviewed as part of the monthly and annual reports. DFD also utilizes Twitter to provide safety educational information.

**Appraisal**

The DFD monthly report provides information on the public relations and education programs. The Department reaches over 40,000 people annually. In 2014 the Department implemented a Service Coordinator program that has provided resources to the elderly. In 2017, this program was expanded to all ages within the City of Delaware. The department has used social media to keep the public informed and educated.

**Plan**

DFD will continue to identify and document its safety and remediation programs. Additionally, DFD will look at means to expand existing programs and work to identify critical needs within the community and resources to address those needs.

**References**

- R-0029: DFD Monthly Report (September 2020)
- R-0030: DFD Annual Report (2019)
- R-0071: DFD Report on Risk Reduction Activities (2019)
- R-0072: DFD Social Media Report (2019)



2A.9 The agency identifies critical infrastructure within the planning zones.

### **Description**

DFD identifies all critical infrastructure within the City of Delaware and the planning zones. The critical infrastructures are analyzed within the Standard of Cover which includes descriptions and maps. These structures are assessed utilizing Appendix A (Risk Assessment Guide) of the Standard of Cover. All buildings are evaluated using the Community Risk Assessment Value (CRAV). The CRAV then determines the building's risk; Low, Medium, High, and Ultra-High. In addition to the building assessment, DFD has assessed the risk of all utilities, and identified all transportation routes.

### **Appraisal**

The infrastructure maps and the CRAV tools have provided critical information for determining the risk within the City and planning zone. With over 12,000 different buildings, 93.25% are low risk, 4.72% are medium risk and 2.03% are High and Ultra-High Risks. Annually, DFD personnel review all the planning zones for situational awareness and to identify any changes that have occurred.

### **Plan**

DFD will continue to review the risk within the City and the individual planning zones on an annual basis. With the expected transition to a new record management system, an annual reassessment will be included as part of the fire inspections.

### **References**

- R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)
- R-0031C: DFD Community Risk Assessment and Standard of Cover (2019-2024) High & Ultra High Risk
- R-0031G: DFD Community Risk Assessment and Standard of Cover (2019-2024) Fire Districts and Grid Analysis
- R-0069: DFD 2019 - SOC Review (Shift)
- R-0070: DFD 2018 Planning Zone Assessment (BUS039)

## **Criterion 2B: All-Hazard Risk Assessment and Response Strategies**

The agency identifies and assesses the nature and magnitude of all hazards and risks within its jurisdiction. Risk categorization and deployment impact considers such factors as cultural, economic, historical, and environmental values, and operational characteristics.

### **Summary:**

DFD has identified and assessed the nature and magnitude of all hazards and risks within the city. The Department has evaluated each risk type based on the probability, resources needed and the consequences of an incident. The assessment also considered such factors as cultural, economic, historical, and environmental values, and operational characteristics.

The city has been divided into 101 geographical planning zones. The assessment based on the use of smaller planning zones allows DFD to conduct analysis using more manageable sections of the city. All properties have been assessed and categorized to determine the risk to the community, based upon occupancy, fire flow, fire protection, construction type, number of floors, square footage, occupant load, occupant mobility, and economic impact.

Appendix A of the Community Risk Reduction and Standard of Cover provides a guide for how DFD applies the risk assessment for all hazards. The risk assessment is a foundation for the 2019-2023 Community Risk Reduction and Standard of Cover.

**Performance Indicators:**

**CC 2B.1 The agency has a documented and adopted methodology for identifying, assessing, categorizing, and classifying risks throughout the community or area of responsibility.**

**Description**

DFD has a documented and adopted methodology for identifying, assessing, categorizing and classifying risks throughout the city. The method used for the risk assessment is based on Appendix A of the Community Risk Reduction and Standard of Cover. The assessment allows for the risk determination for all hazards. The criteria for the risk assessment include probability, resources needed and consequences of an incident. The risks of incidents are further evaluated based on the 101 planning zones.

**Appraisal**

DFD’s methodology has been effective in providing the information required for data-driven decision-making, allowing DFD to adequately manage the mitigation of risks. The operational personnel have conducted a review of the planning zones and provided updates annually.

**Plan**

DFD will continue to review the risk assessment model on an annual basis and adjust as needed. DFD will also continue to work on developing the GIS records to provide a live assessment/model.

**References**

- R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)
- R-0031A: DFD Community Risk Assessment and Standard of Cover (2019-2024) Risk Assessment Guide
- R-0069: DFD 2019 - SOC Review (Shift)
- R-0070: DFD 2018 Planning Zone Assessment (BUS039)

2B.2 The historical emergency and non-emergency service demands frequency for a minimum of three immediately previous years and the future probability of emergency and non-emergency service demands, by service type, have been identified and documented by planning zone.

### **Description**

DFD conducts historical analysis on service demand frequency for a minimum of five years. Future forecasted responses are included in the Community Risk Reduction and Standard of Cover through 2021. A detailed analysis is conducted as part of the budget process that includes projected responses based on response categories. An annual report is also published, which provides information on responses for the past year.

### **Appraisal**

DFD's analysis has been an effective tool for documenting and assessing response data. The analysis and forecast have assisted in the planning and implementation of two new fire stations. Unit hour utilization (UHU) was used to understand medic unit workload but should be extended to analyzing all types of fire/EMS units.

### **Plan**

DFD will continue to analyze service demands and future probabilities. DFD will continue to utilize GIS to aid in analysis. DFD will also study the implementation of unit hour utilization (UHU) for each of its units.

### **References**

R-0015: City of Delaware, 2021 Budget

R-0030: DFD Annual Report (2019)

R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)

R-0070: DFD 2018 Planning Zone Assessment (BUS039)

2B.3 Event consequence loss and save data that includes property, life, injury, environmental, and other losses and saves are assessed for three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.

**Description**

DFD records and analyzes the incident loss and save data which includes property, life, and injury losses. Data has been compiled, analyzed and included in the SOC for the past five years. The department compiles an annual report about incident loss and save data which includes property, life, and injury losses and presents it to City Administration and Council. These reports are also posted on the Fire Department website.

**Appraisal**

DFD’s collection and analysis of loss and save data has been beneficial to the department and city. The data has been utilized in various means including the application of risk reduction programs.

**Plan**

DFD will continue to collect and analyze data to identify means to better serve the department and city.

**References**

- R-0030: DFD Annual Report (2019)
- R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)
- R-0032: DFD Website

**CC 2B.4 The agency’s risk identification, analysis, categorization, and classification methodology has been utilized to determine and document the different categories and classes of risks within each planning zone.**

**Description**

DFD’s risk assessment demonstrates the district's methodology for identifying, analyzing, categorizing and classifying risks. DFD’s risk assessment methodology is detailed in Appendix A (Risk Assessment Guide) of the SOC and the determined risks are detailed in the SOC. The risk assessment methodology analyzes the various risks based on probability, consequences and resources needed. DFD’s risk analysis is categorized into Low, Medium, High and Ultra High. Each building in the City is also categorized based on these risks. A Community Risk Assessment Value (CRAV) is developed for each building which is based on the hazard, value to the community, and building fire and safety features. The CRAV is then used to determine the risk category. These are also detailed as part of Appendix A of the SOC.

**Appraisal**

The SOC and supplemental maps have been effective in documenting the characteristics of each planning zone. Annually, these planning zones are evaluated as part of training and situational awareness. DFD has developed new geographic planning zones with recent annexations, bringing the total to 101. The risk assessment has produced quantifiable and qualitative resources.

**Plan**

With the recent opening of the fourth fire station, the planning zones will be completely redesigned. A complete five-year analysis will be conducted based on the new planning zones.

**References**

- R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)
- R-0069: DFD 2019 - SOC Review (Shift)
- R-0070: DFD 2018 Planning Zone Assessment (BUS039)

**2B.5** Fire protection and detection systems are incorporated into the risk analysis.

### **Description**

Fire protection systems are identified and are considered in the risk assessment of each building. These systems include fire sprinkler systems, fire alarm and detection systems and fire flow/water availability ration. Using DFD's record management system, each building is given a Community Risk Assessment Value (CRAV) which is affected by the presence or absence of these systems. DFD's risk assessment methodology is detailed in Appendix A (Risk Assessment Guide) of the SOC and the determined risks are detailed in the SOC.

### **Appraisal**

DFD has evaluated over 12,000 structures utilizing the Risk Assessment Program. Fire protection systems have been one of the components analyzed with the CRAV in determining the risk.

### **Plan**

DFD will continue to use the CRAV for the assessment of buildings, including the use of fire protection systems in its risk levels.

### **References**

R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)

R-0069: DFD 2019 - SOC Review (Shift)

R-0070: DFD 2018 Planning Zone Assessment (BUS039)

**2B.6** The agency assesses critical infrastructure within the planning zones for capabilities and capacities to meet the demands posed by the risks.

### **Description**

DFD assesses critical infrastructure within the planning zones for capabilities and capacities to meet the demands posed by the risks. Critical infrastructure includes utilities, (water, electric, gas), water dams, and various transportation routes. DFD's risk assessment methodology is detailed in Appendix A (Risk Assessment Guide) of the SOC and the determined risks are detailed in the SOC. The assessment of critical infrastructure also focuses on the probability, consequences, and resources needed. Response assessments and fire station location planning utilize existing and proposed transportation routes.

### **Appraisal**

DFD's assessment of critical infrastructures has been effective in determining and assessing the posed risks. Utilities have proven to be reliable and effective. Transportation routes are evaluated and consideration for new streets are discussed with the City's Engineering Department, as indicated in the SOC. The requests for traffic calming devices have increased in residential neighborhoods and alternative solutions are being identified to reduce the impact of emergency services.

### **Plan**

DFD will continue to evaluate critical infrastructures with the annual review of each planning zone. DFD will continue to work with other city departments to make improvements to critical infrastructures.

### **References**

- R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)
- R-0069: DFD 2019 - SOC Review (Shift)
- R-0070: DFD 2018 Planning Zone Assessment (BUS039)



## **Criterion 2C: Current Deployment and Performance**

The agency identifies and documents the nature and magnitude of the service and deployment demands within its jurisdiction. Based on risk categorization and service impact considerations, the agency's deployment practices are consistent jurisdictional expectations and with industry research. Efficiency and effectiveness are documented through quality response measurements that consider overall response, consistency, reliability, resiliency, and outcomes throughout all service areas. The agency develops procedures, practices, and programs to appropriately guide its resource deployment.

### **Summary:**

Delaware Fire Department (DFD) produces a Community Risk Reduction and Standard of Cover (SOC) that documents the service levels throughout the City of Delaware and each planning zone. The SOC provides response performance objectives and measurements, based on each service the Department provides and for each planning zone. The response performance objectives and measurements look at the fire, emergency medical services, technical rescue, and hazardous materials responses. The department has developed procedures, practices, and programs to guide its resource deployment, taking into account the use of automatic mutual aid companies.

DFD has identified the critical tasks required to effectively mitigate each type of risk, resulting in the establishment of the effective response force (ERF) for each risk. Response time components for both the first due units and the ERFs have been analyzed, thus creating baseline response information. Benchmark goals were then created to assist with the improvement process. DFD assesses its resiliency by studying resource deployment capabilities, automatic mutual aid, and the ability to return to a normal state.

DFD reports its performance on a monthly and annual basis to the City Manager, City Council and Department personnel. The annual report is posted for the public to review on the Fire Department website.

**CC 2C.1 Given the levels of risks, area of responsibility, demographics, and socio-economic factors, the agency has determined, documented, and adopted a methodology for the consistent provision of service levels in all service program areas through response coverage strategies.**

### **Description**

DFD provides response coverage strategies based on data collected and analyzed regarding socio-economic factors, demographics, and levels of risk. The data is collected from CAD and incident reports, local and regional census and planning data and applied based on our risk analysis guide in Appendix A of the SOC. Response strategies requiring more critical tasks receive more resources based on mitigation needs as described in the SOC. DFD establishes both baselines and benchmarks for each category and risk classification to help achieve consistent levels of services to the City of Delaware.

DFD reviews its overall distribution performance as part of the monthly report and the annual performance reviews provides a more detailed analysis. The Operation Division personnel also review each planning zone as part of its situational awareness and training on an annual basis.

### **Appraisal**

DFD's methodology of determining response levels to all programs has been effective. This methodology was applied in deciding the location and implementation of two (2) new fire stations, use of automatic mutual aid, planned future development. It is also leading the Department to plan for a 5<sup>th</sup> fire station in its 5-year capital improvement plan.

### **Plan**

DFD will continue to use the methodology described in the SOC. DFD will continue to use the monthly and annual reports to evaluate effectiveness and identify means for improvement.

### **References**

R-0030: DFD Annual Report (2019)

R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)

R-0035: City of Delaware 5-Year CIP (2021-2025)

R-0069: DFD 2019 - SOC Review (Shift)

R-0070: DFD 2018 Planning Zone Assessment (BUS039)

**CC 2C.2 The agency has a documented and adopted methodology for monitoring its quality of emergency response performance for each service type within each planning zone and total response area.**

**Description**

DFD documents its performance objectives and measurements in the SOC and through periodic performance reports. The emergency response performance is analyzed based on the planning zones and total response area. DFD’s methodology includes identification of baseline and benchmark performances to the 90th percentile. On a daily basis, the administrative staff receives a performance report generated by National Fire Operations Reporting System (NFORS) StatEngine that includes response data to the 90th percentile. Annual reports are developed and used to monitor response performance for each service type by planning zones.

**Appraisal**

The SOC has been an effective tool for monitoring the quality performance of responses. Performance data and predictability modeling were used in 2010 to secure additional funding to build two (2) new fire stations. Performance expectations were provided to the community prior to the fire levy vote and have since been used to show and validate those station’s needs. The monthly and annual reports have also adequately identified frequency count by stations and primary response units. NFORS report analysis is still being developed; however, appears to be an extremely useful analysis tool.

**Plan**

DFD will continue to evaluate quality of emergency response performance on a monthly basis. Personnel will continue to learn and use the NFORS system to develop reports based upon national and department standards.

**References**

- R-0030: DFD Annual Report (2019)
- R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)
- R-0066: DFD – Daily Response Report (NFORS)

2C.3 Fire protection systems and detection systems are identified and considered in the development of appropriate response strategies.

### **Description**

DFD has developed response guidelines to sprinklered buildings (SOG # 4.2) and fire/medical alarms (SOG #3.1.4). These SOGs were established in 2007 when DFDs deployment operation was revised limiting the amount of apparatus deployed. The primary fire station's apparatus and Battalion are the only units that respond emergent. The second fire station's apparatus responds non-emergent. Should information be received regarding the presence of smoke or fire, the balance of the 1<sup>st</sup> alarm assignment is sent.

### **Appraisal**

DFD's response to a fire alarm or water flow is a reduced response in comparison to a reported fire. A fire alarm response receives an assignment of an engine, ladder and the battalion with an effective response force of seven (7). For a reported fire, an assignment of three (3) engines, one (1) ladder, a medic and a battalion with an effective response force of 15. Most responses made to buildings with fire detection and sprinkler systems have been the result of an accidental activation or a system malfunction.

### **Plan**

DFD will continue to utilize effective and efficient response strategies based on buildings with fire detection and sprinkler systems. DFD will also continue to assess response types based on data.

### **References**

R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)

R-0074: DFD SOG #4.2-Response to Buildings with Sprinkler Systems

R-0075: DFD SOG # 3.1.4-Fire/Medical Alarms

**CC 2C.4 A critical task analysis of each risk category and risk class has been conducted to determine the first-due and effective response force capabilities, and a process is in place to validate and document the results.**

### **Description**

DFD determines its effective response force (ERF) by conducting a critical task analysis on each risk category. This evaluation includes all operations DFD performs based on the historical incidents and community expectations. These operations include structural fires, emergency medical service, hazardous materials, and technical rescue incidents. The critical task analysis for each of these incidents are shown in the SOC. The critical task analysis is the basis for the response requirement set forth in Standard Operating Procedure (SOP) #1.4.6 – Response Time Standards.

### **Appraisal**

In 2007, DFD implemented its first deployment response based on run cards and the deployment of resources and personnel to comply with our ERF. Since that time, DFD has conducted a critical task analysis for each risk category, (fire, EMS, technical rescue and hazardous materials) and based on this implemented it into the run cards. These deployments have proven effective in ensuring the effective response by initial companies. The Department has periodically reviewed and updated these responses accordingly.

### **Plan**

DFD will continue to evaluate and review the ERFs and critical task analysis on a periodic basis. DFD will continue to monitor new data, information and strategies/tactics to ensure the ERF remain effective and efficient for the risks protected.

### **References**

- R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)
- R-0076: DFD SOP #1.4.6-Response Time Standards

**CC 2C.5 The agency has identified the total response time components for delivery of services in each service program area and found those services consistent and reliable within the entire response area.**

**Description**

DFD identifies the total response time components for delivery of services in fire, EMS, hazardous materials and technical rescue responses. DFD defines the total response time to an incident based on the distribution and concentration of resources. DFD defines the total response time, as the time DelComm receives an alarm to the arrival of the first mitigating unit (distribution) and for the arrival of the effective response force (concentration). As part of the total response time, the time is broken down to include dispatch processing, turnout time and travel time. DFD’s total response time components for the delivery of services in each service program are documented in the SOC.

**Appraisal**

The department has calculated the total response time for each planning zone. The data is consistent and reliable within the entire response area. In 2010, several performance gaps existed with response times that led to the city approving a fire levy to build two (2) additional fire stations. The funding also provided additional staffing that increased the daily minimum personnel from seven (7), based on the IAFF Contract, to the current 15 based on policy.

**Plan**

DFD will continue to analyze the total response time components for delivery of services in each service program area to determine response performance, trends, and gaps. If response performance decreases or gaps exist, the department will identify the means to make improvements.

**References**

- R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024) pg. 81
- R-0077: IAFF & City Collective Bargaining Agreement– pg. 61

**2C.6** The agency has identified the total response time components for delivery of services in each service program area and assessed those services in each planning zone.

### **Description**

DFD identifies the total response time for delivery of service based on the arrival of the first mitigating unit to each planning zone. The SOC has an appendix known as Fire District and Grid Analysis that provides statistical information on each planning zone. DFD has recently purchased the services of NFORS which will enable our department to conduct more detailed data analysis.

### **Appraisal**

DFD reviewed the total response time for the first due mitigating unit for each of the planning zones. The Department has reviewed the responses (distribution and concentration) based on the service type at a city level, on an annual basis. This analysis was based on the past five years of data.

### **Plan**

DFD will continue to analyze the total response time components for delivery of services in each service program area to determine response performance, trends, and gaps. If response performance decreases or gaps exist, the department will identify the means to make improvements. DFD will also work to develop improved analytics using NFORS.

### **References**

- R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024) Fire District and Grid Analysis
- R-0078: DFD - Planning Zone Response Time



**CC 2C.7 The agency has identified efforts to maintain and improve its performance in the delivery of its emergency services for the past three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.**

### **Description**

DFD has improved performance in the delivery of its emergency services for over five years. In 2010 funding was approved by voters to build two (2) new fire stations because of service gaps. These Stations began operation in 2013 (Station 303) and 2019 (Station 304). The locations of these fire stations were based on an internal GIS assessment due to the rapid growth. Growth on the City's eastside is being monitored for another new fire station (Station 305).

### **Appraisal**

The self-assessment process has been extremely instrumental in improving performance within the City. As projected, performance improved from a 49% response time in 2011 to a 70% total response time for the 1st due apparatus within six (6) minutes when Station 303 opened. With the opening of Station 304, the total response time has increased to 74% of the responses within six (6) minutes.

### **Plan**

DFD will continue to monitor its performance, compliance and call volume. The Department will continue to analyze the impact of new development and the impact to service delivery. DFD will also work to staff on a full-time basis EMS 301, a peak demand unit, and M303.

### **References**

R-0030: DFD Annual Report (2019)

R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024) pg. 14

R-0079: DFD Annual Report (2011) pg. 8

2C.8 The agency's resiliency has been assessed through its deployment policies, procedures, and practices.

### **Description**

DFD response system resiliency has been assessed through the deployment procedures and practices. The Department utilizes a run card system that is designed to focus on using automatic mutual aid for major incidents. The depth of the resources on the run cards is designed to go 20 + units for the major response apparatus (engines, ladders, medics...). This ensures the deployment of the effective response forces should DFD not be available. DFD has worked to revise and update the deployment policies with the opening of the two newest fire stations. DFD also increases staffing during special events to limit the impact on normal day-to-day operations.

### **Appraisal**

DFD procedures and practices have been effective in ensuring the resiliency of service within the City of Delaware. The use of additional personnel for special events, training and storms provided resiliency by maintaining coverage. DFDs run card system has been effective and allows for deployment of up to 20+ units should the immediate need occur.

### **Plan**

DFD will continue to evaluate its effectiveness and performance to ensure that the community has the normal day-to-day services and ensure coverage is provided when the unexpected occurs.

### **References**

R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)

Appendix D

R-0065: DelCo Run Card Maps

R-0080: Ironman Operations Plan

## **Criterion 2D: Plan for Maintaining and Improving Response Capabilities**

The agency has assessed and provided evidence that its current deployment methods for emergency services appropriately address the risk in its service area. Its response strategy has evolved to ensure that its deployment practices have maintained and/or made continuous improvements in the effectiveness, efficiency, and safety of its operations, notwithstanding any outside influences beyond its control. The agency has identified the impacts of these outside influences to the authority having jurisdiction.

### **Summary:**

DFD has assessed current deployment methods and addressed risk in the City of Delaware. The deployment models and risks are documented within the SOC. A critical task analysis was performed for the response types that were used to ensure the proper deployment to incidents. DFD has established benchmark response goals and studied baseline data in order to analyze the gaps in performance. Performance is monitored and reported on both a monthly and annual basis.

DFD's analysis of risks and response times have led to improvements in service with the identification and implementation of two additional (2) fire stations. Response times have improved as a result from 49% of the calls within six (6) minutes to 74% of the calls within six (6) minutes. In 2018, DFD hired a Data GIS Technician to assist with analyzing, reporting and identifying improvements in the effectiveness, efficiency, and safety of the Department's operations.

**Performance Indicators:**

**CC 2D.1 The agency has documented and adopted methodology for assessing performance adequacies, consistencies, reliabilities, resiliencies, and opportunities for improvement for the total response area.**

**Description**

DFD has a documented and adopted methodology for assessing performance adequacies, consistencies, reliabilities, resiliencies, and opportunities for improvement for the total response area. Overall performance for the past five (5) years is documented within the SOC. On an annual and monthly basis, a report is published and presented to the City Manager and City Council that depicts our response performance. Periodically, the Administrative personnel receive reports generated through NFORS that provide response analysis for a specified time period. Administrative personnel also have the ability to review detailed information related for each incident through NFORS.

**Appraisal**

DFD’s methodology for assessing performance through the establishment of benchmarks has been adequate and driven the implementation of two (2) new fire stations. In 2018, the Department hired a Data/GIS Technician to assist in the analysis of quality service. In 2019, DFD began using NFORS to provide additional analytics. The Department is still learning the operations and capabilities of the NFORS system but has found it extremely valuable.

**Plan**

DFD will continue to assess performance adequacies, consistencies, reliabilities, resiliencies, and opportunities for improvement through the existing reporting process. DFD will also look at expanding its knowledge and capabilities using NFORS.

**References**

- R-0029: DFD Monthly Report (September 2020)
- R-0030: DFD Annual Report (2019)
- R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)
- R-0066: DFD Daily Response Report (NFORS)
- R-0081: DFD - Incident Analysis Report (NFORS)

2D.2 The agency continuously monitors, assesses, and internally reports, at least quarterly, on the ability of the existing delivery system to meet expected outcomes and identifies the remedial actions most in need of attention.

**Description**

DFD continuously assesses reports to ensure the Department meets or exceeds the outcomes. Daily, weekly, monthly and annual reports are compiled and reviewed by the administrative staff. On a monthly and annual basis, reports are provided to the City Manager and City Council. Incidents that fall short of expected outcomes are reviewed for remediation.

**Appraisal**

DFDs report analysis process has worked well to keep department members, the City Manager, and City Council informed on the Department’s performance. The reporting process has been in place for over 10 years and led to improvement in the delivery of service including the addition of two (2) new fire stations.

**Plan**

DFD will to continue to monitor and assess the delivery system to identify performance and trends. Remedial actions, key performance indicators (KPI) and a gap analysis will continue to be developed and be used to assess the performance delivery.

**References**

- R-0029: DFD Monthly Report (September 2020)
- R-0030: DFD Annual Report (2019)
- R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)
- R-0066: DFD Daily Response Report (NFORS)
- R-0081: DFD - Incident Analysis Report (NFORS)

**CC 2D.3 The performance monitoring methodology identifies, at least annually, future external influences, altering conditions, growth and development trends, and new or changing risks, for purposes of analyzing the balance of service capabilities with new conditions or demands.**

**Description**

DFD’s performance monitoring methodology includes the monthly assessment of changes in external influencing factors, development trends and changes in risks. DFD works with all City Departments in order to understand and provide quality service. The Department monitors impact of growth through the Technical Review Committee (TRC). Prior to any annexation or development approval, the annexation/development’s impact and design are reviewed. DFD’s performance monitoring methodology includes daily, weekly, monthly and annual reporting of performance. DFD also actively participates through memberships in national, state and local associations. These identify and provide research, and analysis on trends and potential future changes that may affect the delivery of service.

**Appraisal**

DFD’s participation with the TRC has been effective in ensuring the Department is aware of and included in the planning process for residential and commercial growth and proposed annexation. The information garnered through working with City Departments and the TRC has proven to be an effective tool in planning and justifying additional resource needs. This was evident by the planning and funding of two (2) new Fire Stations and the planning of a fifth station in the future on the City’s eastside

**Plan**

DFD will continue to participate in the TRC programs and review department performance monthly and annually and make necessary changes.

**References**

- R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)
- R-0035: City of Delaware 5-Year CIP (2021-2025)
- R-0082: COD - Technical Review Agenda

2D.4 The performance monitoring methodology supports the annual assessment of the efficiency and effectiveness of each service program at least annually in relation to industry research.

### **Description**

DFD's performance monitoring methodology supports the annual assessment of each program and compares performance to national standards. DFD uses response goals, known as benchmarks, and compares to actual responses, known as baselines, to measure effectiveness and efficiency. Response and program assessments are included as part of the year-end report and budget process.

Reports analyzing the components of the response times are reviewed weekly and fire incident outcomes are reviewed periodically based on need. DFD's annual report includes property loss/save outcome data as well as performance data for plan review, code enforcement, community education, and investigations. Life and injury loss/save data is assessed for both firefighters and the community for all incident types.

### **Appraisal**

DFD has assessed each program on an annual basis in order to spot trends and to compare baseline to benchmark performance. The department's needs and capabilities are reviewed as part of the annual budget process. The Administration has begun further analysis of response through NFORS. This has presented the opportunity to identify performance gaps and understand the impacts of services.

### **Plan**

DFD will continue to use its performance monitoring methodology. The Administration will continue to focus on outcome analysis and will further research industry standards in regard to outcome definition and measurement.

### **References**

R-0015: City of Delaware, 2021 Budget

R-0030: DFD Annual Report (2019)

R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)

R-0066: DFD Daily Response Report (NFORS)

R-0081: DFD - Incident Analysis Report (NFORS)



2D.5 Impacts of incident mitigation program efforts, (such as community risk reduction, public education, and community service programs), are considered and assessed in the monitoring process.

### **Description**

DFD analyzes the impact from mitigation efforts conducted by the Department and its Risk Reduction Division. The efficiency and effectiveness of each service program is compared to the department's previous years and to industry practices. The Department has a number of community risk reduction and public education programs (CPR, fire extinguisher training, etc.). The mitigation efforts are reviewed and analyzed through the monthly report.

### **Appraisal**

DFD has historically only measured the number of individuals that have been in contact with our Department through the classes provided. DFD has been reporting monthly and annually on the programs provided. In late 2019, the Risk Reduction Division began exploring methods to measure the effectiveness of these programs.

### **Plan**

DFD will continue to use its existing performance measurement methodology. The Risk Reduction Division will research methods to identify the impacts of mitigation efforts and the best method to report on the mitigation.

### **References**

R-0029: DFD Monthly Report (September 2020)

R-0030: DFD Annual Report (2019)

R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)

**CC 2D.6 Performance gaps for the total response area, such as inadequacies, inconsistencies, and negative trends, are determined at least annually.**

**Description**

DFD evaluates performance gaps for total response time, critical tasking and risk reduction methods in its effort to reduce the risk in the community. DFD adopted its SOC that pursues a benchmark total response time of six (6) minutes 90% of the time for the first arriving unit for priority responses. This is monitored through the review of daily, weekly and monthly reports. The Department reports its response times monthly to the City Manager and City Council. DFD uses GIS to identify areas where the Department cannot meet its desired response times. In 2019, the Department began using NFORS to analyze capabilities.

**Appraisal**

Prior to 2013, 49% of the response times for all emergency responses were within the six (6) minute benchmark period. In 2013, DFD opened Station 303, and within six (6) months responses improved to 70%. With the opening of Station 304 in 2019, the response percentage has increased to 74% of emergency calls. Gaps in meeting response time goals are being seen on the City's east and northwest side. These response gaps were specifically identified through GIS analysis. Automatic mutual aid from neighboring departments was used to assist in fulfilling the response gaps for this area.

**Plan**

DFD will continue to assess changes and impact of total response time and need for adjustments. Over the next five years, DFD will utilize GIS to look at relocating Station 301 or assessing the need for a fifth station.

**References**

R-0029: DFD Monthly Report (September 2020)

R-0030: DFD Annual Report (2019)

R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)

R-0066: DFD Daily Response Report (NFORS)

R-0081: DFD - Incident Analysis Report (NFORS)

**CC 2D.7 The agency has systematically developed a continuous improvement plan that details actions to be taken within an identified timeframe to address existing gaps and variations.**

### **Description**

DFD has systematically developed a continuous improvement plan to address gaps in the delivery of service. The SOC was created to identify the risks and the ability of the Department to meet the risks. Internal and external stakeholders were used to create the Department's Strategic Plan in 2018 that included goals with established time frames. Two of the goals focused on identifying the need for the department to grow as the City develops. The adopted goals and objectives include increasing personnel and physical resources. On an annual basis, DFD creates a Business Plan to focus on the annual goals and objectives that the Department will be working on for the budget year.

### **Appraisal**

DFD's continuous improvement plan has been effective in reducing gaps of service. The identification and need to construct two (2) new fire stations were identified through this process in 2009. Funding was not available, so a fire levy was presented and approved by voters in 2010. This has led to an increase in funding, which allowed for the implementation of the needed fire stations. DFD also used a peak demand unit to provide additional resources, later transitioning the personnel for staffing when Station 304 opened.

### **Plan**

The department will continue to evaluate the services and gaps that exist to continuously improve service and operations. The Department will look in the future to seek personnel to staff the peak demand unit as well as staffing M303. All processes will have timeframes in which to be accomplished.

### **References**

R-0015: City of Delaware, 2021 Budget

R-0016: Delaware Fire Department Strategic Plan (2018-2023)

R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)

R-0034: DFD Business Plan (2020)

2D.8 On at least an annual basis, the agency formally notifies the authority having jurisdiction (AHJ) of any gaps in the operational capabilities and capacity of its current delivery system to mitigate the identified risks within its service area, as identified in its standards of cover.

### **Description**

DFD formally notifies the City Manager and City Council on an annual basis about the operational capabilities and capacity as defined in the SOC. DFD's Strategic Plan and the SOC are presented to the City Manager and City Council upon completion. As part of the annual budget process, each program is presented, and capabilities are reviewed. The annual budget is approved by City Council and identifies the Department's level of service capabilities. The Department also presents capabilities on the previous year through an annual report. These documents are also available for the public to review on the Department's website.

### **Appraisal**

The current system has been effective in keeping the City Manager and City Council apprised of the Department's gaps and needs. Resources have been prioritized and appropriated to close the gaps in order to meet the goals and objectives, as identified with the implementation of two (2) new fire stations.

### **Plan**

DFD will continue to utilize the budget process and reporting process as a method of formally communicating gaps with the City Manager and City Council.

### **References**

R-0015: City of Delaware, 2021 Budget)

R-0016: Delaware Fire Department Strategic Plan (2018-2023)

R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)

R-0034: DFD Business Plan (2020)

2D.9 On at least an annual basis, the agency formally notifies the AHJ of any gaps between current capabilities, capacity, and the level of service approved by the AHJ.

**Description**

DFD formally notifies the City Manager and City Council on an annual basis about the gaps between current capabilities, capacities and the level of service. The key basis for the level of service is the Department’s SOC. This has been presented and distributed to the City Manager and City Council. As part of the annual budget process, each program is presented, and capabilities are reviewed. The annual budget is approved by City Council and identifies the Department’s level of service capabilities. The Department also presents capabilities on the previous year through an annual report. These documents are also available for the public to review on the Department’s website.

**Appraisal**

DFD’s method of notifying the City Manager and City Council on the level of service has been effective. Monthly and quarterly meetings with the City Manager have kept him up to date on the Department’s gaps and plans to address them.

**Plan**

DFD will continue to utilize the budget process and reporting process as a method of formally communicating gaps with the City Manager and City Council.

**References**

- R-0015: City of Delaware, 2021 Budget
- R-0016: Delaware Fire Department Strategic Plan (2018-2023)
- R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)
- R-0034: DFD Business Plan (2020)

2D.10 The agency interacts with external stakeholders and the AHJ at least once every three years, to determine the stakeholders' and AHJ's expectations for types and levels of services provided by the agency.

### **Description**

DFD interacts on an annual basis with its external stakeholders and City government concerning expected levels of service. As part of DFD's Strategic Plan, external stakeholders were used to assist in developing a SWOT analysis and identify the desired level of service. Several meetings were conducted, and an on-line survey was used to capture community expectations. City Council holds annual public hearings as part of the budget process where we discuss expectations and the level of service and expectation to be provided. During these meetings, the Fire Chief presents the proposed budget and metrics for the coming year. City Council discusses the service levels with the City Manager and Fire Chief including the goals and objectives.

### **Appraisal**

DFD has used this process for over 12 years and found that it has been extremely beneficial. The input and insight gained through various means of communication has been invaluable in making improvements in the Department. For example, in 2018, the Department's ISO rating decreased from a high Class 4 to a Class 2 rating. Such an improvement was the result of work done through hiring additional personnel, replacing equipment, and adding two (2) new fire stations.

### **Plan**

DFD will continue to use external stakeholders to provide input on department expectations that will ensure the balance of the service level with community expectations.

### **References**

R-0015: City of Delaware, 2021 Budget

R-0016: Delaware Fire Department Strategic Plan (2018-2023)

R-0017: City Council Agenda (12/3/2018)

R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)

R-0034: DFD Business Plan (2020)

### **Category III: Goals and Objectives**

Agencies should establish general organizational goals designed to implement their assigned mission and short-range plans. Additionally, agencies should establish goals and objectives to direct the priorities of operational programs (to include at least those outlined in Category V) and support services. All goals and objectives should be developed consistent with the elements of the published Strategic and Capital Improvement Plans.

Objectives are specific statements designed to document the steps necessary to achieve the agency's goal statements and apply to a specific time period. For purposes of accreditation, objectives should be consistent with the elements of the acronym "S.M.A.R.T."

Specific

Measurable

Attainable

Realistic

Time-bound

### **Criterion 3A: Strategic Planning**

A strategic plan (3 [initial accreditation candidates] to 5 [currently accredited agencies] years in the future) is in place, and along with the budget is guiding the activities of the agency. The plan is submitted to the appropriate authority having jurisdiction (AHJ).

#### **Summary:**

In 2007, the Delaware Fire Department contracted with the Center for Public Safety Excellence to create its first Strategic Plan. This plan was the foundation for the 2010 fire levy that created the funding for the expansion of the fire department due to the explosive growth being experienced. The fire levy provided funding for the expansion that included the addition of two fire stations, replacement of aging equipment and the hiring of personnel.

In late 2018, the Fire Department completed its second citizen driven strategic plan that included input from internal and external stakeholders. The plan, known as the 2018-2023 Strategic Plan, continues to be the foundation for Delaware Fire Department's future. The stakeholders assisted by reviewing and updating the Department's Mission and Vision statements, creating an organizational pledge and reviewing the organizational values. The stakeholders also identified expectations, priorities, conducted a SWOT analysis and developed organizational goals for the next five-years. The Strategic Plan has been presented to the City Manager and City Council. The plan is available to the general public through the Department's website. On an annual basis and as part of the budget process, the plan is discussed, and funding to move the plan forward is authorized based on need and availability.



**Performance Indicators:**

**CC 3A.1 The fire service agency has a published strategic plan.**

**Description**

The Delaware Fire Department (DFD) has a published strategic plan that has been presented to the City Manager and City Council. The plan is also available on the Fire Department website. The 2018-2023 Strategic Plan is the Department's second strategic plan. The plan is also available to the department personnel through PowerDMS, which is a document management system used for publishing and maintaining the Department's documents, policies and guidelines.

**Appraisal**

DFD published a Strategic Plan and has distributed the plan to the City Administration, City Council, and made it available to Departmental personnel and the general public. The Strategic Plan is available to the general public on the Fire Department's website. The Strategic Plan has been available to all personnel through PowerDMS since 2014, and prior to that was published and distributed at the fire stations. The PowerDMS documents the review and update of the plan as well as the acknowledgement by the personnel confirming it has been reviewed.

**Plan**

The DFD will continue to publish the strategic plan through PowerDMS and the website.

**References**

- R-0016 – Delaware Fire Department Strategic Plan (2018-2023)
- R-0032 – DFD Website– (<http://www.delawareohio.net/fire-reports-and-documents/>)
- R-0097 – PowerDMS (Strategic Plan)
- R-0098 – City Council Presentation (2021)
- R-0099 – Memo to City Manager (20180208)

3A.2 The strategic plan is approved within the agency and submitted to the governing body or administrative officer with responsibility over the fire agency and to whom the chief fire officer/chief executive officer reports.

**Description**

DFD’s 2018-2023 Strategic Plan is a living document adopted by the Department and submitted to the City Manager. The plan was developed with the assistance of internal and external stakeholders. The Strategic Plan is also available for review by the public through the Fire Department’s website.

**Appraisal**

DFD’s 2018-2023 Strategic Plan was adopted within the Department through SOP 1.1.4 Strategic Master Planning. The SOP is located in the Department’s PowerDMS system, where it is reviewed and signed off by each employee. On February 8, 2018, the Strategic Plan was presented to the City Manager through a memorandum and reviewed with City Council as part of the Fire Department update in 2019.

**Plan**

The Department will continue to review the Strategic Plan on an annual basis. The Strategic Plan will be updated beginning in 2023.

**References**

- R-0016 – Delaware Fire Department Strategic Plan (2018-2023)
- R-0097 – PowerDMS (Strategic Plan)
- R-0098 – City Council Presentation (2021)
- R-0099 – Memo to City Manager (20180208)

### **Criterion 3B: Goals and Objectives**

The agency's general goals and specific objectives direct its priorities in a manner consistent with its mission and are appropriate for the community it serves.

#### **Summary:**

DFD's 2018-2023 Strategic Plan establishes the Department priorities, goals and objectives. The Strategic Plan was a customer driven plan (internal and external stakeholders) that focused on a review of the Department's Mission, Vision and Values, conducted a SWOT (strengths, weaknesses, opportunities, and threats) analysis and organizational gaps. Each goal and objective has an established timeframe that is periodically reviewed. Annually the Department creates a Business Plan that focuses on the year's goals, objectives and financial resources.

## **Performance Indicators:**

**CC 3B.1 The agency publishes general organizational goals directed toward achieving its long-range plans. The agency publishes corresponding specific objectives to implement these goals and incorporate the measurable elements of time, quantity, and quality.**

### **Description**

DFD publishes the organizational goals and objectives as part of its long-range plans within the Strategic Plan. In January of each year, the Department publishes a Business Plan that focuses on the priorities, goals and objectives and the financial resources for that year. Each goal and objective is given a timeline for accomplishment. The Business Plan is published on PowerDMS and all personnel review and sign-off on the documents.

### **Appraisal**

The publishing of the Strategic Plan and subsequent Business Plan on PowerDMS has allowed access to all Department personnel. The Department also publishes a Gantt Chart with the goals, objectives, assigned personnel, timeframes and tracks the progress of the goals. These are reviewed by the Administration and updated on a monthly basis and the goal progress is updated using a color coding identifying the status (Green, Yellow, Red). This has provided a simple means of identifying the status of all goals. In 2020, some goals have been delayed due to the COVID pandemic. On a quarterly basis, the Fire Chief's reviews specific progress on the goals to the City Manager.

### **Plan**

The Department will continue to review the Strategic Plan and create a Business Plan annually. The Strategic Plan will be updated beginning in 2023.

### **References**

R-0016 – Delaware Fire Department Strategic Plan (2018-2023)

R-0032 – DFD Website– (<http://www.delawareohio.net/fire-reports-and-documents//>)

R-0034 – DFD Business Plan (2021)

R-0097 – PowerDMS (Strategic Plan)

R-0100 – PowerDMS (Business Plan)

R-0101 - DFD Gantt Charts (2021)

3B.2 The agency assesses its current status when establishing goals and objectives.

### **Description**

The Strategic Plan is customer-driven and developed from input received from internal and external stakeholders. This includes the stakeholder's expectations, a SWOT analysis and goals and objectives for the next five years. DFD's strategic planning process creates new goals and objectives based on future expectations that minimize the gap that exists.

On an annual basis, DFD creates a new Business Plan that drives the completion of the Strategic Plan. The Business Plan's development includes the review of previous year's goal status and identifies specific goals and objectives that the Department will undertake for the year. Within the Business Plan is a Gantt chart that identifies the goals and objectives, responsible person and time frames. This is updated throughout the year through a color-coded status that measures the progress of each goal and objective.

### **Appraisal**

DFD's development of a Business Plan and subsequent Gantt charts have been effective in measuring the progress of achieving the Strategic Plan. This process has been in place since 2011 and assisted the Department with accomplishing the goals of the 2008 Strategic Plan and 2010 Fire Levy. These in part focused on the expansion of the fire department including additional personnel, fire stations and the replacement of aging equipment.

### **Plan**

DFD will continue to utilize the existing process of assessing the current status when establishing goals and objectives and will research new best practices. The Department will use stakeholder's input to assess DFD's current status and identify gaps.

### **References**

R-0016 – Delaware Fire Department Strategic Plan (2018-2023)

R-0034 – DFD Business Plan (2021)

R-0101 - DFD Gantt Charts (2021)

3B.3 The agency invites internal and external stakeholder participation in the development, implementation, and evaluation of the agency's goals and objectives.

### **Description**

DFD's Strategic Plan is a customer-driven plan that includes input from both internal and external stakeholders. DFD's original strategic plan was created using the Center for Public Safety Excellence's (CPSE) Technical Advisory program in 2007. In 2017 and 2018, the Department created a new plan following the same process utilized by CPSE. In addition to the meetings with external stakeholders, the Department utilized social media to invite feedback. Internal stakeholders were instrumental in reviewing the material and providing feedback and direction. The City also utilizes the Budget process to gain citizen input on proposed funding and Department goals and objectives.

### **Appraisal**

The system DFD used in 2018 to invite internal and external stakeholder participation for the new strategic plan, was extremely effective. The Department received four (4) times the amount of external feedback, when compared to the 2008 strategic plan process. Additionally, the process proved to be effective with the feedback received regarding the opening of the new fire stations and completion of the work identified as part of the 2010 Fire Levy. While successful in the other areas, the City and Fire Department received little input from the general public as part of the public hearings for the proposed budget.

### **Plan**

DFD will continue to use the current system to invite internal and external stakeholder participation. DFD will also research and introduce new ideas to increase external participation in the development of the strategic plan and annual budget.

### **References**

- R-0016 – Delaware Fire Department Strategic Plan (2018-2023)
- R-0102 – DFD Strategic Plan External Stakeholder Survey
- R-0103 – DFD Strategic Plan Feedback (Raw Data)

3B.4 Published materials accurately portray the agency's goals and objectives as well as mission, vision, and values in context.

**Description**

DFD's Strategic Plan is the guiding document and accurately describes the Department's goals, objectives, mission, vision, and values. The strategic plan is available on the department's web site and in PowerDMS. The goals and objectives are published and reviewed by the Fire Department and City Administration. On an annual basis, DFD publishes a Business Plan that focuses on the goals and objectives for the year and includes the Department's Mission, Vision, Values and Pledge. The Department's Mission, Vision, Values and Pledge are publicly displayed at each Fire Station.

**Appraisal**

DFD's method of publishing the goals, objectives, mission, vision, and values of the Strategic Plan served the department in gaining an accurate understanding of itself. Included in the Strategic Plan are all the comments describing the stakeholder's perception related to the department's strengths, weaknesses, opportunities and threats. The plan has been well received internally and externally and is reviewed periodically to ensure the Department is meeting the goals and objectives.

**Plan**

DFD will continue to ensure the Strategic Plan is published and accurately portrays the mission, vision, values, strategic priorities, and objectives.

**References**

- R-0016 – Delaware Fire Department Strategic Plan (2018-2023)
- R-0032 – DFD Website – (<http://www.delawareohio.net/fire-reports-and-documents/>)
- R-0034 – DFD Business Plan (2021)
- R-0097 – PowerDMS (Strategic Plan)

3B.5 The governing body responsible for establishing policy reviews the agency's goals and objectives.

### **Description**

The Fire Chief reports to the City Manager, who oversees all City Departments. The City Manager and Council has approved the goals and objectives as part of the budget process. In 2019, changes in the budget process has reduced the need to formally submit the goals and objectives with a focus of this being included as part of the annual budget presentation to City Council. The budget also includes the authorized staffing levels with a corresponding organizational chart.

### **Appraisal**

The Fire Chief has presented a proposed budget to the City Manager annually. The City Manager then developed and recommended the final budget for adoption to City Council based from the Fire Chief's proposal. As part of the budget adoption process by City Council, public hearings were held the and the Fire Chief presented the Fire Department budget that also included the years organizational goals and objectives.

### **Plan**

The Fire Chief will continue to be responsible for developing, managing and evaluating the department's annual goals and objectives. Through the budget process, the Fire Chief will continue to submit and discuss annual goals and objectives with the City Manager and City Council.

### **References**

R-0015: City of Delaware, 2021 Budget

R-0016 – Delaware Fire Department Strategic Plan (2018-2023)

R-0017: City Council Agenda (20211102)



3B.6 When developing organizational values, the agency consults its members.

**Description**

DFD’s personnel (internal stakeholders) are instrumental in the development of the Department’s Values. The values were originally developed as part of the 2008 Strategic Plan. As part of the 2018 Strategic Plan, the values were again reviewed and reaffirmed by the committee formed to develop the new Strategic Plan. The committee was composed of volunteer representative from all shifts, ranks and stations. Internal stakeholders agree DFD’s values are; Commitment, Professionalism, Respect and Teamwork.

**Appraisal**

The process used by DFD has been effective and well received by the department personnel. The involvement of personnel from all ranks, shifts and stations led to the development and reaffirmation of the Department values as published in the Strategic Plan. These values have contributed to the positive department morale.

**Plan**

DFD will continue to use the established system to promote personnel involvement when developing department values.

**References**

R-0016 – Delaware Fire Department Strategic Plan (2018-2023)

R-0034 – DFD Business Plan (2021)

R-0154 – Strategic Plan Agenda (20171117)

### **Criterion 3C: Implementation of Goals and Objectives**

The agency uses a management process to implement its goals and objectives.

#### **Summary:**

The implementation and management of DFD's goals and objectives is tied to the City's budget process and overseen by the Fire Administration. This process allows for public input during budget hearings and the coordination of funding for identified goals and objectives. Administrative staff reviews as part of the monthly staff meeting the status of the goals and objectives and related timetable to ensure goals and objectives are achieved as scheduled. The department utilizes a Gantt Chart to monitor the progress of the goals and objectives.

The Strategic Plan contains the department's goals and objectives and has been made available on the Department's website. The department will continue to ensure the goals and objectives are disseminated and made readily available to all personnel and to the public.

## **Performance Indicators:**

**CC 3C.1 Some form of organizational management process is identified and used to track progress and results of agency goals and objectives relating to general organizational and operational programs.**

### **Description**

DFD annually creates a Business Plan that focuses on the goals and objectives for the year. The Business Plan is developed with the focus of accomplishing DFD's Strategic Plan using annual incremental steps. As part of the Business Plan, the Fire Administration creates a Gantt Chart that includes the Strategic and Department Divisional Goals for the year.

### **Appraisal**

The Business Plan and Gantt charts have been used by DFD since 2011. A color-coded system identifies the progress and status of the goals and objectives. These have proven effective in tracking the status of DFD's Goals and Objectives. The Gantt Charts are also reviewed as part of the Department's Administrative Staff Meeting and are updated as needed.

### **Plan**

DFD will continue to utilize the Business Plan and Gantt Charts to track the progress and results of the Departments goals and objectives.

### **References**

R-0016 – Delaware Fire Department Strategic Plan (2018-2023)

R-0034 – DFD Business Plan (2021)

R-0101 - DFD Gantt Charts (2021)

R-0104 – Administrative Staff Meeting Agenda

**CC 3C.2 The agency designates personnel to lead the implementation of respective goals and objectives.**

**Description**

DFD has identified and documents personnel to lead the implementation of specific goals and objectives. The lead person(s) is documented in the Gantt Chart as part of the annual Business Plan. Periodic meetings are conducted with the lead person(s) to review the goal and objectives status and identifies any needs or resources.

**Appraisal**

DFD identified a lead person(s) responsible for specific strategic goals and objectives. The responsible person(s) are identified as part of the Business Plan and Gantt Chart. The assigned personnel's goals and objectives are in addition to the individual's regular responsibilities, with some being worked on by new Lieutenants and firefighters. This has created challenges for those individuals, while at the same time allowed for greater input and innovative ideas. This has also allowed for the mentorship, development and training of personnel while working in a leadership capacity.

**Plan**

The Department will continue to identify a lead person(s) to implement the goals and objectives and to explore means to provide support to allow time to work on the respective goals and objectives.

**References**

R-0016 – Delaware Fire Department Strategic Plan (2018-2023)

R-0034 – DFD Business Plan (2021)

R-0101 - DFD Gantt Charts (2021)

3C.3 All members receive information explaining the agency's goals and objectives.

**Description**

All DFD personnel have access to the Strategic Plan and Business Plan that contain the Department's goals and objectives. These documents are available to all personnel through PowerDMS and the Department's website. The Fire Chief periodically meets with each shift to review the Departments operation, current events and the goals and objectives.

**Appraisal**

DFD's personnel are provided with multiple means of access to the Department's goals and objectives. All questions regarding the goals and objectives are answered by either the internal stakeholders, Department officers or through meetings with the Fire Chief. The various means of communication has been effective in providing personnel with the needed and pertinent information.

**Plan**

DFD's goals and objectives will continue to be available to all personnel through multiple means of communication. If more effective means of communicating the goals and objectives become available, the Department will consider implementation.

**References**

R-0016 – Delaware Fire Department Strategic Plan (2018-2023)

R-0032 – DFD Website – (<http://www.delawareohio.net/fire-reports-and-documents//>)

R-0034 – DFD Business Plan (2021)

R-0097 – PowerDMS (Strategic Plan)

R-0100 – PowerDMS (Business Plan)

3C.4 The agency, when necessary, identifies outside resources that can be consulted in regard to accomplishing an agency's goals and objectives.

### **Description**

DFD, when necessary, utilizes outside resources that can be consulted or contracted with to accomplish the department's goals and objectives. Internally, DFD has the various City Departments available to provide supportive expertise. DFD seeks outside assistance when necessary for more complex projects such as the construction of fire stations. DFD belongs to numerous associations and organizations that are also able to provide resources as needed. DFD also has the access to local, regional and national resources through Intra and Inter State Mutual Aid contracts.

### **Appraisal**

DFD has been successful in utilizing internal and external resources to assist with accomplishing its goals and objectives. This was evident with the construction of the two (2) fire stations. The building was designed by an architect that specialized in the design of fire stations. The project and construction were managed internally through the Fire Chief, Chief Building Official and Assistant City Manager. The approach has been effective and appears to serve the department well. The State of Ohio has also created laws allowing access in support of public safety agencies for intrastate and interstate mutual aid.

### **Plan**

DFD will continue to use outside resources as needed in the pursuit of its goals and objectives.

### **References**

R-0063 - COD Codified Ordinance 139.10

R-0105 – Executed Contract - St 304

R-0106 – ORC 5502.41, Intrastate Mutual Aid Compact

R-0107 – ORC 5502.40, Emergency Management Assistance Compact

### Criterion 3D: Measurement of Organizational Progress

Processes are in place to measure and evaluate progress towards completion of specific objectives and overall system performance. The goals and objectives are re-examined and modified periodically.

#### **Summary:**

DFD's 2018-2023 Strategic Plan was adopted by the Department and formally presented to the City Manager in 2018. The Department's policy details that the Strategic Plan be reviewed in August of each year to identify goals and objective to be worked on during the forthcoming year and as part of the budget process. Annually, a Business Plan is developed that includes Gantt Charts, which provides tracking of all goals and objectives. As strategic goals and objectives are achieved, reviewed and modified, the Gantt Chart is updated. DFD will continue to develop measures to review organizational progress and communicate the progress to internal and external stakeholders.

## **Performance Indicators:**

**CC 3D.1 The agency's goals and objectives are examined and modified at least annually for quality and to ensure they remain current and consistent with the agency's mission, vision, and long-range plan(s).**

### **Description**

DFD's goals and objectives are examined monthly as part of the Administrative Staff Meeting. Modification is formally documented as part of the development of the annual Business Plan. These reviews and updates ensure the quality of the goals and objectives remain current and consistent with the Department's mission, vision, and long-range plan. In December, goals and objectives are evaluated and modified to meet program needs, and to ensure they remain current and consistent with the agency's mission, vision, and long-range plan.

### **Appraisal**

The annual review of DFD's Strategic Plan is established through SOP 1.1.4 and has been in place for several years. As part of this annual review, the progress, reprioritizations and modification of goals and objectives was conducted, and modifications included in the forthcoming years Business Plan. In 2020, many of the goals and objectives were slowed down as a result of COVID-19 and the adjustment was included as part of the 2021 Business Plan.

### **Plan**

DFD will continue to evaluate at least on an annual basis, the Department's goals and objectives to ensure they remain current. DFD will also continue to develop a Business Plan annually to assist in the review and update of the goals and objectives.

### **References**

- R-0016 – Delaware Fire Department Strategic Plan (2018-2023)
- R-0034 – DFD Business Plan (2021)
- R-0097 – PowerDMS (Strategic Plan)
- R-0100 – PowerDMS (Business Plan)



**CC 3D.2 The agency evaluates administrative and operational processes to determine improvements in efficiency and execution in pursuing organizational objectives.**

### **Description**

DFD has an administrative and operational process to determine needed improvements in the efficiency and execution of organizational objectives. DFD is composed of four (4) division that include the Administration and Support Division, Operations Division, Professional Development Division and Risk Reduction Division as identified in its Standard Operating Policy (1.1.1 Establishment of Fire Department). These Divisions are reviewed annually as part of the budget process concerning direction, funding, personnel, resources and their goals and objectives. The budget is presented to the City Manager and to City Council for adoption and funding. As part of the budget, DFD develops an annual Business Plan that focuses on the annual goals and objectives that support the strategic goals.

### **Appraisal**

DFD's administrative structure has adequately reflected the department's, mission, vision, and goals and objectives. The administrative structure was well suited for the complexity of the department and has been expanded over the past several years due to growth in the community as part of the Strategic goals. An example of this was the approval of six (6) new positions focused on EMS (Community Paramedics/Critical Care Paramedics) in the 2020 budget.

### **Plan**

The department will continue to monitor its administrative structure and make necessary changes to remain effective. The annual review of the department's mission, response review, and the department's goals and objectives will continue to be used in determining needed changes.

### **References**

R-0015: City of Delaware, 2021 Budget

R-0016: Delaware Fire Department Strategic Plan (2018-2023)

R-0024: Delaware Fire Department Organizational Chart

R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)

R-0033: DFD SOP #1.1.1

R-0034 – DFD Business Plan (2021)

3D.3 The agency provides progress updates to the governing body, its members, and the public regarding goals and objectives.

### **Description**

The Fire Chief, as part of the quarterly review process with the City Manager, provides updates on the annual goals and objectives for the Department. The progress of the goals and objectives to the Department and public are communicated through several modes. The goals and objectives are documented in a Gantt Chart as part of the annual Business Plan. The goals and objectives are reviewed monthly, and progress is documented as part of the Administrative Staff Meeting. The Department also publishes an annual report. The annual report and business plan are distributed to all employees through PowerDMS and posted on the Department's website. The Department also has used social media as a means of communicating events and reports produced by the Department.

### **Appraisal**

The process has been effective in communicating with the City Manager and Department personnel. The use of the goals and objectives has been effective with helping the City Manager and City Council understand the needs of the Fire Department and the allocation of requested resources. While the information is readily available, communication with the public has not been accessed as desired. The Department utilizes social media and the news media to provide updates on specific projects, such as the opening of Station 304.

### **Plan**

The department will continue to utilize the internal process to communicate the Department's progress. DFD will evaluate new processes to update the public regarding the progress of goals and objectives.

### **References**

- R0015: City of Delaware, 2021 Budget
- R0016: Delaware Fire Department Strategic Plan (2018-2023)
- R0030: DFD Annual Report (2019)
- R0034: DFD Business Plan (2021)
- R0108: News Media (St 304 Opening)

## **Category IV: Financial Resources**

This category evaluates an agency's financial condition to determine its ability to fund operational priorities and its prognosis for long-range quality of service given what can be a dynamic and adverse fiscal environment. Resources must be adequate to maintain the various programs to which an agency made a commitment. Whether the agency is public or private, stability of revenues (demonstrated by a consistent history through at least the past three years) is fundamental.

The chief fire officer or chief executive officer, professional staff, and governing board share responsibility for planning, management, and stability of financial resources. The chief fire officer and administrative staff have the ultimate responsibility of budget preparation. Since the budget is the financial expression of agency programs and priorities, it should be developed through appropriate consultation with the governing board of the authority having jurisdiction (AHJ), departments, divisions, and other units.

Financial policies covering financial planning, revenue, and expenditures should be developed by the professional staff and adopted by the governing board. Financial policies shall be reviewed and revised on at least an annual basis to ensure continued relevance and address any gaps.

In approving the budget, the governing board approves the acquisition and allocation of resources consistent with agency goals, objectives, and stated priorities.

*NOTE: An agency that received the Distinguished Budget Presentation and Certificate of Achievement for Excellence in Financial Reporting (Certificate) from the Government Finance Officers Association (GFOA) of the United States and Canada for their Budget and Comprehensive Annual Financial Report (CAFR) may submit those certificates and their Budget and Comprehensive Annual Financial Reports as prima facie compliance with criterion 4B and therefore does not need to address performance indicators 4B.1 through 4B.10.*

#### **Criterion 4A: Financial Planning**

Agency planning involving broad staff participation activates financial planning and resource allocation. The agency's plan for financing shall reflect sound strategic planning and a commitment to its stated goals and objectives. The agency must deem financial support for programs and services adequate to maintain the number and quality of personnel and other operational costs.

#### **Summary:**

The City of Delaware and the Finance Department maintains financial and budgetary control to ensure the compliance with the legal requirements established at a national and State level and through the City Charter. In 2010, voters approved an income tax increase of 0.3% for the purpose of making improvements to the Fire and EMS services within the city. Since that time, Delaware Fire Department (DFD) has completed the goals and objectives identified as part of the fire levy. This has included the replacement of aging vehicles and equipment, increasing staffing and the addition of two (2) fire stations.

The city and Finance Department provides annual direction to all city departments for budget and planning purposes. The department's annual budget, capital improvement plan and various replacement plans help identify existing gaps to ensure funding needs are known and can be addressed. The DFD's strategic plan is an integral consideration of the department's budget planning process. From the strategic plan, the department's annual goals and objectives are developed. These goals are approved at the City Council budget meetings, making certain they are consistent with projected financial resources.

The department successfully encourages participation from its staff members during the budget planning process. Budget input is requested from line personnel, shift officers, and Division Captain's, who may submit requests on items they feel will benefit DFD. The budget expenditures continue to reflect the department's strategic priorities.

**Performance Indicators:**

4A.1 The governing body and regulatory agencies give the agency appropriate direction in budget and planning matters within their scope of services.

**Description**

The governing board for the City of Delaware is City Council. The City operates under a City Manager/City Council form of government, with the City Manager acting as the Chief Executive Officer. In 2019, City Council embarked on an update of their strategic plan and the Safe City initiative, which provides guidance for the Fire Department. Supporting the City Charter, the Finance Department provides annual budget direction and a budget calendar to the City Departments. From this direction, DFD develops and presents its annual budget to the City Manager. The City Manager, based on City Charter Section #76 and Resolution 14-17 (Financial Management Policies), presents to City Council the proposed year’s budget, budget message and adopting ordinance.

**Appraisal**

The direction provided from City Council, the City Manager and the Finance Department has been adequate regarding budgeting and planning. DFD has complied with the budget direction and established calendar ensuring that the proposed budgets be submitted to City Council of each year in accordance with City Charter. In February of 2020, City Council was briefed and provided feedback to the City Manager on the Strategic Planning Initiatives.

**Plan**

DFD will continue to comply with the provided budgetary guidance. The department will uphold the budget process, in both its development and implementation.

**References**

- R-0112: COD-Resolution 14-17 Financial Mgmt.
- R-0113: COD-2021 Budget Process
- R-0114: COD-2021 Budget Calendar
- R-0115: COD Charter Art XVI, #76
- R-0137: 2020-City Council Strategic Planning

**CC 4A.2 Policies, guidelines and processes for developing the annual budget are defined and followed.**

**Description**

The City of Delaware policies, guidelines and processes for developing the annual budget are defined and followed. At the beginning of the annual budget process, the City Manager through the Finance Department, issues the budget process document and calendar. This document supplies a series of written budget instructions, processes and guidelines that direct each department for the upcoming year. The Fire Chief utilizes the strategic plan and works with the department personnel to gather input on budget items. In addition, DFD follows the City Charter and Resolution 14-17 to prepare the proposed annual budgets for the City.

**Appraisal**

The Finance Department has effectively developed clear policies and guidelines in matters related to the department's budget through the informational instructions and guidelines issued at the beginning of the budget process. The department has followed and complied with all policies, guidelines and processes for budget preparation. The Finance Department has supervised the budget process, which ensured that the city's guidelines are followed.

**Plan**

DFD will continue to follow the budget preparation process and calendar through the financial policies and procedures, and the City Charter.

**References**

- R-0112: COD-Resolution 14-17 Financial Mgmt.
- R-0113: COD-2021 Budget Process
- R-0114: COD-2021 Budget Calendar
- R-0115: COD Charter Art XVI, #76

4A.3 The financial planning/budget adoption process provides transparency for all expenditures and revenues for the agency.

**Description**

The City of Delaware’s financial planning and budget adoption process is transparent for all budget expenditures and revenues for the department. The budget is adopted on the third reading in either November or December, prior to the start of the new year.

Interested parties are able to obtain copies of the proposed budgets on the City’s website or upon request to City Hall. The proposed budget is reviewed and discussed at a minimum of two (2) public hearings during normal scheduled City Council Meetings in accordance with City Charter #77. In addition to this, the budget is reviewed at a minimum of two (2) publicly announced City Council Work Sessions as noted in the 2021 Proposed Budget process. The work sessions are when budgets for each city department are presented and reviewed. If needed, additional City Council work sessions are scheduled.

**Appraisal**

The City of Delaware’s budget adoption process has been transparent. The process has conformed to the City Charter and the public has provided feedback on proposed budgets.

**Plan**

The City of Delaware will continue to follow the City Charter and provide a transparent review of the proposed budget, including allowance for public comment. The public will continue to access the budget through the City website or upon request to City Hall.

**References**

- R-0113: COD-2021 Budget Process
- R-0114: COD-2021 Budget Calendar
- R-0115: COD Charter Art XVI, #78
- R-0116: COD 2021 Proposed Budget
- R-0117: COD 2021 Proposed Budget (Website)



4A.4 The budget process involves input from appropriate persons or groups, including staff officers and other agency members.

**Description**

The City of Delaware and the Fire Department budget process involves input from Department personnel, including the officers and firefighters, and personnel from the various department divisions. The budget is discussed and reviewed during development at DFD’s administrative staff and Officer’s meetings. Through the budget process, personnel have opportunities to present updates to the prior year line items and the needed funding for the coming year. Personnel assigned to work involving the strategic plan also plan and request funding to accomplish their goals and objectives. These requests are reviewed with the Fire Chief for consideration and inclusion in the proposed budget.

**Appraisal**

The City of Delaware and DFD’s budget process has been an effective tool for assigning budget responsibilities to appropriate officers, as well as for ensuring that personnel have an adequate means of communicating their needs through line item descriptions, cost estimates, and narratives. This process has allowed the department to prioritize needs, plan for the future, and identify equipment deficits.

**Plan**

DFD will continue to acquire input from all personnel and Divisions in the current manner during the budget planning process. When new and effective means of improving this process are identified, they will be considered for implementation.

**References**

- R-0016: Delaware Fire Department Strategic Plan (2018-2023)
- R-0118: DFD Budget Tuition Reimbursement
- R-0119: DFD Staff Meeting Agenda
- R-0120: DFD Officer Meeting Notes

4A.5 The annual budget, short and long-range financial planning, and capital expenditures are consistent with agency priorities and support achievement of the agency's strategic plan and goals and objectives.

**Description**

DFD's annual operating budget and capital improvement plan (CIP) are consistent with department priorities and the strategic plan. The strategic plan contains the goals and objectives that direct budget and capital expenditures. Prior to the start of the annual budget development, the city reviews and adopts a five-year capital improvement plan. The CIP is designed to focus on the long-term capital expenses of the department. This includes apparatus, equipment, technology and facilities. Once the CIP is compiled and presented to City Council, the annual budget process begins. This process includes the updates to the goals and objectives and requested funding for line item appropriations. DFD's annual goals and objectives are submitted to the City Manager and City Council as part of the proposed budget. The annual department goals and objectives, funding and initiatives that support the strategic plan are utilized in the creation of in the department's annual business plan.

**Appraisal**

The department's strategic plan and correlating budget process has been effective in guiding the department to accomplish its goals and objectives and has ensured its long-term sustainability. The 2010 Fire Levy allowed for increased funding to support the needs identified in the strategic plan. Since that time, the final identified goal was accomplished in 2019 with the opening of Station 304. In 2018, the department finalized the 2018-2022 Strategic Plan. Alignment between the budget and the strategic plan has allowed for achievement of the past strategic goals and objectives and allowed for the focus and planning of the new strategic priorities and objectives.

**Plan**

The City of Delaware and DFD will continue to recognize the importance of the goals and objectives of the strategic plan and will continue to use them to guide the budget development process.

## **References**

R-0016: Delaware Fire Department Strategic Plan (2018-2023)

R-0034: DFD Business Plan (2021)

R-0155: DFD Proposed Budget (2021)

4A.6 Budgeted expenditures are consistent with projected financial resources.

**Description**

DFD’s budgeted expenditures are consistent with projected financial resources. The City Manager, Finance Director and Fire Chief adjust budget requests based upon the projected income tax revenue and expenses. The City of Delaware has been extremely fortunate over the past decade to be experiencing rapid and controlled growth. The actual revenue has exceeded projected revenue for several years. This has provided the department with an increased Reserve, even with the growing expenses needed to operate. On a monthly basis a financial report is presented to the City Council showing revenues, expenditures and fund balances. On a monthly basis, the Fire Chief and Administrative Assistant reviews the department’s budgeted expenditures and existing purchase orders to ensure and maintain the allocated amount. This action makes certain the projected resources allotted for department expenditures remain consistent with budgeted expenditures.

**Appraisal**

Since the passage of the 2010 Fire Levy, DFDs total revenue collected and beginning fund balances for the Fire/EMS fund have exceeded budgeted operating expenditures. The City has adopted Resolution 14-17 to provide guidance and a Reserve account for cyclical fluctuations, should they occur. With the 2020 COVID Pandemic, the City raised the Budget Gauge to Restraint and provided Departments with direction on restricted spending.

**Plan**

The DFD will continue to monitor its budget and keep expenditures within the limits of the approved budget.

**References**

- R-0121: COD Charter Art XVIII, #87, 88, 89
- R-0122: COD Monthly Financial Report (20210210)
- R-0123: DFD Finance Report
- R-0156: COD Budget Gauge Status

**Criterion 4B: Financial Practices**

Financial management of the agency exhibits sound budgeting and control, proper recording, reporting, and auditing.

*NOTE: An agency that has already received the Certificate of Achievement for Excellence in Financial Reporting (Certificate) from the Government Finance Officers Association (GFOA) for their Comprehensive Annual Financial Report (CAFR) may submit that certificate and their Comprehensive Annual Financial Report as prima facie compliance with this criterion. (The agency need not address performance indicators 4B.1 – 4B.10). Reciprocity for this is acknowledged by review of the GFOA's process for reviewing CAFRs submitted to its Certificate Program.*

**Summary:**

The City of Delaware has received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada for its Comprehensive Annual Financial Report. DFD submits these reports as prima facie compliance with this criterion.

**Performance Indicators:**

4B.1 Financial resources management adheres to generally accepted accounting practices (GAAP) as used by Government Finance Officers Association (GFOA) of the United States and Canada, National Advisory Council on State and Local Budgeting Practices (NACSLBP), or authority having jurisdiction (AHJ), and all financial management including: budgeting, accounting, and reporting. Appropriate safeguards are in place for expenditures, fiscal reports are provided for administrative decision making, and sufficient flexibility exists to meet contingencies.

**Description**

GFOA certification is prima facie evidence of completion of these performance indicators.

**Appraisal**

Not Applicable

**Plan**

Not Applicable

**References**

R-0109: COD 2019 CAFR

R-0111: COD-2019 GFOA Certificate

4B.2 Financial administration responsibilities are organized into specific assignments,  
which are supported by specific clearly-defined policies.

**Description**

GFOA certification is prima facie evidence of completion of these performance indicators.

**Appraisal**

Not Applicable

**Plan**

Not Applicable

**References**

R-0109: COD 2019 CAFR

R-0111: COD-2019 GFOA Certificate

4B.3 The agency explains projected operating deficit (expenditures exceeding revenues in a budget year) and develops a plan to rectify the deficit.

**Description**

GFOA certification is prima facie evidence of completion of these performance indicators.

**Appraisal**

Not Applicable

**Plan**

Not Applicable

**References**

R-0109: COD 2019 CAFR

R-0111: COD-2019 GFOA Certificate



4B.4 The agency establishes and meets a schedule for review of financial reports.

**Description**

GFOA certification is prima facie evidence of completion of these performance indicators.

**Appraisal**

Not Applicable

**Plan**

Not Applicable

**References**

R-0109: COD 2019 CAFR

R-0111: COD-2019 GFOA Certificate

**CC 4B.5 Qualified auditors conduct annual independent financial audits for the prior fiscal year. If deficiencies exist, the agency makes plans to resolve audit exceptions.**

**Description**

GFOA certification is prima facie evidence of completion of these performance indicators.

**Appraisal**

Not Applicable

**Plan**

Not Applicable

**References**

R-0109: COD 2019 CAFR

R-0111: COD-2019 GFOA Certificate

4B.6 The agency and any subsidiary entities or auxiliaries have financial risk management policies and programs that protect the agency and its assets.

**Description**

GFOA certification is prima facie evidence of completion of these performance indicators.

**Appraisal**

Not Applicable

**Plan**

Not Applicable

**References**

R-0109: COD 2019 CAFR

R-0111: COD-2019 GFOA Certificate

4B.7 Programs designed to develop financial support from outside sources are planned and coordinated to reflect the objectives of the agency. Agency policies govern all fund-raising activities; comply with GAAP and/or other recognized financial principles; and are subject to public disclosure and periodic independent financial audits.

**Description**

GFOA certification is prima facie evidence of completion of these performance indicators.

**Appraisal**

Not Applicable

**Plan**

Not Applicable

**References**

R-0109: COD 2019 CAFR

R-0111: COD-2019 GFOA Certificate

4B.8 Any revenue producing organizations permitted to use the agency's name and/or reputation conform to agency principles of financial operation.

**Description**

GFOA certification is prima facie evidence of completion of these performance indicators.

**Appraisal**

Not Applicable

**Plan**

Not Applicable

**References**

R-0109: COD 2019 CAFR

R-0111: COD-2019 GFOA Certificate

4B.9 The agency provides financial management policies on any grant program where funding is received from an outside source. Provisions to ensure compliance with all granting agency requirements must be outlined and monitored.

**Description**

GFOA certification is prima facie evidence of completion of these performance indicators.

**Appraisal**

Not Applicable

**Plan**

Not Applicable

**References**

R-0109: COD 2019 CAFR

R-0111: COD-2019 GFOA Certificate

4B.10 The agency has adopted policies of the financial management program which

**Description**

GFOA certification is prima facie evidence of completion of these performance indicators.

**Appraisal**

Not Applicable

**Plan**

Not Applicable

**References**

R-0109: COD 2019 CAFR

R-0111: COD-2019 GFOA Certificate

#### **Criterion 4C: Resource Allocation**

Appropriately allocated financial resources support the established organizational mission, the stated long-term plan, goals and objectives, maintain the quality of programs, and services.

Financial stability is a fundamental aspect of an agency's integrity. The agency must ensure that programs and services provided can be supported by the necessary fiscal resources using sound budgetary practices.

#### **Summary:**

The City of Delaware has established policies, procedures and codified ordinances that provides guidance on the allocated financial resources that support the departments mission, the long-term plan, goals and objectives and maintain the quality of programs and services. DFD's funding primarily is derived primarily from a 0.7% income tax that has been approved by the voters and is dedicated for Fire/EMS services. Other revenue sources include a property tax to support retirement costs and disabilities for firefighters, reimbursement from Delaware County for EMS services, impact fees levied on new construction and grants.

These resources have funded both long-term and short-term programs and services that have been developed to properly serve the community. The programs that have been developed are reviewed by the City Manager or adopted by City Council prior to implementation.

The City Charter, City Codified Ordinances and the Ohio Revised Code describe the budget practices for the City of Delaware on anticipated revenues and expenses as required. The department's budget follows those guidelines and adheres to the adopted financial practices. Contingency funds and unreserved fund balance follow the policies associated with generally accepted accounting practices and the Government Finance Officers Association's.



**Performance Indicators:**

**CC 4C.1 Given current and anticipated revenues; the agency can maintain adopted levels of service.**

**Description**

DFD and the City of Delaware annually, as part of the budget process, review the projected revenue, expenses and fund balances to ensure the department can maintain adopted levels of services. In the 2020 proposed budget, the department’s remaining reserve balance is nearly 70% of the years proposed expenses. This indicates that the current revenue is sufficient to maintain all adopted levels of service and programs.

The Finance Director, City Manager and City Council are supportive of the department’s mission, goals and objectives and consistently provide the financial resources required. All necessary programs are identified in the budget and adequately funded, which allows DFD to continue to deliver quality services. Monthly financial reports provide a current status of revenue and expenditures.

**Appraisal**

DFD’s current funding mechanisms have been effective and in place since the 2010 Fire Levy. This levy increased the department’s funding allowing expansion. The funding has allowed the department to create its own fund separate from the General Fund. Since the levy increase, funding has replaced equipment, added personnel and built two (2) new fire stations, while creating a fund balance.

**Plan**

The City and the department will continue to base budgeted programs on current and anticipated revenues. As revenues increase, the department will consider expanding current levels of programs and services.

**References**

- R-0112: COD-Resolution 14-17 Financial Mgmt.
- R-0116: COD 2021 Proposed Budget
- R-0122: COD Monthly Financial Report
- R-0123: DFD Finance Report

4C.2 The governing body has an investment policy.

**Description**

The City of Delaware has an investment policy that is Chapter 109 of the Codified Ordinances (Investment of Funds). Whenever there are moneys in the City Treasury which will not be required to be used by the City for a period of six months or more, such moneys may, in lieu of being deposited in a bank, be invested as provided in Ohio R.C. 731.56. In addition to this, the City has adopted Resolution 14-17, that provides additional direction concerning Reserve Policies, Debt Management, Revenue and Purchasing.

**Appraisal**

The City's investment policy has been effective and been followed, providing necessary guidelines on deposits, securities, market interest.

**Plan**

The City will continue to follow the Codified Ordinances and make necessary changes as needed.

**References**

R-0112: COD-Resolution 14-17 Financial Mgmt.

R-0124: DFD Finance Report

R-0125: ORC 731.56

R-0136: COD Investment Policy

4C.3 Policies, guidelines, and processes exist for procurement practices within the agency.

**Description**

The City of Delaware has policies, guidelines, and processes for procurement practices. Resolution 14-17 provides initial purchasing direction that indicates the purchase be based on in accordance with federal, state and municipal requirement. In addition to this, the Codified Ordinance Chapter 105 provides detailed direction on contracts and purchasing. Annually the City’s financial records for the previous year are independently audited.

**Appraisal**

The existing procurement and funding policies and process have been effective. All financial transactions initiated by the Fire Department are reviewed by the City’s Finance Department for compliance with the Purchasing Policy. The Finance Department does not issue funding without compliance. The Fire Department works closely with the Finance Department to ensure that purchasing policy requirements are met.

**Plan**

The Fire Department will continue to adhere to the procedures outlined in the Financial Management Policies and the Codified Ordinances. The City will also have the financial records independently audited on an annual basis.

**References**

- R-0110: COD-2018 Independent Audit
- R-0112: COD-Resolution 14-17 Financial Mgmt.
- R-0157: COD Codified Ordinance, Chapter 105

#### 4C.4 Plans exist for the payment of long-term liabilities and debts.

##### **Description**

City of Delaware has a plan and policy for the payment of long-term liabilities and debts. Resolution 14-17 states that the City is restricted to the use of long-term borrowing for capital improvement projects, and the length of repayment cannot exceed the life expectancy of the project. The policy further identifies that the City evaluate pay-as-you-go for future flexibility and that the City work to maintain and improve the current bond rating. The Fire Department currently has debt for the construction of its two (2) newest fire stations and for the three (3) paramedic ambulances. Debt balances are projected out as part of the Five (5) Year Capital Improvement Plan.

##### **Appraisal**

The City of Delaware has effectively paid all its required long-term debt payments to date and has plans for the payment of long-term liabilities and debts. As part of the Five -Year Capital Improvement plan developed annually, the long-term debt is reviewed and incorporated in the anticipated funding for the next five (5) years. At the end of 2019, the Fire Department debt was \$5,127,278 with a cash reserve of \$9,399,949.67.

##### **Plan**

The City of Delaware will continue the multi-year capital improvement plan including the payment of long-term debt for their capital items. The Fire Department will continue to review its operational needs and work with the Finance Department on future debt financing in accordance with City policies.

##### **References**

- R-0112: COD-Resolution 14-17 Financial Mgmt.
- R-0126: COD 2021-2025 CIP
- R-0127: DFD Overall CIP Costs (2021)

4C.5 The agency projects future asset maintenance costs are projected with related funding plans.

**Description**

The City of Delaware and DFD projects future asset maintenance costs related to its funding plans. The Five (5) Year Capital Improvement (CIP) is the formal process of tracking and projecting costs. This plan is presented annually and adopted by City Council. DFD has worked to develop long-term internal plans for the replacement of capital costs for the next 25 years. Items included in DFDs 25-year plan are apparatus, self-contained breathing apparatus, technology, cardiac monitors and property and facilities.

**Appraisal**

The City and DFD’s annual CIP process has provided the department with the opportunity to prioritize and plan for future maintenance costs in a methodical and effective manner.

**Plan**

DFD will continue to project future asset maintenance costs through its CIP process. The Finance and Administration Divisions will provide additional oversight in the analysis of the expected useful life and maintenance needs of DFD’s assets.

**References**

R-0126: COD (2021-2025 CIP)

R-0127: DFD Overall CIP Costs (2021)

4C.6 Financial plans avoid the use of one-time funding sources to cover ongoing costs unless plans are provided to ensure a means of continuity for personnel resources and capital assets.

**Description**

The City of Delaware has established a policy to prevent the use of one-time funding sources to cover ongoing costs. One-time funding sources are only permitted to be utilized for capital expenses based on Resolution 14-17. Funding for personnel, supplies and professional services are funded through the City’s income tax dedicated to the Fire/EMS program.

**Appraisal**

The City of Delaware Resolution 14-17 has been effective in ensuring the City avoids the use of one-time funding sources to cover ongoing costs. The City will continue to utilize the Fire/EMS income tax revenue for the day-to-day operations.

**Plan**

The City of Delaware will continue to adhere to the process of utilizing recurrent funding sources to cover ongoing costs.

**References**

R-0112: COD-Resolution 14-17 Financial Mgmt.

4C.7 The governing body has adopted a general fund reserve policy and established a time frame to meet established reserve fund levels. Operating revenues or expenditures should be established as the basis of the fund policy.

**Description**

The City of Delaware has adopted Resolution 14-17 that has adopted a general fund reserve policy and established a time frame to meet established reserve fund levels. The Reserve balance is by Resolution 17% of estimated annual expenditures. These funds are designed to address unforeseen contingencies or to be able to take advantage of opportunities that may arise. As part of this, the City also maintains a Reserve Account Fund of 5% that is designed to stabilize against any cyclical changes in revenues and expenditures.

**Appraisal**

The City’s Reserve Policies have proven effective. These funds have been utilized in the past during the recession. The policy was most recently updated in 2014. The Fire/EMS fund currently has a balance of almost 70% of its 2020 proposed budget expenditures.

**Plan**

The City will continue to follow its policy regarding reserve balances and periodically review the necessity to make necessary adjustment.

**References**

R-0109: COD 2019 CAFR

R-0112: COD-Resolution 14-17 Financial Mgmt.

4C.8 The agency maintains contingency funds in accordance with generally accepted accounting practices (GAAP) recommendations and anticipate budgetary restrictions and or shortfalls.

**Description**

The City of Delaware maintains a contingency fund in accordance with generally accepted accounting practices (GAAP) and anticipate budgetary restrictions and or shortfalls. City Resolution 14-17 identifies that the City shall maintain a Reserve of 17% that is designed to stabilize against any cyclical changes in revenues and expenditures. In 2020, the proposed budget shows the targeted reserve fund balance of 23% of proposed expenditures.

**Appraisal**

The City of Delaware maintenance of contingency funds has been in accordance with GAAP and has been adequate for anticipating budgetary restrictions and shortfalls. The current fund balance exceeds the targeted fund balance established through Resolution 14-17.

**Plan**

The City of Delaware will continue to appropriate for contingencies annually within the budget with the goal of not expending those funds.

**References**

- R-0109: COD 2019 CAFR
- R-0112: COD-Resolution 14-17 Financial Mgmt.
- R-0116: COD 2021 Proposed Budget



## **Category V: Programs**

This category is defined as the agency services, activities, and responses provided for the community or facility that are designed, organized, and operated in compliance with the agency's mission, goals, and objectives. Category VIII – Training and Competency, however, appraises the level of proficiency with which personnel actually perform within these programs.

The key elements used to evaluate these services are: adequacy, deficiency, effectiveness, methods, and results of programs. For purposes of accreditation, these terms are defined within the glossary.

The agency's mission, goals, and objectives should determine the applicability of all the listed programs. The agency should decide the relevancy of each criterion in their self-assessment manual. For criteria in Category V "Programs" that are not applicable to the agency, the agency should briefly explain why it does not provide this program.

## **Category V**

### **Criterion 5A: Community Risk Reduction Program**

The agency operates an adequate, effective, and efficient program to manage community risks as identified in the community risk assessment and standards of cover. The approach is comprehensive and includes both prevention and mitigation strategies such as life safety, hazard risk reduction, plan review, code compliance, and the detection, reporting, and control of fires. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific community risk reduction program.

#### **Summary:**

The Delaware Fire Department (DFD) has an active Risk Reduction Division responsible for the prevention and mitigation strategies including; life safety, hazard risk reduction, plan review, code compliance, public education, social services and the detection, reporting, and control of fires. The Division is staffed by a Lieutenant and two (2) Fire Safety Inspectors.

As part of DFDs periodic risk-analysis process, the Risk Reduction Division along with the assistance of the Operations Division, has determined the risk to the community as identified in the Department's Community Risk Reduction and Standard of Cover. The department's all-hazard risk assessment identifies risks that are considered low, medium, high and ultra-high. Commercial and multi-family residential buildings are scheduled annually for a fire code inspection. In addition, fire companies conduct a hazard and risk review annually to maintain situational awareness within their primary response areas and identify any changes in risks. The Lieutenant overseeing the Risk Reduction Division works with the City's Planning and Community Development Department to ensure compliance and reduce the community's risk through zoning changes, development plan review, new construction and commercial and multi-family inspections.

DFD tracks the storage, use, and handling of hazardous materials to ensure compliance with local, state and federal guidelines. All fires within the City are investigated by the

Incident Commander or designee, except when a Fire Investigator is needed for fires greater than \$5,000 in damage, involves a death or is suspicious in nature. Public Education programs include Safety Town, Citizens Academy, fire station tours and education, fire extinguisher training, CPR, and Juvenile Firesetter program to name a few.

**Performance Indicators:**

**CC 5A.1 The authority having jurisdiction has an adopted fire prevention and building code(s).**

**Description**

The City of Delaware has adopted the Ohio Fire Code, Ohio Building Code, Ohio Mechanical Code, Ohio Residential Code and the International Property Maintenance Code. The Ohio Fire Code is adopted by the State as Ohio Administrative Code 1301:7-7-01 and enforceable by Fire Safety Inspectors. Additional local fire safety requirements are adopted by City Ordinance and incorporated as part of Chapter 15 of the Codified Ordinances.

**Appraisal**

DFD, the City Building Department and the State of Ohio have adopted the most recent Fire and Building Codes. The Departments continue to monitor the need for additional protective measures that are adopted by City Council as part of Chapter 15 of the Codified Ordinances. This has allowed the Department to meet and exceed the state and national requirements.

**Plan**

DFD will continue to utilize the Ohio Fire Code as its fire code and will continue to work with the Community Development and Planning Department to ensure the application, coordination and update of the codes. DFD will continue to review the need to update the City Codified Ordinances annually to determine the need for changes or updates.

**References**

- R-0009: OAC -1301:7-7-01, Ohio Fire Code, Scope and Administration
- R-0037: COD - Chapter 15 Fire (1501.01, Ohio Fire Code)
- R-0038: COD 1301.01 - Residential Code Adoption
- R-0039: COD 1303.01 - Prop Maint Code Adoption
- R-0040: COD 1307.01 - Building-Mech Code Adoption

**CC 5A.2 The code enforcement program ensures compliance with applicable fire protection law(s), local jurisdiction, hazard abatement, and agency objectives as defined in the community risk assessment and standards of cover.**

**Description**

The DFD Risk Reduction Division is responsible for ensuring compliance with applicable fire code requirements, hazard abatement, and Department objectives as defined in the Community Risk Reduction and Standards of Cover and SOP 2.2.1. Commercial and multi-family residential buildings are scheduled annually for a fire inspection. If a notice of violation is provided due to code violations, a follow-up reinspection is conducted. Failure to resolve a fire code violation results in a civil summons to appear in court. The Division also collaborates with the City’s Planning and Community Development Department providing a comprehensive fire, building and zoning code enforcement approach. DFD participates in the City’s Technical Review Committee (TRC) that reviews in the early stages any annexation, conceptual developmental projects, infrastructure expansion and zoning changes. The Department also maintains a goal of completing inspections on all Tier II HazMat facilities within the jurisdiction annually.

**Appraisal**

DFDs code compliance program has been effective in resolving violations without any appeals or citations to court. There were 1,059 initial fire inspections (73.03% of properties) conducted in 2019, with 568 fire re-inspections, 19 plan reviews and 49 construction inspections. Fire Inspections were up from 2018 when only one (1) Fire Inspector was assigned to the Division. This program has consistently assisted in minimizing the community’s risk of a 99% save of property loss from fire and no loss of life. There have been no violators cited to Court in recent years to force compliance. Full authorized staffing returned in early 2020, however, staffing was reassigned for a 3-month period due to the COVID-19 pandemic. There were 913 initial fire inspections conducted in 2020, with 563 fire re-inspections, 43 plan reviews and 21 construction inspections.

**Plan**

The Division will continue to conduct fire inspections, participate in the Technical Review Committee and review construction plans to ensure compliance allowing the continued abatement of discovered hazardous violations. The Division will explore the possibility of Company level inspections for low risk buildings and the impact of implementing NFPA 1730 schedule of inspections based on risk.

**References**

R-0030: DFD Annual Report (2019)

R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)

R-0041: DFD SOP #2.2.1

R-0042: DFD Notice of Violation Form and Re-Inspection

R-0043: COD Technical Review Packet

**CC 5A.3 The program has sufficient staff with specific expertise to meet the community risk reduction program goals, objectives and identified community risks.**

**Description**

DFD's Risk Reduction Division is staffed by an inspector certified Lieutenant and two certified firefighter/inspectors responsible for community risk reduction including plan review, code enforcement, fire investigations, and public education. The inspectors are certified through the State of Ohio as Fire Safety Inspectors as required by the City job description. Certification is not required to enter the Risk Reduction Division, however, it is required once in the position. All department officers are also required to be state certified fire inspectors. Initial certified training is completed by a State of Ohio approved training facility with continuing education required for State recertification. The public education and fire investigation programs will be reviewed and discussed in more detail with Category V-B and V-C.

**Appraisal**

The Risk Reduction Division has been able to meet their goals when fully staffed. In 2018, the Division was reduced to one (1) Fire Safety Inspector due to a promotion and the bidding back to shift work as a result of the Department's planned expansion with a 4<sup>th</sup> fire station. Due to the reduced staffing, the primary reduction in workload affected the fire inspection program. Full authorized staffing returned at the beginning of 2019; however, the two (2) new inspectors were not initially certified. Developmental and fire protection plans submitted for review have been completed 100% of time within 5 days or less. Full authorized staffing returned in early 2020, however, staffing was reassigned for a 3-month period due to the COVID-19 pandemic.

**Plan**

The Risk Reduction Division will continue to monitor the completion rate and quality of fire inspections. DFD will continue to ensure that all certifications remain current. The Division will explore the possibility of company level inspections for low risk buildings and the impact of implementing the NFPA 1730 schedule of inspections based on risk.

**References**

R-0030: DFD Annual Report (2019)

R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)

R-0036: City of Delaware Fire Job Descriptions



5A.4 A plan review process ensures that adopted codes and ordinances determine the construction of buildings and infrastructure (such as hydrants, access, street width).

### **Description**

DFD has a plan review process in place that ensures that buildings, residential subdivisions, and infrastructure are constructed to code. Conceptual building and site plans are reviewed as part of the City's Technical Review process. This meeting provides the developer with a plan review by all City Departments to provide a consistent and single response to their proposal. The Fire Department review includes the needed and available water flows for fires, fire apparatus access and turning radius requirements, and the placement of fire protection equipment including fire hydrants. DFD conducts the plan review based on the Ohio Fire Code, City Codified Ordinances and SOP #2.2.2. Once the plan is approved, the final construction plans are submitted to the Planning and Community Development Department for a building permit. Periodic inspections (fire protection and construction) are completed during the construction phase. Upon completion of the construction and as part of the Certificate of Occupancy, DFD Fire Inspectors and the City's Building Inspectors, conduct a life safety inspection to ensure compliance. A final certificate of occupancy is not issued until all problems are resolved.

### **Appraisal**

In 2020, the Risk Reduction Division conducted 21 construction inspections, 43 plan reviews and 68 construction/inspection meetings. Building permits to begin construction were not issued until all the items mentioned in the Technical Review meetings are addressed. The division reviewed all plans within five (5) working days of submittal. This process has ensured compliance with the codes.

### **Plan**

DFD will continue to evaluate the plan review process to look for opportunities to increase efficiency.

### **References**

R-0009: OAC -1301:7-7-01, Ohio Fire Code

R-0030: DFD Annual Report (2019)

R-0037: COD - Chapter 15 Fire, (1501.01, Ohio Fire Code)

R-0043: COD Technical Review Packet

R-0045: DFD SOP #2.2.2 (Design and Plan Review)

**CC 5A.5 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the community risk reduction program and its efforts in risk reduction based on the community risk assessment, standards of cover, and measures performance against adopted loss reduction goals.**

### **Description**

DFD conducts a monthly assessment on the Department's metrics that includes fire inspections. As part of the annual budget process, DFD reviews the Risk Reduction program and provides the City Manager and City Council with updated analysis and metrics for the coming year. These reports are used to determine the effectiveness of the risk reduction program based on division goals and the Community Risk Reduction and Standard of Cover. Once the budget is approved, DFD produces a Business Plan that provides the year's direction, goals, funding and projected metrics.

### **Appraisal**

The monthly and annual year-end reports have been an effective way to appraise the activities and assess the progress of community risk reduction programs. The Division has used these reports to guide efforts for future years. As part of the risk assessment, DFD identified that the lack of working smoke detectors led to all the fatal fires in Delaware over the past decade. This has driven DFD to work with the Red Cross to focus on getting smoke detectors installed in known risk areas.

### **Plan**

DFD will continue to conduct periodic appraisals of the risk reduction process to look for opportunities to increase efficiency and annually provide the City Manager and City Council with a status update as part of the budget process.

### **References**

R-0015: City of Delaware, 2021 Budget

R-0030: DFD Annual Report (2019)

R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)

R-0034: DFD Business Plan (2021)

R-0047: Monthly Metrics Report

5A.6 The community risk reduction program identifies the frequency that occupancies are inspected.

**Description**

DFDs goal is to inspect all commercial and multi-family occupancies annually. These occupancies are inspected by the Risk Reduction Division’s Fire Inspectors. The Department has approximately 1,450 properties to be inspected as depicted in the annual budget metrics and Business Plan.

**Appraisal**

The Risk Reduction Division has only been able to meet their goals when fully staffed. In 2019 and 2020, the Department faced a reduction due to staffing issues and the COVID-19 Pandemic. In 2019 there were 1,059 initial fire inspections conducted, with 826 fire re-inspections, 19 plan reviews and 49 construction inspections. Due to the reduced staffing, the primary reduction in workload affected the fire inspection program. Full authorized staffing returned in early 2020, however, staffing was reassigned for a 3-month period due to the COVID-19 pandemic.

**Plan**

The Risk Reduction Division will continue to monitor the completion rate and recommend additional personnel as needed. The Division will explore the possibility of company level inspections for low risk buildings and the impact of implementing NFPA 1730 schedule of inspections based on risk.

**References**

- R0015: City of Delaware 2019 Budget
- R0030: DFD Annual Report (2019)
- R0034: DFD Business Plan (2021)

5A.7 The agency sets specific, targeted, and achievable annual loss reduction benchmarks for fire incidents and fire casualties based upon the community risk assessment and baseline performance.

### **Description**

DFD monthly and annually analyzes the number of incidents, fire loss, property value saved from fire, number of fires greater than \$10,000 and the number of suspicious fires. These metrics are published as part of the annual budget, annual report and the annual business plan. The monthly analysis is provided to the Fire Chief as part of the monthly report.

### **Appraisal**

The performance metrics were based on the past three (3) years of data and included the projected metrics for the coming year. In 2019, the Department was 5.11% over the projected incident responses, 80% over the projected fire loss (two manufacturing fires involving product), 1% over the projected property saved percentage and 73.03% of the projected fire inspections. The benchmarks are presented and included in the annual budget approved by City Council and the baselines are reported in monthly and annual reports.

### **Plan**

DFD will continue to analyze the current metrics and expand the metrics to include publishing fire casualties and containment of fires to the room of origin as part of the 2021 budget, 2021 annual report and the 2021 Business plan.

### **References**

R-0015: City of Delaware, 2021 Budget

R-0030: DFD Annual Report (2019)

R-0034: DFD Business Plan (2021)

R-0047: Monthly Metrics Report

5A.8 Fire inspection personnel should receive annual continuing education to maintain proficiency.

**Description**

DFD Fire Inspectors receive annual continuing education to maintain their State of Ohio certification and proficiency. The Ohio Department of Public Safety requires 24 hours of continuing education every (3) years to maintain proficiency. The training is required to be in the areas of Theory of Code Enforcement, Enforcement of Fire Codes, Life Safety System of Building & Uses, Safe Use and Maintenance of Facilities, Safe Handling of Materials Which Pose a Fire Hazard, Fire Code Administration, Legal Method of Code Enforcement, Legal Rights of Landlords & Tenants, and/or the Application, Installation, Use & Interpretation of the NFPA Standards. The Fire Inspectors are responsible for recording their training in Target Solution and ensuring that their continuing education is submitted to the State for recertification.

**Appraisal**

Annual continuing education was provided through internal and external training classes and all inspectors are meeting the requirements for recertification. The Inspectors assigned to the Risk Reduction Division have exceeded the training requirements of the State of Ohio.

**Plan**

DFD will continue to analyze the training and continuing education program looking for opportunities to maintain and increase educational opportunities.

**References**

- R-0044: DFD Fire Inspector Training Report
- R-0046: Ohio Department of Public Safety Training Requirements
- R-0089: Target Solution Training Report (Inspector Training)

## **Category V**

### **Criterion 5B: Public Education Program**

A public education program is in place and directed toward reducing specific risks in a manner consistent with the agency's mission and as identified within the community risk assessment and standards of cover. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for a specific public education program.

#### **Summary:**

The Risk Reduction Division is tasked with the public education programs and fire inspections at the Delaware Fire Department (DFD). The Division is overseen by a Lieutenant, who reports directly to the Fire Chief, and two firefighters. Risk Reduction offers various programs to the community that meet the department's mission statement; *The Delaware Fire Department will be a progressive Fire Department meeting the needs and expectations of the community.* Risk Reduction provides home safety inspections, a smoke detector/CO alarm program, hands-only CPR, fire extinguisher training, public safety announcements, school presentations, Stop the Bleed, and other classes.



## **Performance Indicators:**

**CC 5B.1 The public education program (such as development and delivery) targets specific risks, behaviors, and audiences identified through incident, demographic, program data analysis, community risk assessment, and standards of cover.**

### **Description**

The public education program is designed to target the specific needs of Delaware. The Risk Reduction Division provides home safety inspections, a smoke detector/CO alarm program, hands-only CPR, first aid, and AED training. Fire extinguisher training is offered to laypersons and in the industrial setting with a transportable fire attack simulator. Risk Reduction has filmed 15-second public safety announcements for the local movie theater as trailers before movies. School presentations center around Fire Prevention Month with visits to the schools or station tours. The Stop the Bleed program is a countywide effort to ensure schools and larger assembly area personnel respond to an active aggressor scenario correctly and have the equipment needed. DFD also uses social media to provide timely or up to the minute updates on prevention or situations in the city. In 2020, all station tours for Fire Prevention Month had to be canceled due to COVID-19. In response, the Risk Reduction Division, along with the city videographer, created virtual tours of the stations to share with the community.

### **Appraisal**

DFD public education programs are focused on community risk assessment and behavior. DFD uses GIS and incident data to target specific risks or behavior trends to provide educational programs or services as needed. In 2019, DFD identified areas within the city with lower social economic and greater elderly population door to door smoke detector checks and installations. DFD teams with other City and County agencies to provide services such as utilizing fire stations bays for car seat checks performed by the Delaware County Health Department. Unfortunately, in 2020 the Department was restricted in providing many programs due to the COVID pandemic.

**Plan**

DFD will continue to use GIS, incident data, and emerging technology to anticipate and provide public education programs that meet the community's needs. DFD will continue to update the community risk assessment and standard of coverage to reflect the community's needs.

**References**

R-0158: ISO Evaluation (2018) Pg. 22

R-0159: DFD Smoke Detector Installs (2019)

R-0160: DFD Public Education Relation Report (2019)

R-0215: DFD Station Tour Video Example

R-0216: DFD Movie Trailer CPR Video

**CC 5B.2 The program has sufficient staff with specific expertise to meet the public education program goals, objectives, and identified community risks.**

### **Description**

Risk Reduction is sufficiently staffed to meet the public education goals. Authorized staffing for Risk Reduction is a Lieutenant and two Firefighter/Inspectors whose responsibilities includes public education. The Firefighter/Inspectors are encouraged to obtain Fire and Life Safety Educator 1 training from the State of Ohio within their first year. Inspectors are ASHI certified to teach Hands Only CPR and AED. Other members of the department are also certified ASHI instructors and assist if needed. All officers and several DFD members are State of Ohio Certified Instructors in either fire or EMS and can also help with educational programs. On duty crews routinely assist with station tours, smoke/CO detector installations, and battery changes for residents. DFD works with other county agencies on specific expertise in programs such as providing station drive-thru bays to Delaware Health District to perform car seat checks.

### **Appraisal**

The Public Education program at the DFD has sufficient and adequately trained personnel to meet the goals, objectives, and risks identified in the community. In 2019 the Department conducted 202 public education activities reaching 32,016 stakeholders. In addition to these activities, the Department participated in 93 public relation activities reaching 28,466 stakeholders. Risk Reduction can facilitate most programs, but crews are available to assist larger gatherings programs on duty.

### **Plan**

DFD will continue to ensure adequate staffing to provide the programs needed to meet the needs of the community. Continue to partner with other agencies to offer programs outside the expertise of the DFD.

### **References**

R-0036: City of Delaware Fire Job Descriptions

R-0162: Risk Reduction Personnel Training

**CC 5B.3 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the public education program and its efforts in risk reduction based on community assessment, standards of cover, and measures performance.**

**Description**

The DFD has a formal Public Education evaluation appraisal system in effect. This system has been in place since 2020. Prior to 2020, the appraisal included the tracking of the amount of classes conducted and people contacted.

**Appraisal**

The Lieutenant in charge of the Risk Reduction Division, has annually reviewed the public education programs performance. It was determined in 2020 that a formal program was needed to identify and correct deficiencies and drive policy and procedure changes as needed. In 2020 the DFD began looking at all programs using the Public Education Annual Appraisal Form.

**Plan**

Continue to implement and make the Annual Appraisal Form an integrated part of the DFD. Continue to include internal and external stakeholder's input to drive the objectives of the public education program.

**References**

R-0030: DFD Annual Report (2019)

R-0162: DFD Public Education Program Evaluation Form

5B.4 There are programs in place that identify large loss potential or high risk audiences (such as low socio-economic status, age, cultural/ethnic differences where appropriate), forge partnerships with those who serve those constituencies, and enable specified programs to mitigate fires and other emergency incidents (such as home safety visits, smoke alarm installations, free bicycle helmet programs, falls prevention programs, etc.).

### **Description**

The DFD provides programs for home safety inspections, smoke detector and carbon monoxide detector distribution, Hands Only CPR and AED use, fall prevention, and fire extinguisher training. In 2019, Stop the Bleed was introduced as a countywide initiative to place hemorrhage control training and devices in all schools and large assembly areas but was postponed due to the COVID-19. DFD has been using National Fire Operations Reporting Service (NFORS) analytical system along with the U.S. Census information to identify high risk populations in the City of Delaware and provide specific interventions.

In 2014, the department implemented an innovative way to help reduce risks to seniors. Through a partnership with SourcePoint (a public program for older adults/seniors), a part-time social worker, known as a Service Coordinator, was hired to assist in managing seniors at risk. The Service Coordinator meets with seniors who have been identified as "at risk" and conducts interviews and home safety inspections that ultimately link the residents with needed services, thus reducing EMS's impact. Annually this program sees over 300 new clients. In 2017, through fire department funding, the program was expanded to include all residents, regardless of age. This addition has assisted with many of the younger population who are struggling with mental health issues and drug addiction. On February 17, 2021, the Department hired their own Service Coordinator to oversee and provide additional coordination.

### **Appraisal**

The DFD has proactively looked for ways to reduce risk through public education. DFD added a full time GIS analyst to further assist in using available data to predict trends or areas of concern within the community. By forging relationships with other agencies, the DFD has been able to expand the number of people reached and programs available, such

as with car seat checks through the Delaware Health Department and our partnership of Service Coordinators with Source Point.

**Plan**

Continue to use current technology, data, and requests from the public to predict and identify risks in the community. Continue to work with and develop new partnerships that are mutually beneficial.

**References**

- R-0163: SourcePoint Service Coordination Contract (FIRST)
- R-0164: SourcePoint Service Coordination FIRST Brochure
- R-0165: NFORS Sample of At Risk People
- R-0167: SourcePoint Fall Prevention Week

5B.5 The agency should evaluate the juvenile firesetter intervention program. This program should refer all juveniles identified as involved in fire-play or fire setting behavior for educational intervention or other intervention services.

**Description**

The Lieutenant in charge of Risk Reduction and the lead fire investigator have completed the Youth Firesetter Level 1 course through the Ohio Fire Academy and work with any referrals to the program.

**Appraisal**

There have not been any juveniles within the city in the last three years, that have required a referral to the firesetter program.

**Plan**

DFD will continue to offer the program and make adjustments as needed.

**References**

R-0166: DFD Juvenile Firesetter Training Certificates

## **Category V**

### **Criterion 5C: Fire Investigation, Origin, and Cause Program**

The agency operates an adequate, effective, and efficient program directed toward origin and cause investigation and subsequent classification of fires, explosions, and other emergencies that endanger life or property. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for fire investigation program.

#### **Summary:**

The Delaware Fire Department utilizes personnel that has completed Fire Investigator 1 training to conduct fire investigations to determine the cause and origin of fires and other emergencies. Investigators are also State of Ohio Certified Life Safety Inspectors. The Fire Chief determines the make-up of the Fire Investigation Team and the amount of personnel. The team is lead by a Crew Captain and the Lieutenant in charge of the Risk Reduction Division. The remaining investigators are all assigned to crew positions.

The incident commander is responsible for initiating the determination of the cause and origin of all fires that occur in the City limits. The incident commander is authorized by SOP# 2.3.1 to complete a basic fire investigation if the loss value is estimated to be less than \$5000, no casualties, and there is no reason to suspect arson. However, if any of these conditions are not met, an investigator is called out to complete a more technical and comprehensive investigation or activate the fire investigation team as needed. The State Fire Marshal and Delaware Police Department can also be used by the investigation team when specific criteria have been met.

All investigations are based on NFPA 921 Guide for Fire & Explosion Investigations. NFPA 921 was used as a basis for SOP #2.3.1, Fire Cause and Origin, and all fire investigation forms.

#### **Performance Indicators:**



**CC 5C.1 The agency's fire investigation, origin, and cause program are authorized by adopted statute, code, or ordinance.**

**Description**

The Delaware Fire Department's fire investigation, origin, and cause program are authorized by the Ohio Revised Code Section 3737.24, the Ohio Fire Code (OFC) Section 104.10, and Chapter 15 of the Codified Ordinances of the City of Delaware, which includes the adoption, use, and enforcement of the OFC.

**Appraisal**

DFD has followed the State of Ohio statutes and rules that authorize the DFD to conduct a fire investigation, origin, and cause program. Investigators conduct cause of fire following accepted fire investigation practices investigations and work with the State Fire Marshal's Office during investigations required under ORC or OFC requirements.

**Plan**

The DFD will continue to follow the state and local statutes and rules that authorize our agency's fire investigation, origin, and cause program. Chapter 15 of the Codified Ordinances of the City of Delaware requires the DFD to adopt any changes or updates made to the OFC immediately and will allow us to stay current with any future requirements.

**References**

- R-0009: OAC -1301:7-7-01, Ohio Fire Code104.10
- R-0037: COD - Chapter 15 Fire
- R-0168: DFD SOP 2.3.1, Fire Cause and Origin
- R-0169: Ohio Revised Code Section 3737.24

**CC 5C.2 The agency uses a consistent approach to the scientific method which is utilized to investigate and determine the origin and cause of all fires and explosions.**

**Description**

DFD fire investigators are trained at the Ohio Fire Academy in a state-tested fire investigation class to conduct a systematic approach during all investigations. The investigator's training is based on using the scientific method and process as defined in NFPA 921 Guide for Fire & Explosion Investigations and NFPA 1033 Professional Qualifications for Fire Investigators. DFD investigators use all scientific method elements as the analytical process to conclude the origin and cause of a fire. All investigation forms provide guidelines when conducting an investigation and systematically look at every aspect of the process.

**Appraisal**

By following the guidelines of NFPA 921 and 1033, investigators use a systematic and scientific method investigation in determining the cause and origin of fires in the City of Delaware. Investigators are required to complete continuing education each year to stay current with changes made to NFPA 921 and NFPA 1033.

**Plan**

Continue to use NFPA 921 and 1033 as a template to conduct a systematic and scientific approach to investigating fires and explosions in the City of Delaware. Continue to require continuing education of all investigators to ensure investigations are performed systematically and accurately.

**References**

- R-0170: NFPA 921
- R-0171: NFPA 1033
- R-0172: DFD Fire Investigation Forms Sample

**CC 5C.3 The program has sufficient staff with specific expertise to meet the fire investigation, origin, and cause program goals, objectives, and identified community risks.**

**Description**

The DFD current investigation staffing model is comprised of a Crew Captain, and the Lieutenant of Risk Reduction who are in charge of the team reporting to the Fire Chief. All three are currently the primary investigators for the DFD. The investigation team leaders are reevaluating the number of crew investigators to train to handle the initial investigation while on duty. If an investigator is not on duty at the time of the incident, then call-in is utilized. Mutual aid department investigators can also be used if DFD investigators are not available. Investigators can utilize Delaware Police Department (DPD) detectives in criminal investigations or investigators from the State Fire Marshal’s Office if specific criteria are met.

**Appraisal**

DFD has sufficient staff with specific expertise. However, having a crew investigator on duty at the time of an incident has been challenging. Without crew investigators, call-in of DFD, three inspectors or mutual aid investigators must handle the investigation. The Fire Chief and lead investigators are currently evaluating the response plan to determine if and how many new crew investigators need to be trained. The State Fire Marshals Office did not conduct any Fire Investigator classes in 2020 due to COVID19.

**Plan**

Over the next year, the DFD will evaluate all possible staffing plans and implement selection and training to meet that plan.

**References**

- R-0168: DFD SOP 2.3.1, Fire Cause and Origin
- R-0173: Ohio Fire Academy-Fire Investigation Training

5C.4 The agency has established written agreements and procedures, that are reviewed and revised at least annually, with relevant local, regional, state/provincial, and federal fire investigation agencies to ensure appropriate and consistent scene processing, evidence collection, and information sharing.

### **Description**

DFD follows all applicable state and local statutes that authorize the department to conduct investigations. If the investigation requires additional resources to be notified as outlined in SOP 2.3.1 Section I, then notifications are made to the State Fire Marshal's Office, Delaware Police Department (DPD), or the Delaware County Coroner. Additional resources such as the FBI and ATF have been utilized when needed. These requests are made through DPD or the State Fire Marshal's office.

### **Appraisal**

The DFD follows department policy, Ohio Revised Code, Ohio Fire Code, Local Ordinances, and NFPA 1033 and 921 for fire investigations. The process has worked well with DFD investigators working in conjunction with the DPD, State Fire Marshal's Office, FBI, Homeland Security, and ATF. Several fires have been identified as arson in the last two years, with investigators utilizing other agencies.

Currently, the Captain in charge of fire investigation is an Ohio Certified Peace Officer Trained (OPATA) officer but is not commissioned by the DPD. There has been discussion with the Fire Chief in commissioning OPATA trained personnel to include arrest powers, firearm provision, and access to Ohio Law Enforcement Automated Data System (LEADS).

### **Plan**

DFD will continue to follow all applicable requirements and guidelines for fire investigations. Procedures will be evaluated annually by the officer in charge of fire investigation to ensure all requirements are met and make changes as needed. DFD will continue to research the possibility of commissioning DFD personnel that are OPATA trained

**References**

R-0009: OAC -1301:7-7-01, Ohio Fire Code

R-0037: COD - Chapter 15 Fire

R-0169: ORC 3737.24, Investigation of Fire

**CC 5C.5 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the fire investigation, origin, and cause program and its efforts to reduce fires based on community assessment, standards of cover, and measures performance.**

**Description**

The DFD has a formal fire investigation, origin, and cause evaluation appraisal system in effect. This system has been in place since 2020

**Appraisal**

The DFD would evaluate the fire investigation, origin, and cause program has been evaluated for effectiveness by the Fire Chief and program leaders. It was determined during the Self-Assessment that a formal plan was needed that can be used to identify and correct deficiencies and drive policy and procedure changes as required. In 2020 the DFD began looking at all programs using an Annual Appraisal Form.

**Plan**

DFD will continue to implement and make the Annual Appraisal Form an integrated part of the department. DFD will also continue to include internal and external stakeholders' input to drive the fire suppression program's objectives.

**References**

R-0174: Fire Investigation - Annual Appraisal Form

## **Category V**

### **Criterion 5D: Domestic Preparedness, Planning, and Response**

The agency operates an all-hazards preparedness program that includes a coordinated multi-agency response plan designed to protect the community from terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area.

#### **Summary:**

The City of Delaware has partnered with local governmental agencies, including Delaware County to create the Delaware County Office of Homeland Security and Emergency Management (DCOHSEM). The office is a separate County agency that has its own Executive Board which operates under the Ohio Revised Code 5502.26. A Director hired by the Executive Board, provides oversight for the day-to-day operations including plan development, managing the emergency operations center, training and readiness, and overall preparedness. The Fire Chief serves as the City representative on the Executive Board and currently serves as the Vice Chairman. DCOHSEM has developed, and annually tests the Emergency Operation Plan that works into the State of Ohio Emergency Management Agency Plan. Other plans developed include hazard specific, recovery, hazard mitigation, continuity of cooperation and the donation management plans to name a few.

Even with the City of Delaware being a partner of DCOHSEM, the City felt it was necessary due to its size and available resources, to better coordinate responses within the City. The City has created its own Comprehensive Emergency Management Plan to facilitate and coordinate operations within the City that do not reach the need for DCOHSEM. This plan is frequently used for scheduled and unscheduled events such as snow and flooding emergencies and numerous community events. The Fire Chief is designated as the Emergency Management Coordinator and the City Manager is designated and the Emergency Management Director. The City and County utilize the National Incident Management System (NIMS) as its all-hazards incident management system.

## **Performance Indicators:**

**CC 5D.1 The agency publishes an all-hazards plan that defines roles and responsibilities of all participating departments and/or external agencies. The agency identifies and authorizes an appropriate multi-agency organizational structure to carry out the all-hazards plan predetermined functions and duties.**

### **Description**

DCOHSEM and the City of Delaware have created, implemented, and periodically tests their all-hazards plan that defines the roles and responsibilities of all agencies and departments participating. DCOHSEM has utilized an ICS based system in the Emergency Operation Center (EOC) in support of the Field Operations. The City has divided the Emergency Support Functions (ESF) responsibilities among the departments within the City. These plans coordinate the response for all agencies within the City and DCOHSEM boundaries. The plans are aligned with both the National Response Framework at the federal level and the State Emergency Operations Plan.

### **Appraisal**

The City and DCOHSEM plans have been updated regularly with participation from the appropriate governmental agencies and departments. Plans are assessed annually and reviewed in their entirety every three years. Cooperation amongst participating agencies and departments remains productive. Operations have successfully followed the plans both at a County and City governmental levels. In 2020, the City implemented its first ever local State of Emergency for the COVID-19 incident, and this proved to provide the flexibility needed to manage this long-term incident.

### **Plan**

The City and County will continue to review and update the emergency operation plan on at least a three-year basis. The plans will be tested on an annual basis for different components and incidents.

### **References**

R-0175: COD Emergency Management Plan (pgs. 21-36)



R-0176 – DelCo Emergency Management Plan

R-0177 – COVID-19 Local State of Emergency

R-0379 – COD Emergency Mgmt Exercise Sheet

5D.2 The agency complies with the National Incident Management System (NIMS), or appropriate incident management system, and its operational methods are compatible with all external response agencies.

### **Description**

Delaware Fire Department utilizes ICS on all emergency incidents and scheduled events. Personnel are trained as depicted in the job descriptions, and emergency operational personnel are trained to a minimum qualification of ICS-100, ICS-200, IS-700, and IS-800. Lieutenants are required to be trained to the level of ICS-300 and Captains and Chief Officers are trained to ICS-400. ICS is employed on every emergency incident by the Department. Additionally, ICS forms may be utilized for large special events, incidents requiring multiple additional resources, or incidents that have the potential for disaster declaration. The Department's SOP works in conjunction with the Delaware County Fire Chiefs Association's adopted SOP. All personnel within the Department are trained in NIMS based on their role and responsibility. The Department also coordinates the training of NIMS for all City employees.

### **Appraisal**

This training provides a foundation that allows the Department to utilize NIMS daily as evident by observing all operational activities. Standard operating procedures currently align with NIMS and it has been incorporated in the City and County emergency operating plans.

### **Plan**

The Department will continue to train all personnel and officers to the appropriate NIMS level and utilize ICS on all responses. SOPs will be reviewed annually to ensure continued compliance.

### **References**

- R-0036 City of Delaware Fire Job Descriptions
- R-0175: COD Emergency Management Plan
- R-0178: DFD SOP 3.5.1 Incident Command System
- R-0179: DCFC -008 Incident Command System

R-0180: DFD NIMS Training Status

5D.3 The agency identifies and documents outside agency support.

**Description**

The Delaware Fire Department along with its neighboring jurisdictions routinely work together through automatic and mutual-aid responses. The authority of this comes through the Ohio Revised Code 5502.29 Mutual emergency management assistance or aid agreements and Ohio Revised Code 5502.291 for Interstate arrangements-coordination of mutual aid plans. Locally, mutual aid is coordinated through run cards for the typical day-to-day operations. If a larger scale event occurs, request for additional resources would be handled through the County EOC utilizing the Ohio Fire Chiefs Association Emergency Response Plan.

**Appraisal**

DFD’s methods of identifying and documenting outside support have been adequate. The Department has obtained local support successfully on an ongoing basis and is prepared to respond as requested on a statewide basis. With the implementation of ORC 5502.29, it has been interpreted that the need for formal mutual aid agreements are not needed, however, a formal legal opinion will be explored, or an updated mutual aid agreement will be implemented.

**Plan**

The need for formal mutual aid and intergovernmental agreements will be explored based on ORC 5502.29.

**References**

- R-0063: COD Codified Ordinance 139.10
- R-0175: COD Emergency Management Plan
- R-0176: DelCo Emergency Management Plan
- R-0181: OFCA Emergency Response Plan
- R-0182: ORC 5502.29 Mutual Aid

5D.4 The agency has processes to record information and provide data on needed resources, scope, nature of the event, and field resources deployed to local, state/provincial, and federal agencies.

### **Description**

DFD is dispatched to emergency incidents through the Delaware County Communication System, which utilizes a computer aided dispatch system (CAD). Within the CAD are run cards that identify the resources to be deployed based on the incident type and level of response. This system tracks and records the data for the resources deployed. If resources outside of the typical realm of the dispatch center are needed, these resources are provided through DCOHSEM. The deployment of the resources to a specific incident are also recorded as part of DFD's incident report in its record management system. For larger scale incidents, storm emergencies and community events, NIMS forms, including ICS-214 are utilized. The County and State Emergency Operation Center also utilizes WebEOC for the requesting and tracking of all resource requests that come in at their respective level.

### **Appraisal**

The use of the CAD and run card system have allowed for the proper initial deployment to meet the effective response forces. DFD has immediate access to request additional resources as needed through Delaware County Communication System, or if warranted ,through the County Emergency Operation Center for regional or statewide resources. ICS forms and IAPs have allowed for continued familiarity of the documents and forms, and for providing successful operations with the efficient management of the incident. The tracking of resources has also been completed using the DFD's record management system.

### **Plan**

The department will continue to utilize the ICS forms and IAPs as appropriate. On an annual basis, the department will continue to monitor the appropriate resources and websites to ensure that the latest approved forms are being used. In addition, the department will continue to evaluate the effectiveness of the ICS forms and IAPs and update as needed.

**References**

R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)

R-0080: Ironman Operations Plan

R-0183: DFD SOP 3.1.22 Storm Mode

R-0184: OEMA WebEOC

5D.5 The agency, at least annually, conducts tests of and evaluates the all-hazards plan and domestic preparedness, planning, and response program.

**Description**

DFD participates at least annually with the County Emergency Management exercise, the Local Emergency Planning Committee (LEPC) HazMat exercise and conducts and participates in the City’s annual exercises. These exercises, which meet the state requirements are typically attended and evaluated by the State of Ohio. These exercises range from table-top and functional exercises to full-scale exercises.

**Appraisal**

In 2019, the City conducted an exercise at the County Emergency Operation Center that was focused on a social uprising. In 2018, an exercise focused on a health emergency. These exercises were outside of the typical exercises (flooding, dam failure, transportation emergencies, weather events) and challenged the participants, the emergency operation plan and proved invaluable for the events that 2020 has seen (COVID-19 and downtown protests/demonstrations).

**Plan**

DFD will continue to participate and operationally test and evaluate the developed plans each year at the County and City level. After Action and Corrective action plans will be developed to enhance the planning and training of exercises in the future.

**References**

- R-0185: COD Civil Unrest Exercise
- R-0186: DelCo EMA Exercise
- R-0187: DelCo LEPC Drill
- R-0379: COD Emergency Mgmt Exercise Sheet

5D.6 The agency conducts and documents a vulnerability assessment and has operational plans to protect the agency's specific critical infrastructure, including but not limited to materials, supplies, apparatus, facilities security, fuel, and information systems.

### **Description**

DCOHSEM conducted a hazard vulnerability assessment as part of the 2019-Multi-Hazard-Mitigation-Plan. DFD and the City participated in the development of the plan. The plan was formally adopted by City Council with Resolution 19-21. The plan was then sent to the State who reviewed and approved the plan. The plan includes the assessment of the vulnerability to specific hazards and critical infrastructure. Additionally, the department conducts periodic inspection and testing of all its critical infrastructure including power and communications.

### **Appraisal**

DFD's Fire Stations are provided with generators that provide sustained electrical operations. Fuel for apparatus is provided locally through the Fuel Depot that has a generator for emergency operations. The YMCA/National Guard Armory was built as a City facility that includes mass care housing and kitchen, all connected to back-up utilities. The 2019-Multi-Hazard-Mitigation-Plan included a hazard vulnerability assessment conducted earlier that year. The plan pinpoints vulnerable areas that need to be worked on to reduce the risk of the community and impact from a disaster. Operational plans and procedures are utilizing the all-hazard emergency management plan and related specific event plan. Additionally, the stations are inspected by the Safety Officer, Fire Inspector, and Administrative Captain to identify problems including its critical infrastructure. A preventive maintenance program has also assisted with reducing the vulnerability of critical infrastructure.

### **Plan**

The 2019-Multi-Hazard-Mitigation-Plan will be reviewed and work will continue to reduce the City's vulnerability. Recommendations from the assessment will be reviewed and implemented as deemed necessary. DFD will continue to conduct periodic assessments and sustain its preventive maintenance programs to ensure operational readiness.



## **References**

R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024)

R-0188: DelCo Multi-Hazard-Mitigation-Plan

5D.7 The agency has a documented Continuity of Operations Plan (COOP), that is reviewed and updated at least every 5 years, to ensure essential operations are maintained.

### **Description**

DFD created and implemented a citywide Continuity of Operation Plan in September 2016. The plan is based both on physical location and the various Divisions (Administration, Operations, Risk Reduction and Professional Development). The plan focuses on the required operational functions, personnel required to complete functions, needed space, and needed equipment. These are then built on the expected timeframe to complete post event, based on what is needed to be operational by 1 day, 2-5 days, 1 week, and month.

### **Appraisal**

The Continuity of Operation Plan was developed and implemented in 2016 and is scheduled for review in 2021. The plan has been indirectly tested because of the COVID-19 Health Emergency, which shut down City facilities, in conjunction with the City Hall renovation. Valuable information and practical application have been observed from these events that will provide valuable information for the 2021 update.

### **Plan**

The COOP Plan will be reviewed in 2021 and the experiences from 2020 considered.

### **References**

R-0189: COD Continuity of Operations Plan

5D.8 The agency has processes in place for intelligence sharing with other public safety agencies.

### **Description**

Ohio's Statewide Terrorism Analysis & Crime Center (STACC) is an information sharing "Fusion Center" that supports local, state, and federal agencies as they investigate terrorism and other related criminal activity. They receive, analyze, and distribute information that includes suspicious activity from the public and private sectors and creates actionable intelligence products that give members the ability to detect and prevent terrorism. The Fire Chief receives periodic briefings and has access to the State of Ohio's Communication and Information Management System. The system is a secure structure that provides alerts, bulletins, and general information to authorized personnel. DFD works closely with the Police Department, who is the primary agency with the resources needed for intelligence sharing.

### **Appraisal**

The established intelligence sharing process has proven to be beneficial. Information about dangerous street drugs/chemicals including acetyl fentanyl, nitrous oxide suicide, flakka, and others, has made it to first responders to make them aware of the dangers of contacting the drug/chemical or those consuming them. The FBI Joint Terrorism Tasks Forces have been successful nationwide in detecting foiling terrorist cells and their harmful plans. Further, situational awareness is maintained through the system regarding public health, medical concerns, and cyber threats.

### **Plan**

FD will continue to be an active participant and work with the Police Department about receiving intelligence and the potential impact on the Department.

### **References**

- R-0190: Communication & Information Mgmt. System– Web Snapshot
- R-0191: SAIC Weekly Intelligence Bulletin

## **Category V**

### **Criterion 5E: Fire Suppression**

The agency operates an adequate, effective, efficient, and safe fire suppression program directed toward controlling and/or extinguishing fires to protect people from injury or death and reduce property loss. If identified risks are outside the scope of the agency's capabilities, Category X performance indicators should address the agency's ability to receive aid from mutual aid partners in those areas. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific fire suppression programs.

#### **Summary:**

The DFD Standard of Cover (SOC) outlines the effective fire suppression program. The SOC discusses the community overview, department overview, current level of staffing, and apparatus resources used to carry out the fire suppression goals.

The department follows both DFD and Delaware County SOPs and follows National Incident Command System (ICS) while operating on scene. Automatic mutual aid is in place to ensure the established effective response force (ERF) in the SOC is met.

**Performance Indicators:**

**CC 5E.1 Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), pumping capacity, apparatus, and equipment deployment objectives for each type and magnitude of fire suppression incident(s).**

**Description**

DFD meets the deployment objectives outlined in the SOC. Currently, personnel operate out four stations with minimum staffing of 15 at the beginning of the shift. Station 301 houses a dedicated engine and ALS medic, Station 303 cross-staffs a quint and ALS medic, and Station 304 an engine and ALS medic. Station 302 cross-staffs a platform ladder, heavy rescue, Rescue trailers, and an ALS medic. All quint/engines are capable of at least 1500 gpm and the platform ladder of 2000 gpm. All apparatuses are equipped to flow Novacool foam, which aids in extinguishment by cooling, blanketing, and emulsifying surfaces, allowing less water damage to structures. All handlines are a minimum of 1¾” and smooth bore nozzles capable of at least a 175 gpm flow. All fire apparatus is ALS equipped and have a minimum of one paramedic firefighter. DFD has automatic mutual aid with all Delaware County agencies, including Delaware Co. EMS, Genoa, Orange, Liberty, Concord, and Harlem Townships, ensuring coverage to the City. DFD Standard of Cover (SOC) Identifies the fire suppression risks into Low, Medium, and High-Risks, based on urban and rural benchmarks. For 90 percent of all priority fire suppression responses in the City, the total response time for the arrival of the first-due unit, staffed with a minimum of two (2) firefighters and one (1) officer, shall be 6 minutes and 20 seconds in all areas.

The first due unit shall be capable of: providing a minimum of 300 gallons of water and 1,500 gallons per minute (gpm) pumping capacity, assuming command of initial operations, sizing-up and making tactical decisions of rescue vs. extinguishment, and advancing a 200-foot first attack line flowing a minimum of 175 gpm.

## **Appraisal**

DFD has analyzed its ability to meet its deployment objectives outlined in the SOC by analyzing data through GIS, NFORS, and EPCR. Areas not meeting benchmarks are evaluated, and recommendations are made, including changing run cards, adding staff to reduce cross staffing, to adding new stations.

The baseline performance for 90 percent of all priority Fire suppression responses in the City from 2015-2020 is 8 minutes and 29 seconds in rural areas and 7 minutes and 22 seconds in rural areas.

## **Plan**

Continue to use First Arriving Station Status Boards to challenge responders to meet the DFD goal of 80 seconds 90<sup>th</sup> percentile during the day and 110 seconds at night. Continue to use GIS, NFORS, and EPCR to improve run districts and to provide closest available units. Implement Automatic Vehicle Locator (AVL) once Delcom implements the new Computer Aided Dispatching (CAD) in August 2021. Analyze the EMS response model to reduce fire apparatus brownouts caused by non-priority EMS calls.

## **References**

- R-0031 DFD Community Risk Assessment and Standard of Cover (2020-2024)  
pages 17-18 Staffing and Apparatus
- R-0031 DFD Community Risk Assessment and Standard of Cover (2019-2024)  
pages 82-84
- R-0076 DFD SOP #1.4.6-Response Time Standards

**CC 5E.2 The agency uses a standardized incident command/management system, which is supported by agency policy and training programs.**

**Description**

The DFD has established an Incident Command System (ICS), now known as the Incident Management System (IMS). The IMS is a tool for managing emergency responses within the City but is expandable in nature to facilitate large disasters with numerous resources deployed. The IMS works into the National Incident Management System and is outlined in SOP 3.5.1 – Incident Command System/Incident Management System.

All personnel are trained on ICS in recruit school and it is the expectation that on every multi apparatus response that it will be implemented by the first arriving unit. This policy is also adopted by all county fire departments on incidents. This allows seamless transition of resources at mutual aid incidents.

DFD and Delaware County Fire Chiefs (DCFC) has adopted a Personnel Accountability System (PAS), outlined in SOP 3.1.4.8. This guideline shall apply to all responders to any incident that has or has the potential of an “IDLH” atmosphere. The purpose of this guideline is to identify methods for personnel accountability at incident scenes to allow for the highest level of safety possible for personnel

**Appraisal**

The DFD and Delaware County Fire Chiefs have put a strong ICS and PAS in place that is used on all incidents to provide the highest level of safety for responders. The ICS and PAS are taught from recruit school and are expected to be used on any multiple apparatus response.

**Plan**

DFD will continue to train and update procedures with both the ICS and PAS systems, to ensure the highest level of safety for responders operating on emergency scenes. DFD will use After Action Reports (AAR) to evaluate and modify the systems as needed.

**References**

R-0036 City of Delaware Fire Job Descriptions

R-0074 DFD SOG #4.2-Response to Buildings with Sprinkler Systems

R-0178: DFD SOP 3.5.1 Incident Command System

R-0179: DCFC -008 Incident Command System

R-0180: DFD NIMS Training Status



**CC 5E.3 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the fire suppression program and its impact on meeting the agency's goals and objectives.**

**Description**

The DFD has a formal Fire Suppression evaluation appraisal system that is effective. This system has been in place in 2020.

**Appraisal**

The DFD senior staff has evaluated the effectiveness of the fire suppression program through quarterly officers' meetings and After Action Reports (AAR) after incidents. It was determined during the self-assessment that a formal program was needed, which could be used to identify, and correct deficiencies and drive policy and procedure changes as needed. In 2020 we began looking at all programs using an Annual Appraisal Form.

**Plan**

DFD will continue to implement and make the Annual Appraisal Form an integrated part of the department. DFD will continue to include internal and external stakeholders' input to drive the objectives of the fire suppression program.

**References**

R-0192 Fire Suppression - Annual Appraisal Form

## **Category V**

### **Criterion 5F: Emergency Medical Services (EMS)**

The agency operates an EMS program with a designated level of out-of-hospital emergency medical care that meets the needs of the community.

NOTE: EMS is a major element of many fire service agencies. Fire service personnel are frequently the first responder to medical emergencies. For that reason, emergency medical response can be organizationally integrated with fire suppression activity. Care should be exercised not to create a priority or resource allocation conflict between the two program activities. Agencies that only provide first responder services must also complete this criterion.

#### **Summary:**

The Delaware Fire Department (DFD) started providing EMS to our community around 1940, assisting our local funeral directors with trained personnel and an E&J Respirator on specific calls. Today EMS makes up 80 percent of the responses made by the DFD. DFD currently meets and maintains all requirements set forth by the State of Ohio ORC 4765.39, 715.05, and City of Delaware charter to provide advanced life support (ALS) care and transport to Delaware citizens.

EMS operates under the direction of a Physician Medical Director and is managed by an EMS Captain who reports directly to the Fire Chief. DFD utilizes a computer-based ePCR computer program, Image Trend, to document and report patient care given. Image Trend reports can be submitted electronically to all receiving hospitals and used for Quality Assurance by the EMS Captain and Medical Director while maintaining patient confidentiality.

**CC 5F.1 Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and magnitude of emergency medical incident(s).**

## **Description**

DFD currently has four paramedic ALS transport vehicles, supplemented by ALS-equipped front line fire apparatuses. Three of the ALS paramedic transport vehicles are cross staffed with three firefighters and one permanently staffed with two firefighters. Each transport unit has a minimum of two paramedics, and every front-line fire apparatus has a minimum of one paramedic capable of providing ALS level care. DFD has automatic mutual aid with all Delaware County agencies, including Delaware Co. EMS, Genoa, Orange, Liberty, Concord, and Harlem Townships, ensuring coverage to the City.

DFD Standard of Cover (SOC) Identifies the EMS risks into Low, Medium, and High-Risks, based on urban and rural benchmarks. For all priority EMS responses, the benchmark total response time for the first unit on scene with an effective response force of two ALS trained firefighters is 6 minutes in all areas.

First due units shall be capable of assessing scene safety, size up, conducting initial care, initiating defibrillation, and transporting patients.

## **Appraisal**

DFD has analyzed its ability to meet its deployment objectives outlined in the SOC by analyzing data through GIS, National Fire Operations Reporting System (NFORS), and EPCR. Areas not meeting benchmarks are evaluated, and recommendations are made, including changing run cards to long-range planning for additional staff or stations.

The Baseline performance for 90 percent of all priority EMS responses in the City from 2020-2015 is 8 minutes and 52 seconds for Rural Areas and 7 minutes and 18 seconds for Urban Areas.

## **Plan**

Continue to use First Arriving Station Status Boards to challenge responders to meet the DFD goal of 60 seconds 90<sup>th</sup> percentile during the day and 90 seconds at night. As staffing allows re-initiate the Quick Response Vehicle (QRV) during peak demand times seven days a week. Continue to use GIS, NFORS, and EPCR data to improve run districts and provide the closest available units. Implement Automatic Vehicle Locator (AVL) once Delaware County Communications implements the new Computer Aided Dispatching (CAD) in 2021.

## **References**

- R-0031        DFD Community Risk Assessment and Standard of Cover (2019-2024)  
                  pages 83-84
- R-0076        DFD SOP #1.4.6-Response Time Standards

**CC 5F.2 The agency has standing orders/protocols in place to direct EMS response activities to meet the stated level of EMS response.**

**Description**

The Medical Director for DFD provides and updates standing orders/protocol for EMS responses following ORC 4765.41. The Medical Director must meet the requirements outlined in 4765-3-05 of the Ohio Administrative Code (OAC). DFD, along with the EMS providers in Delaware County (Delaware Co. EMS, and Genoa, Orange, Liberty, Concord, and Harlem Townships) have separate Medical Directors, but operate under the same standing orders/protocol, allowing for a standard care level when responding or receiving assistance through mutual aid.

**Appraisal**

DFD has been one of the agencies that led the effort for a county-wide protocol. The EMS providers in Delaware County and Medical Directors have meet every other month to discuss needs and possible changes to the protocol. Changes to the protocol were updated quickly and alterations were made in Responsoft, an application used in the field to reference the protocol. In the fall of 2018, a county-wide Advisory Board known as the Delaware County Pre-Hospital Care Board (DCPHC) was established to discuss and work on standardized improvements in services, the county-wide protocol, and care guidelines.

**Plan**

Continue to work with EMS providers in Delaware County and Medical Directors to ensure the protocol meets the needs and service levels outlined in the Standard of Cover. Continue to work towards developing a county-wide EMS response protocol through the DCPHC Team.

**References**

- R-0193 ORC 4765.41, Local Written Protocols
- R-0194 OAC 4765-3-05, Medical Director Requirements

R-0195 EMS Clinical Guidelines

R-0196 DelCo PreHospital Care Bd Minutes

**CC 5F.3 The agency has online and offline medical control.**

**Description**

DFD has both online and offline medical control available to responders. Offline medical control is provided through the standing orders/protocol in the DFD protocol. The protocol can be accessed either from a tablet in all front line apparatuses, in written form in ALS transport vehicles, or by smartphone application Responsoft. Online medical control can be sought by contacting the receiving hospital via two-way radio to talk with the emergency room physician, or personnel may contact the Medical Director directly via phone 24/7 with questions.

**Appraisal**

The current system allows personnel to have online and offline medical control. With Responsoft available on the tablets, smart phones, and print protocols on ALS units all responders have immediate access if needed. All the hospitals in the central Ohio area programmed into the vehicle's radios, and medical director available 24/7 by phone responders has access to medical control.

**Plan**

DFD will continue to look at how online and offline medical control can be accessed by responders to make sure needs are met. DFD is discussing the use of tablets to provide doctor, patient, and responder interaction in real time to better serve the patient.

**References**

- R-0197 ResponseSoft Application-Protocol
- R-0198 DelComm Radio Template
- R-0375 Responsesoft Adult Screenshot
- R-0376 Responsesoft Ped Screenshot

**CC 5F.4 The agency creates and maintains a patient care record, hard copy or electronic, for each patient encountered. This report contains provider impression, patient history, data regarding treatment rendered, and the patient disposition recorded. The agency must make reasonable efforts to protect reports from public access and maintain them as per local, state/provincial, and federal records retention requirements.**

### **Description**

DFD utilizes Image Trend software for electronic patient care reports (ePCR). Image Trend is used for every medical patient to report all patient care information and disposition. Image Trend is integrated with Zoll Monitors used at DFD to capture vitals, EKG, and treatments performed automatically. All DFD personnel have a unique sign in and access clearance. Line personnel can only create and make corrections to ePCR reports they have created, and Lieutenants can create, correct, and review ePCR reports submitted by their crew. Shift Captains can create, correct, and review any ePCR reports submitted during their shift, and the Fire Chief and EMS Captain can create, correct, and check any ePCR report submitted.

Image Trend will submit ePCR reports electronically to receiving a hospital via secure fax or email depending on hospital preference. Image Trend has a Quality Assurance (QA) feature that redacts all patient's personal information before viewing. DFD follows SOP 1.1.15, Records and Reports, outlines a public request for report procedure, and line 09-00401 details record retention of ePCR, which follows local, state, and federal law.

### **Appraisal**

The use of Image Trend ePCR was implemented in November of 2020 after using Encharge for 10 months and Zoll ePCR for the previous 11 years. Image Trend, Encharge and Zoll have maintained patient confidentiality per DFD SOP 1.1.15, Records and Reports, with no complaints or issues of compromising patient information.



Encharge has not met the performance standards the implementation committee expected regarding ease of entry and capturing run metrics. In November, the DFD switched to Image Trend for ePCR reporting. Image Trend has demonstrated on multiple tests its ability to protect patient's confidentiality and provide ease of use and ability to capture incident metrics.

### **Plan**

DFD will continue to work with Image Trend ePCR to record and store patient care reports completely and securely until Image Trend is operational. Continue to monitor local, state, and federal laws to ensure record retention and privacy requirements are not violated.

### **References**

R-0087 DFD SOP #1.1.15 Records and Reports

R-0199 Image Trend Patient Care Report

R-0200 Image Trend QA Report

R-0201 DFD SOP #3.6.5 Patient Care Reporting and Documentation

**CC 5F.5 The agency has a Health Insurance Portability and Accountability Act (HIPAA) or equivalent (e.g., Freedom of Information and Protection of Privacy [FOIP] for Canada) compliance program in place for the EMS program that meets federal and state/provincial guidelines, and all personnel are properly trained in HIPAA/FOIP regulations and procedures.**

### **Description**

DFD follows the standards outlined in OAC 4765.4.05, Patient Protected Information, but do not fall under the Federal HIPAA standard. DFD is bound by an agreement to follow HIPAA standards with all health care facilities that receive federal funding. Since 2019 all personnel receive an hour of HIPAA Awareness training through Target Solutions.

DFD utilizes a computer based ePCR computer program, Image Trend, to document and report patient care given. Image Trend reports can be submitted electronically to all receiving hospitals and used for Quality Assurance by the EMS Captain and medical director while maintaining patient confidentiality

### **Appraisal**

DFD HIPAA compliance program for EMS records and reports provide a substantial level of protection for patient information. Since using Image Trend ePCR, documents are sent to receiving hospitals electronically, and any report sent for QA has the patient's protected data redacted. There is a need to provide new recruits training and expand the current annual refresher to include OAC 4765.4.05. DFD will discuss with City Legal Counsel areas for improvement regarding compliance and develop an SOP addressing HIPAA compliance.

Emergency Network has not met the performance standards the implementation committee expected regarding ease of entry and capturing run metrics. In November 2020, the DFD switched to Image Trend for ePCR reporting. Image Trend has demonstrated on

multiple tests its ability to protect patient's confidentiality and provide ease of use and ability to capture incident metrics.

### **Plan**

The EMS Officer will work with City Legal Counsel and the Training Officer develop a HIPAA compliance SOP and update annual training to reflect those changes. Additionally, they will add HIPAA compliance to the recruit schedule. DFD will continue to work with Image Trend software managers to ensure patient care reports are submitted, stored, and used for QA in the most secure fashion available.

### **References**

- R-0199 Image Trend Patient Care Report
- R-0200 Image Trend QA Report
- R-0202 OAC 4765-4-05.Patient Protected Information
- R-0203 DFD HIPAA Training Report
- R-0204 DFD SOP# 1.11.48.1 HIPAA Compliance Policy

5F.6 The agency has a quality improvement/quality assurance program (QI/QA) in place to improve system performance and patient outcomes.

### **Description**

The DFD has a continuous performance improvement program in place to monitor and improve the EMS service provided. DFD QI/QA program consists of four (4) levels as part of SOP 3.6.6 Quality Improvement Program and SOP 3.6.5 Patient Care and Reporting. The review levels include the crew review, Lieutenant review, Crew Captain, and EMS Captain of core responses and random sampling. The EMS Captain also review runs daily and providing feedback, and forwarding runs to the Medical Director for review. The forwarded runs are those the EMS Captain feels need further assessment or runs that had positive outcomes. The Medical Director then presents a quarterly QI/QA in service and is in constant communication with the EMS Captain regarding patient care. All Columbus receiving hospitals have an EMS liaison that provides feedback and patient updates to the DFD.

In 2019 all EMS transport agencies in Delaware County formed the Pre-Hospital Care Advisory Board (PHCAB) to standardize EMS Operations Countywide. This committee meets quarterly with all departments' Medical Directors and EMS Officers to discuss protocol and QI/QA issues. In December of 2019, all agencies began to provide a monthly report, Medical Directors Summary, to better define the agencies' activities. The data will be used to further analyze system performance and patient care.

### **Appraisal**

The QI/QA process has provided continued improvement in the DFD and surrounding departments' EMS. There are multiple processes in place, providing data analysis and feedback on the service provided and areas of improvement to provide the best patient care possible.

**Plan**

Continue to monitor best practices for patient care and modify protocol and procedures as needed. Continue to work towards all EMS transport units operating under a standard protocol.

**References**

- R-0195 EMS Clinical Guidelines
- R-0199 Image Trend Patient Care Report
- R-0200 Image Trend QA Report
- R-0206 Medical Director QA Summary
- R-0207 Hospital QA Follow-up

**CC 5F.7 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the EMS program and its impact on meeting the agency's goals and objectives. This should include an evaluation of the agency's standard operating procedures, protocols, and equipment.**

**Description**

The DFD has a formal EMS program evaluation appraisal system in effect.

**Appraisal**

The effectiveness of the EMS program was evaluated by senior staff during quarterly officers meetings, during After Action Reports (AAR) on high Impact incidents, and Quarterly Quality Assurance (QA) training with the Medical Director. It was determined during the self-Assessment that a formal program was needed that can be used to identify and correct deficiencies and drive policy and procedure changes as required. In 2020 we began looking at all programs using an Annual Appraisal Form.

**Plan**

Continue to implement and make the Annual Appraisal Form an integrated part of the DFD. Continue to include internal and external stakeholder's input to drive the objectives of the EMS program.

**References**

R-0208 DFD EMS Program Evaluation Form

5F.8 The agency has developed a plan or has already implemented a cardio pulmonary resuscitation (CPR) and public access defibrillation program for the community.

### **Description**

Risk Reduction Division at the DFD provides cardiopulmonary resuscitation (CPR) and automated external defibrillation (AED) classes to the public and community. Currently, a four (4) hour American Safety and Health Institute (ASHI) class that covers both CPR and AED is taught. The DFD has placed AED's in all city buildings and provides AED's for the police department cruisers. The Risk Reduction Division coordinates initial and continuing training. Classes are scheduled by contacting the fire department directly, and information is available online at The City of Delaware website. A pilot program was attempted in 2018 in which an "open" class was scheduled for the last Saturday of the month, but was canceled due to low attendance.

### **Appraisal**

At this time, the program has provided essential training to the community in CPR and AED operation. From 2018 to the present, the DFD has instructed 162 individuals in CPR/AED. There has been an increase in the number of industries and church security teams seeking training in 2019 and 2020.

### **Plan**

Continue to provide CPR and AED training for the community. DFD is looking at a Blended Course through ASHI that would allow the classroom portion to be completed online and the hands-on part taught by DFD instructors, reducing the classroom portion from four to two hours. DFD will work with the City of Delaware Department Heads to ensure refreshers are scheduled and that all new employees receive initial training in CPR and AED operation. In 2020 DFD will begin producing 15-second videos on CPR, AED, and Stop the Bleed to be shown as a preview at the downtown theater before the movie. These videos are expected to be viewed by 100 to 200,000 patrons per year.

**References**

R-0209 DFD Website CPR link

R-0210 DFD Citizens CPR Training Report

R-0211 ASHI CPR/AED Lesson Plan

R-0377 AED Inspection



## **Category V**

### **Criterion 5G: Technical Rescue**

The agency operates an adequate, effective, efficient, and safe program directed toward rescuing trapped or endangered persons from any life-endangering cause (e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse, fire). The agency must conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific technical rescue programs. Agencies that only provide first responder services must also complete this criterion.

#### **Summary:**

A shift Captain is assigned to oversee the special operations team that includes hazardous materials (hazmat) and technical rescue. The Captain directs the policies, training, maintenance, and purchasing of the equipment for the team.

The Delaware Fire Department (DFD) is prepared to provide technical rescue in the following areas:

- Swift water and ice rescue – Operations level
- Rope rescue – Operations level
- Structural collapse rescue – Operations level
- Trench rescue – Technician level
- Confined space rescue – Technician level
- Vehicle extrication – Technician level

Delaware Fire Department (DFD) has 14 personnel who have completed all six disciplines and three with various disciplines. The technical rescue team is located at Station 302, which houses a rescue, ladder, medic, trench trailer, and two boats consisting of one inflatable boat and one aluminum John Boat. DFD has one of only two trench rescue trailers in Delaware County capable of shoring and entering an active trench site. Every two years, DFD personnel conduct an in-house trench rescue technician class to ensure an effective response force (EFR) for trench rescue in the City or a county response.

Technical rescue team members are trained in the above-listed disciplines following NFPA 1006 (Standard for Technical Rescue Personnel Professional Qualifications) and

NFPA 1670 (Standard on Operations and Training for Technical Search and Rescue Incidents). To be assigned to Station 302, personnel must have or obtain all six disciplines. Additional department members have the training but are not assigned to Station 302 and are considered part of the technical rescue team. Other members of the department have awareness level training and support the on-scene operations. Technical rescue checklists have been developed for first arriving units and to assist throughout the incident. Currently, all three crew captains are trained in technical rescue.

Rescue personnel routinely do site tours of facilities and locations to pre-plan high-risk areas. Members have begun to identify and label launch points along the Olentangy River, and other bodies of water within the City and have uploaded them into GIS maps.

**Performance Indicators:**

**CC 5G.1 Given the agency's standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and level of risk of a technical rescue incident(s).**

**Description**

DFD meets its staffing, response times, station, apparatus, and equipment deployment objectives for each type and level of risk of technical rescue.

DFD has 14 personnel that have completed all six disciplines and three with various disciplines of training. All members stationed at 302 have completed their training, but one is scheduled this year to attend Bowling Green State University Rescue Technician class. The technical rescue team members are trained in the above-listed disciplines following NFPA 1006 (Standard for Technical Rescue Personnel Professional Qualifications) and NFPA 1670 (Standard on Operations and Training for Technical Search & Rescue Incidents). To be assigned to Station 302, personnel must have or obtain training in all six disciplines. Additional department members have had the training but are not assigned to Station 302 and are considered part of the technical rescue team. Other members of the department have awareness level training and support the on-scene operations. Technical rescue checklists have been developed for first arriving units to assist throughout the incident. Currently, all three Crew Captains are trained in technical rescue.

Station 302 is staffed with three technical rescue trained members that cross-staff a ladder, heavy rescue, and ALS medic. Both the ladder and rescue carry a complement of rope rescue equipment and auto extrication tools. Rescue 302 has a limited supply of shoring material and tri-pod, and equipment for confined space. Station 302 also has a trench trailer and a Jon boat and inflatable capable of any water/ice rescue. Both of these trailers can be towed by the rescue or a utility truck.

The DFD relies on automatic mutual aid for larger incidents within the City and provides the same to other county departments. FEMA and the Ohio Fire Chiefs Association have a federal and statewide mutual aid program that can provide technical rescue teams and resources in a large-scale event. Technical rescue responses are broken down into three levels:

Level 1 – Incident can be handled with initial run card dispatch, and command may request the Captain of the special operations for reference.

Level 2 – Recall of special operations personnel and Captain.

Level 3 – Recall of special operations personnel, Captain, and mutual aid from state and federal resources.

DFD SOC identifies the technical rescue risk Low, Medium, and High Risks based on urban and rural benchmarks. For all priority technical rescue responses, the benchmark total response time for the first unit on scene with an ERF of two firefighters and an officer is 6 minutes and 20 seconds in all areas. The first due unit shall be capable of completing a size-up, establishing command, requesting additional resources, and initiating life-saving measures without endangering response personnel.

### **Appraisal**

DFD technical rescue standards of cover and emergency deployment objectives have effectively met its staffing, response times, station, apparatus, and equipment deployment for each technical rescue type. The tiered response, additional rescue technicians not assigned to Station 302, rescue checklists for first arriving units, and Crew Captains trained technician's aids with safe and efficient rescue operations from size up to the conclusion.

The baseline performance for 90% of all priority technical rescue incidents in the City from 2020-2015 is 7 minutes and 48 seconds in rural areas and 6 minutes and 03 seconds in urban areas. Due to the small sample size of incidents, it is hard to gauge response times actual estimate.

## **Plan**

Continue to use First Arriving Station Status Boards to challenge responders to meet the DFD goal of 80 seconds 90<sup>th</sup> percentile during the day and 110 seconds at night. Continue to use GIS, NFORS, and RMS to improve placement of apparatus and resources.

DFD will continue to look at training opportunities to meet staffing needs and maintain the ERF. Currently, the DFD conducts a trench rescue operations and technician class in-house every other year following NFPA 1006. This concept could be expanded to other rescue disciplines, which would meet the goal of SOP 3.7.1 for training all members to the level below those on the team.

## **References**

- R-0031 DFD Community Risk Assessment and Standard of Cover (2019-2024)  
pages 95-96 Benchmarks
- R-0059 DFD SOP 3.7.1 – Special Operations Team
- R-0076 DFD SOP #1.4.6-Response Time Standards
- R-0090 NFPA 1006, Standard for Technical Rescue Personnel Professional  
Qualifications

5G.2 The agency establishes minimum training and operational standards; compliant with local, state/provincial, and national standards, and that all personnel who function in the technical rescue program meet training and operational standards.

### **Description**

As outlined in SOP 3.7.1, all special operations team training will be conducted on a two-tier system. Tier 1 is training that will be conducted on their respective shift or shift training. Tier 2 training is three technical rescue training per year, known as tri-annual training for the technical rescue team members. During Tier 2, training on-duty personnel are backfilled, and overtime is approved for off duty persons. All team members are, at a minimum, expected to attend two of the three pieces of training per year.

With oversight from the Captain of the special operations, the three Lieutenants assigned to Station 302 develop and lead the tri-annual training. Each lieutenant will choose a discipline to cover during the tri-annual training and have the special operations Captain's topics approved. The professional development Captain will approve the lesson plan for the training, ensuring it is conducted following NFPA 1670 and other local, state/provincial, and national standards. The professional development Captain tracks all lesson plans and training through Target Solutions.

Tier 1 training is conducted at the crew level; it is up to the Lieutenant at Station 302 to ensure members are proficient in skills and that training is entered in Target Solutions for tracking. Members are encouraged to attend outside training or conferences and bring back information or techniques for the entire team. At times outside technical rescue, instructors are trained to conduct the training depending on the subject matter.

The Captain overseeing special operations shall be responsible for ensuring the proficiency of the team. Special operations team members deficient in any discipline shall have a remedial plan developed by this Captain. All other department members who are not members of the technical rescue team will obtain and maintain one level below of the technical rescue team as time and funding are available.

## **Appraisal**

There has been a decline in team members' participation in the tri-annual training over the last several years. Crew level training is being performed regularly for team members assigned to Station 302, but members assigned to other stations fall short of the requirement. By conducting, an in-house trench rescue class every other year, the DFD has been able to train many non-team members to the operations level but has not been able to do this with every discipline. A deficiency noted during the self-assessment recognized that there are no set training hours that rescue technicians must perform each year, only that they attend two of the three tri-annual training courses. The Special Operations Captain with input from team members and Command staff will develop specific yearly training.

## **Plan**

The Special Operations Captain will use risk analysis, prior incidents, best practices, and the use of GIS to develop minimum training and operational standards to ensure the team is able to meet the City and County needs. The special operations captain, with input from team members and Station 302 lieutenants, will develop a training schedule for both monthly and tri-annual training by the first of each year. All team members will be expected to complete the monthly drills on shift and attended two of the three tri-annual exercises. Members who do not meet the requirements will be removed from the team or placed on a remedial training plan. Work with the professional development captain to better track training and set minimum hours of training per discipline.

## **References**

- R-0089 Target Solutions Training Report (Inspection)
- R-0091 DFD SOP #4.29 Technical Rescue Operations
- R-0092 DFD Fire Policy Rescue Operations
- R-0093 DFD Fire Policy Rescue Checklists
- R-0059 DFD SOP #3.7.1 Special Operations Team





**CC 5G.3 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the technical rescue program and its impact on meeting the agency's goals and objectives. This appraisal must include a full-scale evaluation of the response components, including mutual aid, when part of the deployment model.**

**Description**

The DFD has a formal EMS program evaluation appraisal system in effect. This system has been in place beginning in 2020.

**Appraisal**

The DFD would evaluate the effectiveness of the Technical Rescue program by senior staff during quarterly officers' meetings, during After Action Reports (AAR) on high Impact incidents, and during annual training. It was determined during the self-Assessment that a formal program was needed that can be used to identify and correct deficiencies and drive policy and procedure changes as needed. In 2020 we began looking at all programs using an Annual Appraisal Form.

**Plan**

Continue to implement and make the Annual Appraisal Form an engrained part of the DFD. Continue to include internal and external stakeholder's input to drive the objectives of the Technical Rescue program.

**References**

R-0094 DFD Technical Rescue Program Evaluation Form

## **Category V**

### **Criterion 5H: Hazardous Materials (HazMat)**

The agency operates an adequate, effective, efficient, and safe hazardous materials program directed toward protecting the community from the hazards associated with the uncontrolled releases of hazardous and toxic materials. The agency must conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific hazardous materials program. Agencies that only provide first responder services must also complete this criterion.

#### **Summary:**

A shift Captain is assigned to oversee the special operations team that includes HazMat and technical rescue.

All first due fire apparatus utilizes HMIQ-FRO as well as most responders in the county. Using the HMIQ-FRO cockpit cards and equipment, first arriving crews can size up and determine the level of response needed and make a line of sight rescue and stabilize most hazardous materials responses.

Delaware Fire Department (DFD) participates in the countywide HazMat team known as Delaware Area Response Team (DART) by supplying a Level A entry team and trailer. DART operates using a tiered response to hazardous materials incidents. A Level 1 response is handled by the authority having jurisdiction (AHJ) and Emergency Management Agency (EMA) representative notification. Level 2 response is a request for a DART Duty Officer and EMA. A Level 3 response provides a minimum of 2 DART Duty Officers, 15 HazMat Technicians, 1 EMA representative, entry decontamination, medical monitoring, air supply, and containment unit.

Delaware County has a proactive Emergency Management Agency (EMA) that coordinates and trains with DART teams. EMA collects and works with SARA Tier 2

facilities throughout the county by working with plant personnel, performing site visits, and developing maps of spills' potential impact at the county's critical locations.

There is a wide variety of hazards within the district, including heavy and light industrial manufacturing in the Pittsburgh Drive Industrial Park and other locations in the city. The Kroger Great Lakes Distribution Center, on the east side, stores large quantities of anhydrous ammonia and diesel fuel for refrigeration and fleet. Four major highways and two railroads carry many hazardous chemicals daily through the City of Delaware, including radioactive fuel for Davis Bessie power plant in Sandusky, Ohio.

**Performance Indicators:**

**CC 5H.1 Given the agency's standards of coverage and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and magnitude of hazardous materials incident(s).**

**Description**

There are 28 HazMat Technicians in the department; all other personnel is trained to the Operations level, and most have received HazMat IQ First Responder Offensive (HMIQ-FRO). The department's HazMat response vehicle, Rescue 302, and HM302 trailer are located at Station 302. For an assignment at Station 302, personnel must have or obtain hazardous materials technician certification.

First, due apparatus respond with turnout gear PPE and are equipped with HMIQ-FRO kits containing 4-gas meter, temperature gun, Canberra radiation detector, PH paper, Fluorine paper, HMIQ charts, and operate per SOP #4.27 DCFC-017 and DFD SOP #4.27. First due are also equipped with NovaCool foam, containment dikes, and wax rings for oil and fuel tank leaks.

Periodic DART drills are used to test the number of HazMat technicians and equipment available to respond to a DART Level 3 call-out. These drills are carried out by Delaware County Communication Center (DelComm) using Everbridge alerting system with an average of 20 technicians per test.

DFD Standard of Cover identifies the risk into Low, Medium, and High, based on urban and rural benchmarks. For all priority hazardous material incidents in the city, the total response time for the first-due unit's arrival shall be 6 minutes and 20 seconds in all areas.

The first due unit shall be capable of: completing a size-up, establishing command, requesting additional resources, initiating life-saving measures, estimating the potential harm without intervention, and establishing a hot, warm, and cold zone.

## **Appraisal**

DFD has analyzed its ability to meet its deployment objectives outlined in the SOC by analyzing data through GIS, NFORS, and EPCR. Areas not meeting benchmarks are evaluated, and recommendations are made, including changing run cards to long-range planning for additional staff or stations.

The baseline performance times for all Hazmat incidents have been based on the past five years of data, 2015-2020, and are set at the 90<sup>th</sup> percentile. The baseline total response time for the first unit on the scene as an effective response force is 11 minutes and 35 seconds for Rural area and 7 minutes and 33 seconds for the Urban areas.

## **Plan**

DFD will continue to use First Arriving Station Status Boards to challenge responders to meet the DFD goal of 80 seconds 90th percentile during the day and 110 seconds at night. Continue to use GIS, NFORS, and EPCR to improve run districts to provide the closest available units.

DFD will look for opportunities to improve staffing and deployment and ensure all members are at the operations level and HMIQ-FRO trained to meet minimum qualifications. DFD will provide members the opportunity to attend technician training to ensure there are adequate numbers of technicians to fulfill our obligation as a Level A entry team for DART responses. Our department will continue to work and train with DCEMA and DART members to ensure ERF is maintained.

## **References**

R-0031 DFD Community Risk Assessment and Standard of Cover (2019-2024) 87-88

R-0048 DFD SOP #4.27 –Hazardous Material Initial Response

R-0049 DCFC-017 HazMat IQ

R-0050 DelComm Haz Mat Everbridge Test Results

- R-0051 DART Operational Handbook Rev 11.16
- R-0055 Delaware County HazMat Specific Plan 2018
- R-0057 Delaware County HazMat Facility Plan
- R-0059 DFD SOP 3.7.1 – Special Operations Team

5H.2 The agency maintains appropriate training, operations policies, and documentation that response personnel are compliant with all applicable hazardous materials regulations and laws.

### **Description**

All DFD personnel are HazMat Operations Level trained to the State of Ohio standards while obtaining their FF1 & FF2 certification. Members selected for Technician level receive an additional 40 hours of training to OSHA 29 CFR 1910 and NFPA 472 standards. Most members have received additional training in HazMat IQ-FRO operations level, and all first due apparatus are equipped with HazMat IQ charts on SAFe Kit.

Operations trained personnel must obtain six hours of HazMat continuing education with at least two hours using SCBA annually. Technicians are required to obtain 14 hours of HazMat continuing education training with at least two hours using SCBA annually and attend two of the three tri-annual training per DFD SOP #3.7.1. The DART team conducts quarterly countywide drills, which on-duty crews are required to attend. All training records are entered and logged in Target Solutions. Initial response to the HazMat scene members operates following SOP 3.4.1.1, Delaware County HazMat Specific Plan, OSHA 29 CFR 1910, and NFPA 471.

### **Appraisal**

HMIQ-FRO has dramatically increased the actions and confidence in initial HazMat responses. First arriving units can now potentially make rescues and stabilize the incident without a Level 3 call out. DART has restructured its response model, sending duty officers to all Level 2 and 3 responses, which have standardized incident command and approaches to handling incidents.

It has been challenging to maintain core competencies among the HazMat technicians for Level 2 and 3 type incidents due to the low call volume. The Tri-Annual training is effective refreshers, and DART began countywide quarterly training in 2017. This training

has helped maintain core competencies across the county and allow all responders to become familiar with working together and the equipment available.

### **Plan**

DFD will continue to provide tri-annual training and attend quarterly training through DART to ensure technicians can perform at Level 2 & 3 DART incidents. Continue training all personnel in HazMat IQ-FRO to use to ensure all first due are confident in initial tactical decisions at HazMat incidents. As the department and city grow, we will monitor and track responses and possibly move HazMat operations to another station, if it allows personnel to concentrate training towards HazMat responses.

### **References**

- R-0048 DFD SOP #4.27 –Hazardous Material Initial Response
- R-0049 DCFC-017 HazMat IQ
- R-0051 DART Operational Handbook Rev 11.16
- R-0056 NFPA 471-NFPA 471 - Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents
- R-0058 OSHA 29 CFR 1910
- R-0059 DFD SOP 3.7.1 – Special Operations Team
- R-0213 Target Solutions HazMat Training



**CC 5H.3 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the hazardous materials program and its impact on meeting the agency's goals and objectives. This appraisal must include a comprehensive evaluation of the response components, including mutual aid, when part of the deployment model.**

### **Description**

The DFD has a formal Hazardous Materials evaluation appraisal system in effect. This system has been in place beginning in 2021.

### **Appraisal**

The DFD would evaluate the effectiveness of the Hazardous Material program by senior staff during quarterly officers' meetings and during AAR after incidents. It was determined during the Self-Assessment that a formal plan was needed that can be used to identify and correct deficiencies and drive policy and procedure changes as required. In 2021 we began looking at all programs using an Annual Appraisal Form.

### **Plan**

Continue to implement and make the Annual Appraisal Form an integrated part of the DFD. Continue to include internal and external stakeholder's input to drive the objectives of the fire suppression program.

### **References**

R-0095 DFD HazMat Annual Appraisal

R-0096 DFD HazMat Program Evaluation Form

5H.4 The agency complies with all aspects of applicable hazardous material regulations such as annual refresher training, medical monitoring of response personnel, annual physical examinations as applicable per standards, and exposure record retention.

### **Description**

All department personnel received, at a minimum, HazMat training per OSHA 1910 and tracked by Professional Develop Captain in Target Solutions. HazMat EMS conducts Pre-Entry, and Post Entry medical monitoring at all HazMat responses and these records become permanently attached to the NFORS report. Recently DFD has provided members access to NFORS Exposure Application to track their exposures. All members receive a pre-employment physical before employment. DFD SOP 1.2.3 addresses annual physical and respiratory certification, per OSHA 29 CFR 1910.120, for all HazMat technicians. Due to Labor/Management conflicts, these have not been implemented to date, and all members do receive annual SCBA and N95 fit tests per OSHA 29 CFR 1910.134. In 2019 all department members had respiratory certification tests.

### **Appraisal**

With DART, DFD tri-annual, and crew level training, all members generally exceed OSHA 29 CFR 1910 training standards as reported by Professional Development. Incident level medical monitoring on the scene and exposure tracking are being completed and retained per DFD SOP 1.1.15 Records Retention. Pre and post HazMat team physicals and yearly HazMat physicals are not currently being conducted, but are being discussed.

### **Plan**

Training records, pre and post-entry, NFORS exposure application, and annual SCBA fit testing will continue to be conducted, records retained per DFD SOP 1.1.15. Management and Labor will continue to work on resolving issues concerning annual HazMat and post-exposure physicals. Money has and will continue to be budgeted for these physicals.

## **References**

R-0058 OSHA 29 CFR 1910.134

R-0058 OSHA 29 CFR 1910.120

R-0086 DFD SOP 1.2.3 Annual Respiratory Medical Certification

R-0087 DFD SOP #1.1.15 Records and Reports

R-0088 DFD-N95 and SCBA Fit Test

## **Category V**

### **Criterion 5I: Aviation Rescue and Fire Fighting Services**

The agency operates an adequate, effective, efficient, and safe program directed toward an aviation accident or incident occurring at or in the immediate area.

This criterion report should be completed by agencies that have direct responsibility for operating programs that provide aircraft crash/rescue protection on airfields or that have identified an aircraft emergency in the immediate area as a highly probable hazard in Category II to determine the need for specific aviation rescue and firefighting services program. Simply because aircraft fly over the jurisdiction is not reason enough to require this criterion be completed.

If it determines this criterion is not applicable, the agency should still provide a brief explanation of why it does not provide this program.

#### **Summary:**

The City of Delaware is home to a Municipal Airport (DZL). The airport does not have a control tower, so it operates under visual flight rules. The 5,800-foot runway allows for aircraft, including Cessna and Gulfstream aircraft, to take off and land. Per FFA standards, the Delaware Airport is a non-indexed airport. Delaware Fire Department (DFD) is the primary response agency, and no DFD apparatus is stationed at the Delaware Airport. Station 302 is located less than a mile from the airport with personnel specializing as rescue technicians and can respond with Rescue 302 or Ladder 302. Both are equipped with extrication tools. Ladder 302 and all suppression apparatus in the city uses Nova Cool foam, which provides Class B properties without AFFF foam issues. The Delaware Fire Department Standard of Coverage classifies any aviation fire or rescue as a High-Risk technical rescue response.

## **Performance Indicators:**

**CC 5L1 Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), extinguishing agent requirements, apparatus, and equipment deployment objectives for each type and magnitude of aviation incident.**

### **Description**

For 90 percent of all High-Risk priority and non-priority technical rescue incidents, the total response time for the arrival of the effective response force (ERF) of 22, comprised of 14 firefighters and eight (8) officers, shall be 16 minutes 0 seconds in all areas. The ERF shall be capable of: completing a size-up, establishing command, requesting additional resources, initiating life saving measures, staging and apparatus set up, providing technical expertise, knowledge, skills and abilities during technical rescue incidents, and providing emergency medical services (EMS).

### **Appraisal**

For 90 percent of Urban High-Risk priority and non-priority technical rescue incidents, the total response time for the arrival of the effective response force (ERF) of 22, comprised 14 firefighters and 8 officers, shall be 18 minutes and 17 seconds in all areas.

### **Plan**

Continue to use First Arriving Station Status Boards to challenge responders to meet the DFD goal of 80 seconds 90th percentile during the day and 110 seconds at night. Continue to use GIS to improve run districts to provide the closest available units. Implement Automatic Vehicle Locator (AVL) once Delcom implements the new Computer Aided Dispatching (CAD) in late 2020. Continue to train and maintain equipment required to mitigate any response to an aircraft emergency at the Delaware Airport.

### **References**

R-0031: DFD Community Risk Assessment and Standard of Cover (2019-2024) page 100

**CC 5I.2 The agency conducts a formal and documented appraisal, at least annually, that includes an analysis of response procedures, equipment, training, and after action reports to determine the effectiveness of the aviation rescue and firefighting services program and meeting the agency's goals and objectives.**

**Description**

The DFD has a formal appraisal system in effect. This system has been in place since 2020.

**Appraisal**

The DFD would evaluate the fire suppression program's effectiveness during quarterly officers' meetings and during the After Action Report (AAR) after incidents. It was determined during the self-Assessment that a formal program was needed that can be used to identify and correct deficiencies and drive policy and procedure changes as needed. In 2020 we began looking at all programs using an Annual Appraisal Form.

**Plan**

Continue to implement and make the Annual Appraisal Form an engrained part of the DFD. Continue to include internal and external stakeholder's input to drive the objectives of the fire suppression program.

**References**

R-0217 DFD Aviation Rescue Evaluation Form

## **Category VI: Physical Resources**

Physical resources are defined as fire stations, training facilities, fire apparatus, and other capital expenditures and outlays that make up the property assets of an agency. Special attention is required to obtain and maintain appropriate quality physical resources.

Facilities that are leased and/or jointly operated may also be considered for agency use if this is accomplished in accordance with properly adopted and clearly established policies.

If work is contracted outside the agency and/or to another department within the parent agency, it is incumbent on the agency to ensure that facilities, equipment, staff, record keeping, and procedures are consistent with the performance indicators and core competencies listed herein.

## **Criterion 6A: Physical Resources Plan**

Development and use of physical resources is consistent with the agency's established plans. A systematic and planned approach to the future development of facilities is in place.

### **Summary:**

The four stations at Delaware Fire Department (DFD) meet the internal and external stakeholders' needs at this time. Station 301 was built in 1972 and was designed to be centrally located within the city limits. One main issue is that the City is divided in half, east and west, by an active railroad that can drastically slow responses to the City's west side, including the industrial park. In 1997 DFD opened Station 302 at the Industrial Park entrance. With no Strategic Plan (SP), the Station's location improved services but lacked effectiveness to cover the entire Westside.

In 2007, the Delaware Fire Department contracted with the Center for Public Safety Excellence to create its first Strategic Plan. This plan was the foundation for the 2010 fire levy that created the funding for the fire department's expansion due to the explosive growth being experienced. The levy provided funding for the expansion of DFD services, including the addition of fire stations 303 and 304 (northwest quadrant and southeast quadrant of the City), replacement of aging equipment (apparatus, SCBAs, cardiac defibrillators), and the hiring of personnel (19 new positions).

In late 2018, the Fire Department completed its second citizen-driven strategic plan that included input from internal and external stakeholders. The plan, known as the 2018-2023 Strategic Plan, continues to be the foundation for Delaware Fire Department's future.



**Performance Indicators:**

6A.1 The development, construction, or purchase of physical resources is consistent with the agency's goals and strategic plan.

**Description**

The DFD is following the SP to meet the goals and objectives of the City of Delaware. DFD has hired its own GIS technician to analyze and map trends and anticipate future growth. Administration staff also uses NFORS StatEngine to be proactive.

**Appraisal**

Stations 303 and 304 were built using data to meet the agency goals and the strategic plan. Response times in Station 303 district dropped from 9.5 minutes to 6.2 for the 90<sup>th</sup> percentile since it opened in 2013. In 2019, with the opening of Station 304, response times to this area have dropped from 10 to 6.5 minutes for the 90th percentile. The goal is to have a 6-minute response time 90 percent of the time within the City of Delaware.

**Plan**

The DFD will continue to re-evaluate the goals and objectives and the Strategic Plan to meet the internal and external stakeholders' needs. GIS, NFORS, and any other resources will be used to evaluate and anticipate the needs of the DFD.

**References**

R-0035 City of Delaware 5-Year CIP (2019-2023)

R-0126 Strategic Plan Agenda (20171117)

R-0127: DFD Overall CIP Costs (2021)

**CC 6A.2 The governing body, administration, and staff are involved in the planning for physical facilities.**

**Description**

DFD staff, City Manager, City Council, and external stakeholders are all involved in the planning and location of physical facilities. The Chief meets annually with City Manager and staff and City Council to review the Department's Capital Improvement needs. During these sessions, justification and planning for physical facilities are discussed. During the yearly budget process short term items are discussed to meet the long-range goals and objectives.

**Appraisal**

DFD has successfully involved City Council, City Staff, and department personnel to plan and develop physical resources. The planning is evident because as the City continues to grow, there is financial support and authoritative support. City staff and council members understand and expect the DFD to be anticipating growth and increased service needs, and a plan is in place to address those needs.

**Plan**

The DFD will continue to work with staff, City Manager, City Council, and external stakeholders to plan, anticipate, and budget for the need for physical facilities as the City grows and demand for services changes.

**References**

R-0035 City of Delaware 5-Year CIP (2019-2023)

## **Criterion 6B: Fixed Facilities**

The agency designs, maintains, and manages fixed facility resources that meet the agency's goals and objectives.

### **Summary:**

DFD fixed facilities are built, maintained, and staffed to meet the department goals as an objective of the Community Risk Assessment – Standards of Cover (CRA-SOC).

- Station 301, 99 S. Liberty St, has the only cascade fill station for SCBA bottles and housing dedicated engine, medic, and a quick response vehicle for peak demand if staffing is available.
- Station 302, 833 Pittsburgh Drive, houses a cross-manned ladder, rescue, and a medic unit. Station 302 also houses the Special Operations equipment, including the HazMat and trench trailers and rescue boats.
- Station 303, 1320 West Central Ave., houses a cross-manned quint and a medic unit and serves as the main EMS supply station.
- Station 304, 821 Cheshire St., houses a cross-manned engine and a medic unit.
- DFD's four stations are supervised by a Crew Lieutenant. The Lieutenant is responsible for reporting maintenance issues to the Administrative Captain, who contacts the appropriate vendor for repair. Lieutenants perform semi-annual inspections of their buildings, and annually every Station has a life safety inspection, fire inspection, and complete maintenance inspection. These inspections are carried out by the Risk Reduction officer, the Health and Safety Officer, and the Maintenance officer. Deficiencies are corrected by crew personnel or the Administrative Captain contacts an outside vendor for repair.

**Performance Indicators:**

6B.1 Each function or program has adequate facilities and storage space. (e.g., operations, community risk reduction, training, support services, and administration).

**Description**

DFD provides fixed facilities to meet the Department's needs at this time. Station 301 houses the administration, shift Captain, and Risk Reduction's three Inspectors. There is one conference room used for meetings or crew training. All four stations are connected through the CISCO video conference system known as WebEx. Webex allows training or meetings to be carried out without leaving response areas. Training is run through Station 302, which has an office for the Professional Development or Training Captain. Station 302 has a classroom capable of holding 30 people with audiovisual projectors and storage areas where props and equipment can be stored in a central location. The EMS Captain is located at Station 303, which also serves as the main supply room for the Department's EMS equipment and medications. There is also an office for the Department's Service Coordinators. Station 304 has an office for Delaware Police Department personnel while working in the southern jurisdiction.

**Appraisal**

The amount of space for the Administration and Risk Reduction Division is limited and will need to be addressed. As the City and Department continue to grow, the need for additional personnel in Administration, Risk Reduction, and Professional Development will be needed.

**Plan**

DFD will continue to use facilities in the most efficient way to carry out functions and programs for both internal and external stakeholders. DFD will begin looking at possible office space or options for incorporating administrative offices, training facilities, and grounds into a Station 305 design.

## **References**

R-0347 DFD Fire Station Floor Plans

6B.2 Buildings and outbuildings are clean and in good repair, and the surrounding grounds are well kept. Maintenance is conducted in a systematic and planned manner.

### **Description**

Buildings and grounds are well-kept and clean and are the responsibility of the Administrative Captain. Station Lieutenants are responsible for ensuring that daily, weekly, and quarterly cleaning, as outlined in DFD SOP 1.4.2, is carried out by their crew. Maintenance issues are tracked in Operative IQ and the Administrative Captain arranges for the repair. Starting in 2019, station Lieutenants are required to complete a Building Maintenance Checklist semi-annually to identify and resolve issues before they become larger issues. Once a year, the Administrative Captain, Health and Safety Captain, and Life Safety Inspector carry out station inspections to evaluate facilities. Issues found are corrected by personnel, or the Administrative Captain contacts the appropriate vendor for repair. During these inspections, items are identified to be added to the Capital Improvement Budget (CIP).

Generators, HVAC systems, stove hood systems, fire alarms, vehicle exhaust, and sprinklers are all inspected annually or semi-annually by a third party, depending on recommendations. Station generators are tested and operated every week.

### **Appraisal**

DFD has been proactive, utilizing preventive maintenance and a semi-annual Lieutenant inspections program to save on maintenance costs by fixing items early and quickly. This has limited or prevented expensive repairs or replacements. As the Department continues to grow and add stations, it is becoming more difficult for the Administrative Captain to manage and coordinate repairs.

### **Plan**

Continue to have Station Lieutenants take a more proactive role in identifying and correcting issues at the earliest possible time through semi-annual and annual inspections. DFD will work with the City of Delaware to look at a city-wide maintenance program that

would include coordinating larger repairs and using a single vendor for city-wide preventive maintenance.

**References**

R-0138 DFD SOP #1.4.2

R-0139 DFD Building Maintenance Sheet

R-0140 DFD Station Fire Inspection

**CC 6B.3 Facilities comply with federal, state/provincial, and local codes and regulations at the time of construction, required upgrades for safety are identified, and where resources allow, addressed. For those items that warrant further attention, a plan for implementation is identified in the agency's long-term capital improvement plan (i.e. fire alarm systems, sprinkler system, seismic, vehicle exhaust system, asbestos abatement, etc.).**

### **Description**

DFD complies with all Federal, State, and Local building codes at the time of construction. Older buildings are upgraded with safety features to comply with the Americans with Disability Act (ADA) as needed and required. Station 303 and 304 have complete fire sprinkler systems, are ADA compliant, and have MagnaGrip vehicle exhaust systems. Station 301 and 302 have been retrofitted with fire alarm and vehicle exhaust systems.

During a remodel in 1997, asbestos was discovered on the outside of Station 301, which was remediated. The Station is inspected by an asbestos contractor annually, and any identified issues abated. Other safety concerns are found and addressed during the semi-annual inspections and yearly fire safety inspections. Large expenditure items are prioritized and placed in the CIP budget as needed.

### **Appraisal**

DFD continues to comply with all Federal, State, and local building regulations with current and future stations. Items found during semi-annual and yearly safety inspections are corrected when found. Large cost items and upgrades are prioritized and placed in the CIP.

### **Plan**

Continue to comply with all Federal, State, and Local building codes for current and future stations. Continue to re-evaluate station inspections to ensure all safety items are taken care of for our internal and external stakeholders.



## **References**

- R-0348 DFD Annual Asbestos Inspection (2020)
- R-0349 DFD Annual MagneGrip Inspection (2020)
- R-0350 DFD Annual Sprinkler Inspection (2020)
- R-0351 DFD Annual Fire Alarm Inspection (2020)
- R-0352 DFD Annual Boiler Inspection (2020)

## **Criterion 6C: Apparatus and Vehicles**

Apparatus resources are designed, purchased, and maintained to adequately meet the agency's goals and objectives.

### **Summary:**

Delaware Fire Department (DFD) maintains a fleet of 25 pieces of apparatus to fulfill specific roles that meet the basic level of service and risks as outlined in the 2019-2023 Community Risk Reduction and Standard of Coverage. All apparatuses have a replacement schedule projected in the Capital Improvement Plan (CIP) and the Department's long-term apparatus and equipment replacement plan. All apparatus meets or exceeds the National Fire Protection Association 1901 - Standard for Automotive Fire Apparatus.

Front line fire apparatus are scheduled for replacement on a 20-year cycle, and the paramedic ambulances are scheduled for replacement every 12 years. Department members sit on committees to provide input on design and equipment when a vehicle is replaced and input from the fleet maintenance supervisor. Apparatus and equipment are designed to match the needs, service, and safety of internal and external stakeholders.

## **Performance Indicators:**

**CC 6C.1 Apparatus types are appropriate for the functions served (e.g., operations, staff support services, specialized services, and administration).**

### **Description**

Delaware Fire Department (DFD) maintains a fleet of 25 pieces of apparatus to fulfill specific roles that meet the basic level of service and risks as outlined in the 2019-2024 Community Risk Reduction and Standard of Cover. Engines, the quint and the ladder are all built to meet or exceed NFPA 1901. All pumps are 1500 GPM or above and all are capable of providing NOVACOOL foam through the pump. Front line fire apparatus is equipped with ALS equipment and staffed with at least one paramedic per shift. There are currently two engines kept in reserve status for fill-in during repairs or for personnel called in for large fires.

There are three cross-staffed and one dedicated ALS unit operating in the City. All have been outfitted for safety with Stryker battery powered stretchers capable of lifting 700 pounds. The Fire Chief, Administrative Captain, and Battalion Captain all have SUV's with command and accountability capabilities. Support staff, Risk Reduction, and station vehicles are using retired police cruisers that are safety checked by fleet. There are two pickup trucks that are used to transport HazMat and trench trailers, and one is equipped with snowplow capabilities.

### **Appraisal**

DFD has continued to match its apparatus to meet the 2019 to 2023 Standard of Cover's objectives concerning the apparatus's placement to maintain and improve the Insurance Service Office (ISO) Class 2 rating. It is anticipated that with the next ISO review, the Department will be able to move to a Class 1 rating. The use of retired police vehicles for support staff has been problematic in terms of reliability and availability. In 2020 DFD discontinued using the police vehicles and began ordering new SUV's for frontline use

and moving older SUV's to support positions. There are sufficient reserve engines at this time but no reserve medic units.

### **Plan**

New apparatus purchases will be budgeted to meet the Department's needs and objectives for today and tomorrow. New apparatus and equipment will continue to be designed with input from department members, fleet, and manufacturers to meet or exceed the standards of NFPA 1901. In 2020, the long and short-term replacement of support staff and Risk Reduction vehicles will be with new vehicles.

### **References**

- R-0141 NFPA 1901
- R-0152 DFD Vehicle Check Sheet
- R-0353 GSA KKK Ambulance Standards
- R-0354 NFPA 1917

6C.2 A current replacement schedule exists for all apparatus and support vehicles based on current federal and state/provincial recognized standards, vehicle condition, department needs, and requirements.

### **Description**

DFD maintains a replacement schedule for all apparatus. The Fire Chief is responsible for and maintains a CIP budget that projects cost and replacement over the next 25 years.

### **Appraisal**

The apparatus replacement schedule and CIP spreadsheet have allowed for adequate planning and projected costs associated with replacing apparatus and equipment. The replacement schedule is determined using NFPA 1901 recommendations and using best practices to ensure accurate and timely replacement.

### **Plan**

DFD will continue to project and forecast a replacement schedule for 25 years. Adjustments will be made to the apparatus's service life with input from national and state vehicle manufacturers and fleet maintenance to ensure safe operation.

### **References**

- R-0035 City of Delaware 5-Year CIP (2019-2023)
- R-0141 NFPA 1901
- R-0218 DFD CIP Long-Term Replacement Schedule
- R-0354 NFPA 1917

6C.3 A process is in place for writing apparatus replacement specifications that allows for employee input.

**Description**

Through the input of department personnel, subject matter experts, and meeting the national standards, the Department has designed apparatus to meet the community's needs and risks while also reducing the ISO rating. Meeting these specifications has also limited the City and DFD's liability in past apparatus designs. Meeting minutes and updates are kept so all members can access and provide input.

**Appraisal**

The process of designing specifications for new apparatus has allowed for employee input. In 2021 DFD will take delivery of a new Sutphen Engine that is a dramatically different design than previous engines. These changes were driven by member's input for smaller, more maneuverable, and assignment-specific apparatus.

**Plan**

DFD will continue to use the process in place to design and purchase new apparatus. DFD will also develop a formal input form that would make it easier for input to be received from department members.

**References**

- R-0355 DFD Engine Specification (2020)
- R-0356 DFD Emails from Truck Committee

## **Criterion 6D: Apparatus Maintenance**

The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus are well established and meet the emergency apparatus service and reliability needs.

### **Summary:**

The DFD pays into a City enterprise fund for fleet maintenance, preventive maintenance, repair, and 24/7 emergency service. Fleet maintenance is staffed with a supervisor and three mechanics responsible for repairing all city vehicles and equipment. Issues with apparatus are reported to the Administrative Captain by station officers. The Administrative Captain oversees tracking and coordinating repairs through the fleet supervisor and logs repairs in Operative IQ. The fleet supervisor handles emergency repairs, and during the night, on-call fleet mechanics can be contacted by an on-duty crew through DelComm.

The DFD has paid for mechanics training to Emergency Vehicle Technician (EVT) status, and two of the three mechanics were certified. In 2019, due to attrition and change in employer, fleet no longer had mechanics certified as EVTs. Once staffing is back to full strength, the plan is to have the current mechanics certified, with budgeted funds for this purpose.

Outside vendors handle some inspections and equipment testing. All response apparatus are sent to Demary Truck for an annual brake and suspension inspection. All pumps are certified annually by Finley Fire. Mistras Services certifies Ladder 302, Quint 303, and all ground ladders on an annual basis.

## **Performance Indicators:**

**CC 6D.1 An apparatus maintenance program is established. Apparatus maintenance, preventative maintenance, inspection, testing, and emergency repair is conducted by trained and certified technicians in accordance with the manufacturer's recommendations, and federal and/or state/provincial regulations. Attention is given to the safety, health, and security aspects of equipment operation and maintenance.**

### **Description**

The apparatus maintenance program begins with daily and weekly vehicle checks by crews as outlined in DFD SOP 1.4.1 Work Schedule and 1.4.1 Daily Vehicle Check. Any issues are tracked in Operative IQ and the Administration Captain to coordinate repairs with fleet. The fleet maintenance supervisor oversees scheduling preventive maintenance (PM) of vehicles. Outside vendors handle some inspections and equipment testing.

The DFD has paid for mechanics training to Emergency Vehicle Technician (EVT) status, and two of the three mechanics were certified. In 2019 due to attrition and change in employment, there is currently no mechanics certified as EVT. It is budgeted to have the current mechanics begin to acquire training this year towards their EVT certification. Fleet does have access to an Atlantic Emergency Solution Service Coordinator who can assist with repairs and questions related to Pierce apparatus and Penn Care for Braun issues on medics. In 2021 DFD will take delivery of a Sutphen Custom Engine in 2021. Classes ran by Sutphen have been made available to Fleet mechanics and service coordinators.

### **Appraisal**

In 2020 Fleet hired an additional mechanic to bring staffing to their authorized level. The mechanics Bargaining Unit negotiated a contract that increased wages to a more competitive wage and paid a bonus for completing specialized training such as EVT. The increase is designed to prevent the loss of employees within fleet maintenance after obtaining specialized certifications. Due to COVID19 there were no classes available in 2020 to send mechanics to begin EVT training.



**Plan**

DFD will continue to use fleet mechanics and outside vendors to maintain and certify all apparatus safety. The DFD will complete the Oprative IQ reporting and tracking software implementation, including fleet maintenance access and daily checksheets to generate a work order while checking the vehicle. DFD will budget and make arrangements to begin sending mechanics to classes to certify as EVT's. DFD will begin a feasibility study and proposal to hire an EVT-certified mechanic exclusively for the DFD, responsible for all maintenance and repairs.

**References**

- R-0357 COD Fleet Mechanics Certifications
- R-0358 Finley Pump and Ladder PM Report
- R-0359 Demary Truck VIS Report

6D.2 The maintenance and repair facility is provided with sufficient space and equipped with appropriate tools.

### **Description**

Delaware City Fleet maintenance operates out of a five bay 12,500 sq./ft. facility. The facility has two car lifts and a wheel lift capable of raising Ladder 302 and Q303. There is room to partially raise and extend both ladders for service and maintenance. The shop is equipped with all tools needed for both routine and complex repairs of apparatus.

### **Appraisal**

In 2007, the City purchased the current Public Works facility because of a severe limit on maintenance capabilities and space. The maintenance facility has since provided the needed room to complete the fire department's maintenance and repair in a secure and heated facility. The building has sufficient space and tools for the mechanics to accommodate, service, and repair all the DFD apparatus. All apparatus can be worked on indoors, and the lifts can raise both ladders.

### **Plan**

DFD will continue to use the current maintenance facility to work on any apparatus in the DFD fleet. As advancements in vehicles change, the City and DFD are committed to ensuring that tools and equipment will be available to properly repair these apparatuses by budgeting for specific tools as needed. The DFD continues to explore hiring its own mechanic, who would work out of the existing facility due to its resources.

### **References**

R-0360 COD Public Works Site Map

R-0361 COD Public Works Floor Plans

6D.3 An adequate number of trained and certified maintenance personnel are available to meet the program needs.

**Description**

The City of Delaware fleet maintenance is comprised of three mechanics and one supervisor. DFD will continue to budget funds to provide mechanics with EVT certification. The on-duty staff mechanics can do most repairs and maintenance and have access to apparatus specific field personnel for involved issues. DFD will continue to use outside vendors to certify pumps, aerials, and brakes to ensure safety to both internal and external stakeholders.

**Appraisal**

The mechanics have certifications to provide routine maintenance on vehicles and equipment. Mechanics have access to apparatus manufacturers or outside vendors for more in-depth repairs. This system has been sufficient but has resulted in return visits for some issues requiring apparatus-specific issues.

**Plan**

DFD plans to fund the certification of all three mechanics once the last position is filled. The Department will continue to explore hiring an EVT certified mechanic who can concentrate on emergency, routine, and preventive maintenance issues for only DFD apparatus.

**References**

- R-0357 COD Fleet Mechanics Certifications
- R-0362 COD Public Works Organizational Chart
- R-0363 COD Public Works Job Descriptions

6D.4 The level of supervision is adequate to manage the program.

**Description**

Supervision of the Fleet Maintenance Division is provided through the Public Works Director to the Fleet Superintendent and the Fleet Maintenance Supervisor who handles the day-to-day operation. These supervision levels are adequate to manage the program, including budgeting, personnel, equipment, and repairs. The Administrative Captain is the contact for the DFD and arranges repairs and PM with the Fleet Maintenance Supervisor.

**Appraisal**

The supervision is more than adequate to carry out the mission of fleet maintenance. The supervisor is well trained and experienced in the management and supervision of a fleet maintenance operation.

**Plan**

Continue to monitor and work with management to ensure an adequate number of properly trained mechanics continues to be available to service the Department's needs.

**References**

R-0362 COD Public Works Organizational Chart

R-0363 COD Public Works Job Descriptions

6D.5 The reserve vehicle fleet is adequate or a documented contingency plan is in place for the event that apparatus must be taken out of service.

### **Description**

DFD maintains a reserve fleet of two engines equipped so they can also be used by personnel called in for staffing during an emergency. These engines are checked daily by crews to ensure they are operational. There are no reserve medic units in the City, but all frontline fire apparatus are ALS equipped and run as first responders with automatic mutual aid departments around the City.

### **Appraisal**

The fleet of reserve engines currently meets the needs of the DFD Strategic Plan. Although there are no reserve ladders, Quint 303 was added to provide redundancy. All DFD response apparatus is ALS equipped. Paramedic ambulances are located at each fire station. If an ambulance is placed out-of-service, vehicles are relocated, and the ambulance from St 302 is taken to limit the impact on specialized equipment. Pre-established run cards and run orders, which include all mutual aid departments, are programmed into the DelComm CAD system, so there is no delay in response within the City of Delaware.

### **Plan**

DFD will monitor the Department's needs as it continues to grow to ensure there is an adequate number of reserve apparatuses to meet the Strategic Plan goals. The Department will continue to evaluate mutual aid agreements to ensure adequate ERF are available.

### **References**

R-0065 DelCo Run Card Maps

R-0218 DFD CIP Long-Term Replacement Schedule

**CC 6D.6 The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus is well established and meets the emergency apparatus service and reliability of the agency.**

### **Description**

The maintenance program at the DFD is well established and meets the goal at this time. Deficiencies found during daily vehicle checks and operations are reported to the Administrative Captain and tracked in Operative IQ. The Administrative Captain prioritizes and schedules those repairs through Fleet Maintenance. Yearly all fire and EMS vehicles are taken for a Vehicle Inspection System (VIS) check that inspects brakes, steering and suspension, frame and chassis, and any other undercarriage items. Any problems are corrected by Fleet Maintenance and then re-tested until certified. Atlantic Emergency Solutions performs yearly pump maintenance and testing to NFPA 1901 standards, and aerials and ground ladders are tested annually by Mistras Solutions to NFPA 1911 standards. All fire apparatus are scheduled for 20 years of service life, EMS vehicles for 12 years, and support vehicles for 10 years. Projected costs for replacement are budgeted for in the departments CIP budget. Fleet Maintenance with one shop supervisor and authorized staff of three technicians do the general and emergency repairs of apparatus

### **Appraisal**

This program has served the Department well, but some challenges have arisen with the Department's growth. In 2020 Fleet Maintenance hired its third technician after losing the two certified EVT's in 2019 due to attrition and transfer. This shortage caused an issue with the preventive maintenance program and issues with repeat shop visits for repairs. DFD converted to Operative IQ in 2020 from Zoll RMS, allowing the transfer of maintenance information between DFD and Fleet. The third-party VIS, pump, aerial, and ground ladder testing has helped ensure apparatus safety and reliability. The service life projection and CIP budgeting of replacements ensure modern and reliable frontline apparatus.

**Plan**

DFD will coordinate with Fleet Maintenance to have all three technicians EVT certified as soon as possible and continue to explore an EVT technician hiring solely for the DFD. Implement Operative IQ in 2020 to streamline reporting, scheduling, and reporting repairs of apparatus. Continue to budget for replacement of vehicles and use third party vendors for some testing and certifications such as pumps, suspension, and ladders.

**References**

- R-0357 COD Fleet Mechanics Certifications
- R-0358 Finley Pump and Ladder PM Report
- R-0359 Demary Truck VIS Report
- R-0364 DFD Mistras Ladder Test Report

## **Criterion 6E: Tools and Small Equipment**

Equipment and supplies are adequate and designed to meet the agencies goals and objectives.

### **Summary:**

DFD carries an inventory of equipment on each apparatus to respond to and mitigate incidents within the response area. The equipment carried on the apparatus meets or exceeds standards set forth in NFPA 1910, Standards for Automotive Fire Apparatus, and for Insurance Service Office, ISO, rating. Equipment is inventoried and checked daily by crews according to SOP 1.4.4, Daily Vehicle Check, and weekly all equipment is removed, tested, and cleaned per SOP 1.4.1, Work Schedule. Any equipment missing, defective, or found unsafe is reported to the Administrative Captain per SOP 1.4.4. Equipment in need of repair is scheduled at Fleet Maintenance or sent to a third-party vendor, if applicable. Equipment that requires additional testing for compliance with related NFPA requirements and related Department SOPs shall be completed and recorded in Operative IQ. In 2020 DFD changed to Operative IQ from Zoll RMS to track and maintain tools and small equipment. Operative IQ will allow for better tracking of maintenance and repairs performed on equipment.



## **Performance Indicators:**

6E.1 Tools and equipment are distributed appropriately, are in sufficient quantities, and meet the operational needs of the specific functional area or program (e.g., fire suppression, community risk reduction, investigations, hazmat, etc.).

### **Description**

DFD carries an inventory of equipment on each apparatus to respond to and mitigate incidents within the response area. The equipment carried on the apparatus meets or exceeds standards set forth in NFPA 1901, Standards for Automotive Fire Apparatus, and for Insurance Service Office, ISO, rating. All frontline fire apparatus is equipped with ALS, HazMat IQFR, and basic cribbing and extrication tools. All fire and EMS apparatus also carry life jackets, throw ropes, and ballistic helmets and vests. Rescue 302 is equipped with specialized gear for HazMat, trench, water, extrication, and collapse responses. Rescue 302 and Ladder 302 are equipped to mitigate rope or high angle rescue. Two trailers for trench and HazMat responses are available at Station 302 and can be brought to the scene by Rescue 302 or Utility 302. The Battalion, Fire Chief, and Captain 301 vehicles are equipped with incident command equipment and supplies.

### **Appraisal**

The equipment carried on each piece of apparatus has allowed DFD to respond to and mitigate incidents in the response area and provided the highest safety level to responders. All reserve apparatus have met NFPA and ISO standards for equipment, and the equipment is checked daily and weekly just as frontline apparatus. Specialty equipment is placed on apparatus and located in areas that allow for the most efficient deployment when needed.

**Plan**

Continue to monitor the best practice in selecting, care, and maintaining equipment used to achieve the DFD goals and Strategic Plan. Continue evaluating the placement of specialty equipment to ensure availability when needed.

**References**

R-0141 NFPA 1901

R-0152 DFD Vehicle Check Sheet

R-0153 2018 ISO Rating Sheets

6E.2 Tools and equipment replacement is scheduled, budgeted, implemented, and is adequate to meet the agency's needs.

### **Description**

Tool and equipment replacement is approached in several different ways to meet DFD's needs. All new fire and EMS vehicles have budgeted in the replacement cost all new small equipment to be purchased for that vehicle. Apparatus moved to reserve status also have a full set of tools so it can be used in a large emergency or switched to a primary apparatus with little transfer of tools and equipment. There is a line item in the budget for small tools and equipment replacement for use throughout the year. Specialty tools and equipment, such as life safety rope or Level A HazMat suits, are budgeted for with input from program officers to meet standards set forth by NFPA, ISO, OSHA, and manufacturers recommendations for replacement.

### **Appraisal**

The approach of budgeting new tools and equipment for new apparatus has allowed for a reserve fleet of apparatus available for large emergencies and for use during repairs of primary apparatus. The budget line item for replacing small equipment during the year due to wear or damage is sufficient for the Department's needs. Budgeting for replacing larger dollar items and specific service life has allowed for a scheduled replacement program to ensure that tools and equipment comply with industry standards.

### **Plan**

Continue to evaluate the budgeting of tools and equipment, so the funds are available to maintain equipment and plan for equipment replacement to meet industry standards and safety.

### **References**

- R-0015 City of Delaware, 2021 Budget
- R-0035 City of Delaware 5-Year CIP (2019-2023)
- R-0218 DFD CIP Long-Term Replacement Schedule

**CC 6E.3 Equipment maintenance, testing, and inspections are conducted by qualified personnel, following manufacturer's recommended schedules.**

**Description**

DFD follows manufacturing and NFPA standards in the testing and inspection of equipment. DFD members conduct some testing and inspections and third party vendors, depending on requirements and qualifications. All completed inspections, maintenance, and testing are tracked in Operative IQ. Listed below are examples of the equipment and who is responsible for the inspection, testing, and maintenance.

DFD personnel:

1. Weekly MSA 4 gas monitor, 4 gas with PID
2. Annual Hose testing
3. Quarterly Life safety rope and hardware inspections
4. Annual Level A HazMat inflation test
5. Basic SCBA repair – two members, trained in operations
6. Annual Maxi-Force airbag testing

Atlantic Emergency Solutions(authorized manufacturer representative):

1. Annual SCBA testing and repairs above operations level
2. Annual PPE inspections and repairs

SubAquatics (authorized manufacturer representative):

1. Semi-Annual SCBA fill station testing and preventive maintenance
2. Hydrostat testing of SCBA bottles

Zol (authorized manufacturer representative):

1. Zoll 12 lead ECG
2. Zoll Pro Pack
3. Zoll AED

EMSAR (authorized manufacturer representative):

1. Stryker Cot maintenance.
2. Stryker Stair Chair

Howell Rescue (authorized manufacturer representative):

1. Annual Genesis rescue tools

Snouffers Fire and Safety (State of Ohio certified fire extinguisher company):

1. Annual fire extinguisher testing

Mistras Group (authorized manufacturer representative):

1. Annual ground ladder testing

### **Appraisal**

DFD has reduced the amount of time equipment is out of service and ensures personnel's safety using equipment by performing scheduled testing and maintenance of equipment. Gantt charts are used to verify that testing is completed on time.

### **Plan**

Continue to follow manufacture, NFPA, and best practice in maintenance, testing, and inspections to ensure the safety and reliability of equipment and that they are conducted by qualified personnel.

### **References**

R-0101 DFD Gantt Charts (2021)

R-0219 DFD Equipment Inspection Reports

6E.4 An inventory control and maintenance tracking system is in place and current.

### **Description**

DFD uses Operative IQ to track the location and maintenance requests of tools and equipment. All equipment is given a tracking number at purchase and entered into Operative IQ. This number is used to record location, maintenance issues, inspection schedule, and when taken out of service. In 2020 DFD transitioned to Operative IQ from Zoll RMS for inventory, location, and maintenance requests for tools and equipment. Fleet Maintenance will be able to access maintenance issues and record repairs for better tracking and efficiency.

### **Appraisal**

FireRMS had allowed for tracking and record keeping on tools and equipment but became outdated and limited in recording and tracking maintenance issues. Operative IQ will allow for better inventory control and allow Fleet Maintenance access to maintenance issues and repairs.

### **Plan**

Continue to track tools and equipment in Operative IQ and expand its capabilities. Work with Fleet Maintenance to implement Operative IQ so repair issues can be handled more efficiently, and DFD can track repairs.

### **References**

R-0220 DFD Equipment and Tool Inventory Example

R-0221 DFD Equipment and Tool Maintenance Example

6E.5 Supplies and materials allocation is based on established objectives and appropriate to meet the operational needs of the specific functional area or program (e.g., fire suppression, community risk reduction, investigations, hazmat, etc.), and is compliant with local, state/provincial, and national standards.

### **Description**

DFD carries supplies and materials to meet the operational needs of the functional areas. The supplies and materials meet or exceed recognized NFPA and ISO standards and are budgeted in the yearly budget process. The officer in charge of each program is responsible for providing budget input to the Fire Chief. All frontline apparatus has body armor, life jackets, and throw ropes. Fire apparatus are equipped with HazMat IQFRO kits for initial response to HazMat incidents and are ALS equipped to provide first responder capabilities. All stations maintain a small supply of EMS equipment, absorbent, foam, and hose for re-stocking. The main cache of EMS supplies is maintained and tracked at Station 303. In 2020 DFD transitioned to Operative IQ to better track and inventory usage of supplies.

There are systems in place to deal with incidents that exceed the capabilities of the DFD. Most incidents are handled with the use of automatic mutual aid for fire or EMS.

Delaware Area Response Team (DART) can provide larger supplies of HazMat mitigation materials such as foam, absorbent, and damming and diking needs. Delaware County EMS provides a mass casualty trailer for large mass causality incidents within the county.

### **Appraisal**

The budgeting process in place has met the needs of the DFD at this time. The implementation of Operative IQ in 2021 should allow for better tracking, budgeting, and ordering of EMS supplies.

### **Plan**

Continue to use input from the officer in charge of each program to provide input to the Chief to budget for supplies and materials. Expand Operational IQ for tracking, budgeting, and ordering EMS supplies and expanding to other programs throughout 2020.

**References**

R-0051 DART Operational Handbook Rev

R-0152 DFD Vehicle Check Sheet

R-0365 DFD Operative IQ Drug Usage Report



## **Criterion 6F: Safety Equipment**

Safety equipment is adequate and designed to meet agency goals and objectives. For the purposes of this criterion, safety equipment includes personal protective equipment (PPE) and related equipment (e.g., self-contained breathing apparatus).

### **Summary:**

All DFD personnel at the time of employment are issued Nomex station wear, structural firefighting ensemble, Scott SCBA facepiece with voice amp, and safety vest that meets or exceeds NFPA 1851 (Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting). Personnel also has access on all frontline apparatus to ballistic helmets and vests and personal flotation devices. All fire and EMS vehicles are equipped with 45-minute Scott SCBA and Hour bottles on R302 for HazMat entry. Care and maintenance of all equipment are done either in-house or by third party vendor, depending on the issue. All inventory and maintenance of equipment were recorded in Zoll FireRMS, and in 2020 DFD transitioned to Operative IQ for tracking.

The DFD strives to provide the safest and healthiest work environment. Working in smoke and hazardous environments have proven to cause an increase in cancer to firefighters. SOP 3.2.5, Fire Incident Decontamination, has been developed to provide direction to personnel to limit their potential exposure to the hazardous by-products of fire, smoke, and hazardous environments. All stations have an extractor and cache of clean barrier hoods. After an exposure, dirty hoods are exchanged for a clean one, and turnout gear is washed, and backup gear is placed in service. There is a limited stock of “community gear” available to personnel who have not received a second set of gear.

## **Performance Indicators:**

**CC 6F.1 Safety equipment is identified and distributed to appropriate personnel.**

### **Description**

All DFD personnel at time of employment are issued Nomex station wear, structural firefighting ensemble, Scott SCBA facepiece with voice amp, and safety vest that meets or exceeds NFPA 1851 standards. The gear is maintained and used by the individual per SOP 3.1.2.6 Protective clothing. After five years of service, a second set of fire gear is purchased for each firefighter, and the original set is placed in a backup role. All gear is replaced after ten years of service per NFPA.

All frontline apparatus has a full complement of Scott SCBA's and each Station has three to four spare bottles. Spare packs and extra bottles are kept at Station 301 as well as the only air fill station for the City. One-hour packs are carried on R302 for use during HazMat level "A" entries per 29 CFR § 1910.120. SCBAs are scheduled for replacement every 10-years.

### **Appraisal**

The current system in place ensures personnel has the highest level of protection available to meet the Department's goals and objectives. Extra PPE is kept at Station 301 in the event of lost or damaged gear. The distribution of SCBAs along with extra packs at Station 301 ensures there is adequate availability of respiratory protection for all personnel.

### **Plan**

DFD will continue to follow best practices to make sure personnel are equipped with PPE that provides the highest level of protection as they carry out the goals and objectives of the DFD.

## **References**

R-0218 DFD CIP Long-Term Replacement Schedule

R-0366 DFD SOP #3.1.2.6 Protective Clothing

R-0367 DFD Operative IQ PPE Summary

6F.2 Distributed safety equipment is sufficient for the functions performed.

### **Description**

The DFD provides personnel with the appropriate safety equipment needed to effectively handle emergency responses in the area, including EMS incidents, structural firefighting, technical rescue, hazardous materials, and other emergencies identified in the SOC Risk assessment. Specialized safety equipment is located and available for the Special Operations Team, Mutual aid, and Delaware Area Response Team (DART). It can also be used to ensure sufficient safety equipment for larger responses.

Officers continually evaluate changes in industry practices for fire and EMS equipment, both for the Department and their respective operation areas. NFPA 1500 is used as a guide in the review process of equipment and practices. Recommendations are made to the Fire Chief for evaluation and funding if required.

### **Appraisal**

Safety equipment distributed by the DFD allows personnel to perform their day-to-day responses safely and effectively. As fire responses increased and evidence of carcinogens in turnout gear requiring deconning after incidents was found, changes in practice and equipment were made. Personnel now have access to a backup set of turn out gear while their primary set is being cleaned, and personnel are no longer assigned a Nomex hood, but exchange the dirty hood for a clean one back at quarters.

### **Plan**

The DFD will continue to assess and distribute safety equipment to ensure the goals and objectives identified in the SOC are being met as safely and efficiently as possible. As new risks and needs are identified, the DFD will evaluate practices and the need for additional safety equipment.

## **References**

R-0220 DFD Equipment and Tool Inventory Example

R-0221 DFD Equipment and Tool Maintenance Example

R-0368 DFD SOP 3.2.5 Fire Incident Decontamination

R-0369 DFD Fire Form 3.1.8.1 Protective Equipment Inspection Form

6F.3 Safety equipment replacement is scheduled, budgeted, implemented, and adequate to meet the agency's needs.

### **Description**

DFD replaces safety equipment following manufacturer's recommendations and NFPA standards. Turnout gear is scheduled and budgeted for all personnel to receive a second set of gear after five-years of service. All gear is removed from service and replaced after 10-years of service. Level A HazMat suits are scheduled and budgeted for a new suit every year to comply with NFPA standards. The oldest suit in inventory is taken out of service to be used for training and the new suit is placed in frontline service.

### **Appraisal**

DFD has created a schedule for the replacement of safety equipment that includes appropriate funding. The schedule and funding have provided up-to-date equipment and limited equipment out-of-service to ensure its members' highest level of safety. Safety equipment is budgeted in the Small equipment budget line that provides:

- \$47,500 Turnout Gear
- \$20,000 Glidescope devices
- \$3,000 SCBA masks and amps
- \$5,000 Ballistic vests
- \$2,800 HazMat suits
- \$1,000 HazMat monitors
- \$500 Life safety rope

### **Plan**

Continue to follow manufacturer's and NFPA standards to budget and schedule the replacement of safety gear to ensure members' highest-level safety. Continue to monitor the best practice for replacement as safety gear evolves.

### **References**

R-0015 City of Delaware, 2021 Budget

R-0035 City of Delaware 5-Year CIP (2019-2023)

R-0370 DFD Turnout Gear – Replacement Schedule

6F.4 Safety equipment maintenance, testing, and inspections are conducted by trained and qualified personnel, and appropriate records are kept.

### **Description**

DFD uses a combination of department personnel and outside vendors to maintain, test, and inspect safety gear following manufacturer recommendations and NFPA standards. DFD personnel inspect their turnout gear at the beginning of their shift, and every six months, perform a detailed inspection using Fire Form 3.1.8.1 (Protective Equipment Inspection Form). Annually, Atlantic Emergency Solutions is contracted to perform an NFPA 1851 – Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting inspection of all turnout gear. Turnout gear used on fire scenes is decontaminated and cleaned per SOP #3.2.5 Fire Incident Decontamination.

Two department members are Scott SCBA Specialists certified and can perform routine repairs on SCBAs. Atlantic Emergency Solutions is contracted to perform more complicated repairs and performs a yearly SCBA and face piece functional test to NFPA 1852 standards. Life safety ropes, HazMat Level A suits, and hose are maintained and tested by DFD personnel to meet specific NFPA or manufacturer standards. All inspections, tests, and maintenance are recorded in Operative IQ or the department computer.

### **Appraisal**

DFD's safety gear is tested and maintained by trained personnel that provide subject matter expertise. This has ensured that the equipment is properly maintained, repaired, and tested with limited downtime to provide the safest work environment. In 2020 there was:

- 100 SCBA bottles hydrostatically tested
- 57 SCBA packs tested



- 115 Pieces of Turnout Gear Inspected
- 6 Level A HazMat suits inflation test
- 6 Cardiac Monitors tested and updated

### **Plan**

DFD will continue to stay current on NFPA and manufacturer's recommendations to ensure safety equipment maintenance, testing, and inspections are conducted by trained and qualified personnel either from department members or outside vendors.

### **References**

- R-0222 DFD Annual SCBA Test
- R-0371 DFD Turnout Gear Inspections
- R-0372 DFD Level A HazMat Inflation Test
- R-0373 DFD Rope Inspection
- R-0374 DFD Cardiac Monitor Inspections

6F.5 A safety equipment inventory control and maintenance tracking system is in place and current.

**Description**

DFD used Zoll FireRMS, and network files located on the City managed network system to store and track safety equipment inventory and maintenance documents. In 2020 DFD will be transitioned to Operative IQ, which will allow consolidation of the two and create easier tracking of safety equipment.

**Appraisal**

DFD tracks maintenance and inventory of safety equipment using Operative IQ, which has increased the Department's capabilities. Operative IQ has allowed the administrative staff to have a more current and interactive reporting system of all inventory.

**Plan**

Continue to use Operative IQ to track all safety equipment. Continue to monitor emerging technology to track maintenance and inventory of equipment.

**References**

- R-0220 DFD Equipment and Tool Inventory Example
- R-0221 DFD Equipment and Tool Maintenance Example
- R-0222 DFD Annual SCBA Test

## **Category VII: Human Resources**

Human resources are defined as all aspects of personnel administration, except those of training and competency, which are addressed in Category VIII. The heart of any organization is its people, and this category is designed to appraise the importance and results of the human resources program. Completing the human resources section may involve members from other governing entities or other elements of the community.

**Criterion 7A: Human Resources Administration**

General human resources administration practices are in place and are consistent with local, state/provincial, and federal statutory and regulatory requirements.

**Summary:**

The Department of Administrative Services (DAS) is responsible for all aspects of human resources, including recruitment, benefits, compensation, training and development, performance management, compliance, and health and safety services. DAS is the direct responsibility of the City Manager. DAS is staffed with three personnel that provide services to over 320 full, part-time, and seasonal workers. DAS has internal policies in place to ensure compliance with all local, state, and federal requirements.

**Performance Indicators:**

**CC 7A.1 A human resources manager is designated.**

**Description**

The City of Delaware has a designated human resource manager that oversees two employees and all operations within the department.

**Appraisal**

The City of Delaware has a Human Resource Manager in place, as can be seen by an organization chart and job description. In the 4<sup>th</sup> quarter of 2020, with the importance of this position to all City Departments, the HR Manager became a direct report to the City Manager.

**Plan**

Continue to work with the Human Resource Manager to make sure services support and assist the DFD and its personnel.

**References**

R-0023 City of Delaware Organizational Chart

R-0223 COD HR Manager Job Description

7A.2 The human resources program has adequate staffing to accomplish the human resources administrative functions.

**Description**

DAS is staffed with two full-time and one Permanent part-time employee that provide services to over 320 full, part-time, and seasonal workers. The Department of Administrative Services (DAS) is responsible for all aspects of human resources, including recruitment, benefits, compensation, training and development, performance management, compliance, and health and safety services.

**Appraisal**

DAS, with current staffing, provides DFD with timely support and services needed by senior staff and line personnel to effectively and efficiently operate the Fire Department.

**Plan**

DFD will continue to work with DAS and offer input and assistance for improvement as the needs arise.

**References**

- R-0023 City of Delaware Organizational Chart
- R-0223 COD HR Manager Job Description

7A.3 Policies are established to direct the human resources administrative practices in accordance with local, state/provincial, and federal requirements. The policies are reviewed annually and updated as needed.

### **Description**

The City of Delaware DAS has administrative practices in place to ensure they comply with local, state, and federal requirements. The staff is a member of professional organizations, including the Society for Human Resource Management (SHRM) and the International Foundation of Employee Benefits Plans (IFEBP). They also receive updates from multiple federal and state organizations such as the U.S. and Ohio Department of Labor (DOL) and the Ohio Bureau of Workers Compensation (OBWC). DAS also consults with the Delaware City Attorney, the legal advisor to the City of Delaware.

DAS provides the City of Delaware Employee Handbook online, so all city employees have access to and can make comments at any time. As a local, state, and federal requirements change, updates are made to the manual and employees are notified by city-wide email of the change.

### **Appraisal**

There has been much discussion with DAS and the City Department Heads to update and modernize the Employee Handbook including the tattoo policy. The process in place to ensure policies are up to date and reviewed is needing to be updated at the City level. DAS has updated and provided new policies; however existing policies are needing to be reviewed and updated. DAS distributed new policies to all personnel by email, all staff has been kept up to date.

### **Plan**

DFD will work with DAS to update the Employee Handbook and continue to work with DAS to make sure policy meets local, state, and federal standards and that personnel have access to those standards.

### **References**

R-0025 City of Delaware Employee Handbook

R-0224 DAS Employee Certifications

## **Criterion 7B: Recruitment, Selection, Retention, and Promotion**

Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state/provincial, and federal statutory requirements.

### **Summary:**

The Department of Administrative Services (DAS), Civil Service Commission (CSC), and internal selection committee work to hire, retain, and promote the most qualified individuals for positions within the DFD. The DFD works closely with the Delaware Area Career Center (DACC) high school and adult fire programs to recruit local individuals and DAS uses online sites specific to minority applicants to attract a diverse pool of candidates. Once an individual is hired, they are placed on a one-year probationary status and begin a structured training program.

Promotions to Lieutenants and Captains are from internal candidates. The Fire Chief position is open to both internal and external candidates. All positions follow CSC rules for testing and selection. All positions have a current job description that lays out training and educational requirements to promote to a higher level.



**Performance Indicators:**

7B.1 A mechanism is in place to identify and announce potential entry level, lateral, and promotional positions.

**Description**

All hiring and promotions are positions set by the City of Delaware budget and the hiring process approved through the Civil Service Commission. DFD and DAS use several different methods for hiring and promotions. All entry-level positions are posted on governmentjobs.com, City of Delaware jobs website, and city-wide email announcement. Through the City of Delaware jobs website, applicants can view requirements and fill out an online application. Internal promotions below Fire Chief are governed by the Collective Bargaining Agreement (CBA) and as outlined by Civil Service Rules. City Charter and Ordinances govern the selection for Fire Chief. All promotional vacancies are to be filled within six months unless circumstances dictate an extension.

**Appraisal**

The hiring and promotional system in place at this time has allowed the DFD to both hire quality entry-level positions and promote qualified candidates to fill Lieutenant and Captain positions.

**Plan**

DFD will continue to work with DAS to ensure the process to hire and promote continues to be able to meet the needs of the DFD.

**References**

- R-0077 IAFF & City Collective Bargaining Agreement, Article 41.1
- R-0225 COD Civil Service Rules and Regulations, pg. 6-9

7B.2 The agency administration and its members are part of the recruiting process.

### **Description**

DFD has several processes, both formal and informal, in place that allows members to have a part in the recruiting process. Per Civil Service rules, a firefighter, Captain, and Lieutenant are included on the interview panel, which accounts for 50% of the candidate's score. DFD personnel also administer the physical ability test new candidates take as part of the hiring process. Informally, DFD is an approved site for Grant Hospital and Columbus State University Paramedic program and the Delaware Area Career Center Basic (DACC) EMT program. Ride times allow DFD members and students an opportunity to evaluate possible candidates and showcase the department. Several positions have been filled with students from these programs. DFD works closely with the DACC high school and adult fire program to identify and recruit potential candidates.

### **Appraisal**

The formal and informal process used in the recruiting process has succeeded in allowing members input in the process. The ride time program has allowed for an informal "on the job interview" of many later candidates and hires. Candidates have also applied at the DFD after doing ride time due to the level of professionalism they observed during that time.

### **Plan**

Continue to seek member's input in the recruitment of hires at the DFD. Continue to look at new ways to attract and retain candidates in every tightening selection pool.

### **References**

R-0226 City of Delaware Civil Service Firefighter Recruitment Process pg. 2

R-0227 COD Firefighter Citizen Panel Interview

**CC 7B.3** Processes and screening/qualifying devices used for recruitment and selection of initial, lateral, and promotional candidates are job related and comply with all local, state/provincial, and federal requirements, including equal opportunity and discrimination statutes.

**Description**

DFD relies on DAS and the Civil Service Commission to ensure all processes and screening devices comply with local, state, and federal requirements. All positions within the department have a job description and an approved Civil Service Commission hiring process.

Applicants are required to pass all steps of the Civil Service process beginning with the National Testing Network FireTeam written exam. Typically twice a year, the top 60 passing scorers from the NTN are invited to apply if they meet the minimum qualifications on the job description, complete a self-background check and a Physical Ability Test (PAT). If the candidate passes all the PAT stations, they move to an interview panel that day. The interview panel consists of the Administrative Captain, a fire officer, firefighter, citizen, and a representative from DAS. The candidate is scored on an evaluation sheet based on answers to preselected questions and explanations from the red flags presented in their self-background check. If they earn a passing score of 70% or above, they are added to the Firefighter Eligible List for approval by the CSC. The top ten candidates on the Eligible List then continue through a more thorough background check, polygraph test, and the completion of the Fire Fighter Index and Emotional Intelligence Index. Finally, the candidate interviews with the Fire Chief and, if recommended, interviews with the City Manager for an offer of employment. The candidate then must pass a full psychological and physical exam for the offer to be finalized..

Promotional candidates for Lieutenant and Captain complete a process approved by the Civil Service Commission. Candidates must pass a written standardized test prepared by a third party vendor. Candidates that receive a score of 75% or higher move to a Fire Officer Interview and Review Board, where they are asked and scored on a series of pre-determined questions. The top six candidates move to an Assessment Center proctored by the Ohio Fire Chiefs Association and tests the candidate's Knowledge, Skills, and Abilities

regarding the position sought. The scores are added to the Lieutenant or Captain Eligible List for approval by the CSC. The top three candidates then have an interview with the Fire Chief and a recommendation is made to the City Manager for an interview and promotional offer.

### **Appraisal**

The process and screening devices in place at this time ensures DFD complies with local, state, and federal requirements while thoroughly vetting the applicants. In 2017 the PAT was validated by third-party testing to ensure compliance with the work requirements at DFD. This allows firefighter candidates to demonstrate actual ability in firefighter tasks, simulating realistic situations. All candidates are offered an opportunity before the test date to complete a practice PAT. There has been an increase in the fail rate of firefighter candidates since the validation of the PAT. Several events were modified, and the failure rate went from 23% to 69% in 2018 and 57% in 2019. The Stair Climb and Charged Hose Drag claim most candidates and the removal of a 24-Foot Extension Ladder with female candidates.

### **Plan**

DFD will continue to work with DAS to ensure all testing and procedures meet local, state, and federal requirements. DFD will also continue to monitor best practices and to make adjustments to testing procedures as needs dictate.

### **References**

- R-0036 City of Delaware Fire Job Descriptions
- R-0226 COD CSC Firefighting Hiring Process
- R-0228 DFD Validated Physical Ability Test
- R-0229 COD Safety Forces Recruiting Stats

7B.4 The agency's workforce composition is reflective of the service area demographics, or the agency has put forth a reasonable effort by instituting an effective recruitment plan to achieve the desired workforce composition.

### **Description**

The DFD has worked to recruit and hire a workforce that reflects the demographics of the City of Delaware. DAS has advertised in minority specific sites such as Recruiting.com, educational institutions, and newspapers in larger metropolitan areas. The DFD continues to partner with the Delaware Area Career Center (DACC) to work with high school and adult education students to attract candidates. DFD has begun practice sessions before the PAT to allow candidates an opportunity to practice and prepare for the different events. DFD with DAS has produced a recruiting video that explains and showcases the type of work performed and opportunities at the DFD. One of the challenges faced is that the pool of qualified candidates (certified Firefighters and EMTs) has very limited diversity.

### **Appraisal**

Currently, the workforce does not reflect the service area demographics of the City of Delaware. DFD and DAS have worked together to explore programs and opportunities to recruit a workforce reflective of the community.

From 2016 through 2019, the mean average of minority candidates taking the NTN written exam was 7%, which reflects Delaware's minority demographics, but only 5% of those who passed the NTN completed the application process. Female candidates mirrored the minorities in 8% tested, and only 10% of those who passed completed the application. Another change was in 2017 when the PAT was certified. Several events were modified, and the failure rate went from 23% to 69% in 2018 and 57% in 2019. The Stair Climb and Charged Hose Drag claim most candidates and the removal of a 24-Foot Extension Ladder with female candidates.

**Plan**

DFD will continue to work with DAS, DACC, and explore other avenues to recruit and hire qualified individuals that reflect the demographics of the City of Delaware. DFD will also continue to offer practice PAT for candidates to allow them to prepare better.

**References**

R-0228 DFD Validated Physical Ability Test

R-0229 COD Safety Forces Recruiting Stats

R-0230 DFD Recruiting Video

7B.5 A new member orientation program is in place.

### **Description**

DFD has a new member orientation in place. If the recruiting class is three or more, they are put through a six-week academy style training program, then assigned to a crew. If less than three recruits are hired, they are assigned to a crew and receive training on their respective shift schedule. Recruits are required to complete a six-module New Recruit Orientation Program (NROP). This program must be completed before their first year probationary period. The NROP was a printed New Recruit First Year Manual in which recruits would have competencies checked off by a Certified Fire/EMS Instructor when completed. In 2018 the NROP was moved to the Target Solutions online training software. Modules include orientation to department operations, EMS operations, engine and ladder operations, and special operations. Recruits and their officers complete a monthly evaluation during the NROP to ensure expectations of all are being met. The Professional Development Captain is in charge of the program and ensures all modules have up to date lesson plans to ensure consistency.

### **Appraisal**

The NROP has provided a consistent and trackable orientation program for recruits. Monthly evaluations provide feedback to officers and recruits as to areas that need to be addressed during the training. There have been issues since converting from a printed new recruit manual to an online Target Solutions version. Officers, instructors, and recruits have found it challenging to visually track their completed and needed competencies with Target Solutions. Both printed and online copies of the NROP manual will be provided to the next class to cover all the material efficiently. Live fire training for single hires has been difficult due to the complexities and planning required to set up and run. The lack of a dedicated training facility has made it difficult to find locations for specific specialized training to take place, such as repelling or ladder operations.

### **Plan**

Continue to use the NROP for recruits to ensure a consistent and trackable program. Update and begin including printed New Recruit First Year Manual as well as tracking with Target Solutions. Update and modify lesson plans and classes as needed to ensure the

utmost safety to personnel. Continue to budget and explore locations for a fixed training facility.

**References**

R-0231 DFD New Recruit Training Modules

R-0232 DFD New Recruit Training Monthly

R-0233 DFD New Recruit Training Year 1 Manual



**CC 7B.6 A supervised probationary process is used to evaluate new and promoted members based on the candidates' demonstrated knowledge, skills, and abilities.**

### **Description**

DFD has a supervised one-year probationary period for newly hired firefighters. During that period, the recruits are required to complete a six-module NROP, which is online and tracked on Target Solutions. During the NROP, recruits learn all aspects of work performed at the DFD. Recruits are required to be checked off on competencies by an officer who is an Ohio Certified Fire or EMS Instructor. Recruits also have monthly evaluations with their Lieutenant to ensure all expectations of their training are being met. Per the CBA, a recruit's probation may be extended one time for an additional month if further evaluation is required.

Newly promoted officers are required to complete a DFD Fire Officer 1 Training Manual within their first year and completion of a Fire Officer 1 (Lieutenant) and 2 (Captain) course meeting the NFPA 1021, Standard for Fire Officer Professional Qualifications. The City of Delaware and DFD have contracted with PRADCO to work with all newly promoted officers to develop leadership skills. PRADCO's mission is: Partners with leaders to select, develop, and retain people who fit their cultures and contribute to their organizational goals. Per the CBA, promoted officers are placed on a six-month probationary period.

### **Appraisal**

DFD's structured recruit training program allowed new recruits and DFD personnel to be evaluated during a probationary period. The monthly evaluations for recruits ensured expectations on both sides were met, and action plans developed if required. DFD has extended one new probationary firefighter's probation period due to issues documented during the Monthly evaluation. The extension allowed the firefighter to take corrective action leading to their successfully probation completion. The addition of PRADCO to the Fire Officer 1 manual has given promoted officers a stronger foundation in their new position.

**Plan**

DFD will continue to evaluate and update recruit and promoted officer's manuals to ensure all the goals and needs of the department and employee is being met. DFD will continue to explore and use third party companies such as PRADCO to enhance promoted officers to achieve higher results in their position.

**References**

R-0077 IAFF & City Collective Bargaining Agreement

R-0233 DFD New Recruit Training Year 1 Manual

R-0234 DFD Lieutenant Training Year 1 Manual

R-0235 PRADCO Officer Assessment

7B.7 The agency has an employee/member recognition program.

**Description**

DFD, along with the City of Delaware Employee Recognition Board (ERB), has policies to recognize employees. DFD SOP 1.1.28 – Commendations and Awards provide the framework for department awards. Upon retirement or over 10 years of service, the member is provided their helmet and shield. Badge #1 is presented to the department's most senior member. Crew members are presented with a Phoenix Award upon the successful resuscitation of a cardiac patient who survives to discharge, and the Stork Award is given to crew members that deliver a baby.

The ERB holds an employee appreciation breakfast every February for the entire city. Recognition for new employees and retirees from the previous year are recognized, and employees are recognized for 5, 10, 15, 20, and 30 years of service.

**Appraisal**

The City of Delaware and DFD has recognized members for their years of service and for various department awards. Personnel awards have been documented as part of DFD's annual report. DFD has not implemented the Firefighter of the Year and other awards. The Fire Chief has reached out to the Union Leadership to develop a committee to review and update SOP 1.1.28 to reflect better what the membership would value in a recognition program. This committee has not been established to date.

**Plan**

DFD will continue to work with the ERB to establish a Commendation Committee to review and update awards and commendations that reflect the service of employees.

**References**

R-0030 DFD Annual Report (2019)

R-0235 DFD SOP 1.1.28 Commendations and Awards

7B.8 The agency's working conditions and environment attract, diverse and qualified applicants, and retains a tenured workforce.

**Description**

DFD’s vision statement, that it will be a progressive fire department meeting the needs and expectations of the community, has made it a destination department in the county and surrounding counties. There has been a large group of applicants apply during testing with many retesting if not successful on first attempts. Allowing DACC, Grant, and CSCC students to perform ride-along has also helped to showcase and attract applicants. DFD, along with IAFF Local 606, retain a tenured workforce by providing excellent wages and benefits package.

**Appraisal**

The environment and benefits at DFD have contributed to a large group of applicants testing and retesting to be part of DFD. There has been difficulty in attracting diverse applicants to pass and complete all the application process.

**Plan**

DFD, in cooperation with DAS, will continue to use all available tools to attract and retain a qualified workforce. Continue to look at new ways to attract a diverse workforce and to review testing procedures.

**References**

R-0077 IAFF & City Collective Bargaining Agreement

7B.9 The agency conducts exit interviews or periodic employee surveys or other mechanisms are used to acquire feedback and improve policies and procedures.

**Description**

DFD uses the City of Delaware Exit Questionnaire and Interview through DAS. The employee has the option of an online questionnaire or can request an interview with the DAS Administrator.

**Appraisal**

The exit interview in place through DAS has provided vital information to the DFD. The information learned during exit interviews ranges from why employees are leaving and what their experience, good and bad while employed at the DFD.

**Plan**

DFD will continue to use the exit interview in place at DAS. If the process or policy changes, DFD will adopt those changes.

**References**

R-0025 City of Delaware Employee Handbook, pg. 15

R-0237 COD Exit Interview Data

7B.10 The agency conducts workforce assessments and has a plan to address projected personnel resource needs, including retention and attrition of tenured and experienced employees/members.

### **Description**

The Fire Chief and his staff are responsible for workforce assessments to determine staffing needs. Input from rank and file is sought through Labor-Management committee meetings. It is the Chief's responsibility to inform and update the City Manager and City Council of workforce needs. Civil Service Rules and the CBA address attrition of tenured members and replacement of promoted individuals through hold lists. DFD maintains a recruit, Lieutenant, and Captain hold list that expires and is retested for yearly. The Fire Chief can fill an open position from those hold lists. Through the Strategic Planning process, future needs are addressed and planned to meet the needs of the City of Delaware.

### **Appraisal**

By monitoring current needs and long-range strategic planning, DFD built and maintained a healthy workforce. The DFD successfully added a GIS coordinator in 2018 by demonstrating the need for a fire/EMS data analysis. This position enables the DFD to plan and respond to trends and assist with risk identification, such as lower social-economic or elderly populations. This was used during the COVID-19 pandemic to highlight hot spots in the City of Delaware where EMS calls were occurring that met the COVID-19 parameters. In the 2020 budget, funding authorized six new personnel to advance the EMS program, including community paramedicine and critical care paramedics. In early 2020, the Promotional Hold List allowed a retiring lieutenant's position to be filled along with a firefighter position with no interruption to the workforce.

### **Plan**

DFD will continue to plan and analyze current and future personnel needs. DFD will also continue to use the strategic planning to anticipate and plan the future needs of the department. DFD will utilize the Delaware Civil Service and IAFF Local 606 to review and update hiring and promotional procedures.

**References**

R-0077 IAFF & City Collective Bargaining Agreement, Article 41

R-0225 COD Civil Service Rules and Regulations, pg. 9

### **Criterion 7C: Personnel Policies and Procedures**

Personnel policies and procedures are in place, documented, and guiding both administrative and personnel behavior.

#### **Summary:**

DFD, along with DAS, has policies and procedures, and standard operating procedures in place to ensure both the community and personnel are treated fairly and equally. These include policies against discrimination, sexual harassment, harassment, and workplace violence. DFD has policies in place to address the code of conduct and progressive discipline for members. All policies, procedures, and SOPs are available online through the DAS shared sight or through PowerDMS.



**Performance Indicators:**

**CC 7C.1 Personnel policies, procedures, and rules are current, written, and communicated to all personnel.**

**Description**

DFD policies and procedures are written and communicated to all members and personnel acknowledge review through Power DMS record management program. All policies are reviewed on an annual basis to ensure they are current and new policies are developed as needed. DAS provides the Employee Handbook on their shared site, and updates are sent through city email to all employees.

**Appraisal**

The use of Power DMS has allowed all DFD members access at any time to the current department policies and procedures. Members have received an email when a policy has been updated or developed in Power DMS. PowerDMS documents each policy's log in, and signature indicating they have read and understand the policy. The Employee Handbook, maintained by DAS, has not been updated since 2012. It is currently being reviewed by the DAS team and expects to be updated in early 2021. Addendums to the manual have been sent out by city email to all employees and posted online at the shared site as documented with the COVID pandemic.

**Plan**

DFD will continue to provide policies and procedures through Power DMS and review and update as needed. DFD will also continue to work with DAS to ensure members are up-to-date with the City of Delaware policies and procedures.

**References**

- R-0035 City of Delaware Employee Handbook
- R-0238 COD COVID Policy
- R-0239 DFD PowerDMS Document

**CC 7C.2 The agency has a policy that defines and prohibits sexual, racial, disability, or other forms of harassment, bias, and unlawful discrimination of employees/members and describes the related reporting procedures. The policy and organizational expectations specific to employee behavior are communicated formally to all members/employees and are enforced.**

**Description**

DFD conforms to the City of Delaware policy that defines and prohibits all forms of discrimination, harassment, and violence and addresses compliance with the American with Disabilities Act and the Equal Employment Opportunities. These policies and The Employment Rights Complaint Form are available online at the DAS shared site. Any changes to policies or procedures on reporting are communicated to all city employees through city email.

**Appraisal**

DFD has conformed to the policies in place to define, report, and updated all forms of harassment, bias, and unlawful discrimination. There have not been any complaints filed on DFD, their practices or their personnel. The online access has allowed immediate access for DFD personnel to the policy and complaint form. DAS is in the process of including a hazing and anti-bullying policy and a social media update.

**Plan**

DFD will continue to follow the DAS policy regarding harassment and discrimination and provide feedback on the access and content of policies and procedures to best serve DFD personnel.

**References**

R-0025 City of Delaware Employee Handbook

R-0240 COD Employment Rights Complaint

7C.3 A disciplinary system is in place and enforced.

**Description**

DFD SOP 1.4.5, Code of Conduct, clearly lays out the current discipline policy in place. This SOP policy explains the progressive discipline policy with the desire to educate and correct an action instead of punishing. The Collective Bargaining Agreement, CBA, Article 10, Corrective Action, discusses the discipline process to membership.

**Appraisal**

The discipline policy defined in SOP 1.4.5 and Article 10 of the CBA, has worked well and DFD has enforced the polices as identified in the disciplinary report. DFD also documents discipline as part of the annual evaluation process.

**Plan**

Continue to monitor and make changes to policies and procedures to meet the needs of the DFD. Continue to explore ways to educate personnel versus discipline on behavior issues.

**References**

- R-0077 IAFF & City Collective Bargaining Agreement
- R-0241 DFD SOP#1.4.5 Code of Conduct
- R-0242 DFD Discipline Report

7C.4 An internal ethics and conflict of interest policy is published and communicated to employees/members.

**Description**

DFD conforms to the City of Delaware DAS policy that defines ethics and conflict of interest. These policies are available online at the DAS shared online Employee Handbook. Any changes to policies or procedures on reporting are communicated to all city employees through city email. The City of Delaware Attorney is the city’s Ethics Officer and makes sure policies follow all local, state, and federal laws and requirements.

**Appraisal**

The current procedure of conforming to The City’s policy on ethics and conflict of interest has been followed and ensured all personnel are aware of the policy. Annually the City Attorney at Christmas time reminds all personnel about receiving gifts.

**Plan**

DFD will continue to follow the DAS policy regarding ethics and conflict of interest and provide feedback on the access and content of policies and procedures to best serve DFD personnel.

**References**

R-0025 City of Delaware Employee Handbook pg. 32 – 36

R-0243 City Attorney Annual Ethics Reminder

7C.5 A grievance/complaint procedure is published and communicated to employees/members.

**Description**

All DFD personnel, with the exception of the Fire Chief, Administrative Captain, GIS Technician, and Administrative Assistant, are members covered by the CBA. Article 11 of the CBA details the grievance procedure. Changes to Article 11 can be renegotiated every three years during contract negotiations with the city. The CBA is available online through DAS shared documents.

**Appraisal**

Article 11 is a long-standing and detailed article of the CBA that has been used by the Local to address potential violations of the collective bargaining agreement. A digital copy is provided to members as well as provided online through DAS Shared Documents.

**Plan**

Continue to follow the grievance process procedures of the CBA, and any changes sought will be discussed during contract negotiations.

**References**

R-0077 IAFF & City Collective Bargaining Agreement

**Criterion 7D: Use of Human Resources**

Human resources development and utilization is consistent with the agency's established mission, goals, and objectives.

**Summary:**

DFD follows the guidance of the City of Delaware DAS for Human Resources. DAS supports the department's mission, goals, and objectives by maintaining job classifications and updating job descriptions. DAS provides supervisor training as well as management training programs. DAS provides current wages and benefits and maintains and updates policies and procedures.

**Performance Indicators:**

**CC 7D.1 A position classification system and a process by which jobs are audited and modified are in place.**

**Description**

DFD works with DAS in creating and updating job classifications and descriptions. DAS maintains and updates job descriptions and creates new job descriptions with input from the Fire Chief or his/her designee. Wages, benefits, and working conditions for union members, or classified personnel, are negotiated every three years in the CBA. Wages, benefits, and working conditions for unclassified positions are provided in the management pay plan.

**Appraisal**

The process of working with DAS has provided DFD with up-to-date job descriptions and benefits for all employees and classifications. The Fire Chief has initiated audits and modifying job descriptions. DAS has not regularly review tenured positions, which can cause differences in work duties being performed with functions in the job description.

**Plan**

Continue to work with DAS in maintaining or auditing job descriptions as needed or through CBA changes. Begin a yearly review of all job descriptions in the DFD to ensure all are up-to-date.

**References**

R-0019 Chief Job Description (Unclassified)

R-0036 City of Delaware Fire Job Descriptions

7D.2 Current written job descriptions exist for all positions, and incumbent personnel have input into revisions.

**Description**

DFD has a current job description, developed in conjunction with DAS, for all positions within the department. Revisions are made when necessary from CBA agreement changes, input from Labor Management, or review when a vacancy occurs.

**Appraisal**

The current process in place to update job descriptions has allowed for employee input and reflects changes made by CBA.

**Plan**

Job descriptions will continue to be maintained and stored online by DAS. Review DFD job descriptions yearly to ensure they are up-to-date and relevant.

**References**

R-0019 Chief Job Description (Unclassified)

R-0036 City of Delaware Fire Job Descriptions



7D.3 A personnel appraisal system is in place.

### **Description**

DFD recognizes the need to evaluate and provide feedback to our personnel to provide effective and efficient service to the community. DFD follows SOP 1.3.3, Employee Evaluation, to ensure and promote the continued development of employees. During their first year, personnel receive both a six-month and a one-year evaluation. Following the completion of their first-year probation, all employees receive a yearly evaluation. DFD provides a three-part evaluation process for personnel. A self-assessment is completed by the employee, a peer assessment is compiled, and a performance evaluation is completed by their immediate supervisor. Personnel that receive two or more below expectation ratings shall have goal and objectives provided to meet for the next assessment. Personnel with unacceptable ratings or concerns by the supervisor will be placed on a Performance Improvement Plan (PIP). The PIP will establish goals and objectives with scheduled reviews. Personnel failing to meet the PIP objectives are subject to discipline. Completed evaluations are forwarded to DAS and placed in their personnel file. These evaluations will be reviewed during the promotional process during the officer and Chief interview.

### **Appraisal**

The evaluation process in place promotes continuous improvement of employees. Previous evaluations were of little value since the evaluation outcome had no impact on pay or promotion due to CBA. The peer review has had a positive effect, as most personnel want a positive review from their peers. The PIP has helped underachieving recruits identify issues and have explicit goals to complete their probation period successfully.

### **Plan**

Continue to review and update the present evaluation to ensure a positive continuous improvement for all DFD personnel.

### **References**

- R-0245 DFD SOP #1.3.3 Employee Evaluation
- R-0246 DFD Evaluation Sample Forms

7D.4 Methods for employee/member input or a suggestion program are in place.

**Description**

DFD realizes the importance of an engaged membership and uses several different approaches to gather member input. There are monthly staff meetings where issues can be discussed, and semi-annually the Fire Chief holds a state of the department update with all members. Through Fire Email, surveys are used to gather member's opinions on subjects in a less formal manner. In 2017, during the second Strategic Plan review, membership input was used and became a large part of the document. The City of Delaware began a Culture Committee in 2017 as an initiative from the City Manager's Office. The objective was to review the City's organizational culture to strengthen the work environment, and to look at ways to improve the culture of the city through defining issues for improvement and better communication with all staff. This committee is comprised of representatives from all departments in the City of Delaware.

**Appraisal**

The systems utilized by DFD have been beneficial in gathering member input. The use of surveys has increased as the department continues to grow. As part of the training update, officers were surveyed to identify the department's needs. The younger workforce has been more versed on the use of online tools. By including membership in drafting the Strategic Plan, the advancement and support of the Plan has been well received. The Culture Committee has not met regularly, and the DFD representative needs to be filled.

**Plan**

DFD will continue to look at ways to seek employee input and concerns, especially utilizing technology. DFD will work with DAS on filling the Culture Committee vacancy. DFD will also continue to update the Strategic Plan to reflect the needs of the department.

**References**

- R-0016 Delaware Fire Department Strategic Plan (2018-2023)
- R-0247 DFD Training Program Survey
- R-0248 Culture Committee 2020 Members Goals

7D.5 Career and professional development programs are in place for all members.

### **Description**

The City of Delaware and DFD understand the importance of career and professional development. In 2007, DFD created its first Succession Plan. This plan was updated in 2013 and 2017, is scheduled to be updated again in 2022, and is now called the Professional Development Plan. The plan outlines the career development expectations and opportunities for the personnel. DFD SOP 1.3.1.2, Training Expectations, outlines the annual training expectations of members based upon rank, roles, and certifications. All members are given an account in Target Solutions, where these expectations are tracked. DFD SOP 1.3.5, Training Requests, outlines the process to approve training requests, and members are encouraged to attend outside training. Members are offered college reimbursement as described in CBA Article 21 Tuition Reimbursement. Newly promoted Lieutenants are required to complete Fire Officer 1, and Captains must also complete Fire Officer 2.

### **Appraisal**

The programs offered through DFD and the City of Delaware has provided members with multiple opportunities for development and growth within the organization. Since the development of the first succession plan, all officers have at least an associate degree and are paramedics, with the exception of 1 candidate who was grandfathered in. Annually, the department receives approximately 10 personnel who request funding for tuition reimbursement. DFD budgets and provides financial backing to help members achieve their career or professional goals.

### **Plan**

Continue to offer opportunities to members to achieve their career and professional goals.  
Continue to look at new opportunities to assist employees.

### **References**

R-0249 DFD Professional Development Plan-2017

R-0250 DFD SOP 1.3.1.2 Training Expectations

R-0251 DFD SOP 1.3.5 Training Requests

R-0252 IAFF Local 606 Article 21, Tuition Reimbursement

7D.6 The agency has a leadership development program and/or succession plan.

**Description**

In 2007, DFD created its first Succession Plan. This plan was updated in 2013 and 2017, is scheduled to be updated again in 2022, and is now called the Professional Development Plan. The plan outlines the career development expectations and opportunities for the personnel. The City of Delaware DAS also offers newly promoted officers leadership training through Personnel Research and Development Corporation (PRADCO), which, per their website, “helps HR leaders with talent assessment and development and retain people who fit their cultures and contribute to their organizational goals.” In 2019 the City of Delaware began the Manager Development Program (MDP), which was started to develop our future leaders with the skills and resources necessary to be effective leaders to address succession planning. DAS also provides monthly a supervisor training program, which covers many topics including harassment and employee evaluations. DFD provides newly promoted officers with a Year One Officer Training Manual that they must complete in the first year. There is quarterly officer training in conjunction with officer update meetings. Finally, with the Lieutenant and Captain hold list, members are used to fill in these leadership roles when there is an open spot on their crew due to sick time, vacation, or a Kelly day. This practice provides the member with valuable experience before being promoted to the position.

**Appraisal**

The leadership development and succession plan have provided members with training and development in leadership. Since the development of the first succession plan, each officer has at least an associate degree and are paramedics, with the exception of 1 candidate who was grandfathered. A Promotional Hold list offers an opportunity for members to temporarily act in the position desired and gain valuable knowledge of the job.

**Plan**

Continue to work with leadership programs in place and explore other opportunities to develop leaders at DFD. DAS is in the process of expanding the MDP to include the

Leadership Development Program in 2020. The LDP is intended to be a high-level version of the MDP to connect our leadership team with the MDP program concepts so that they are better able to understand and support their staff who are participating in the program.

**References**

R-0234 DFD Lieutenant Training Year 1 Manual

R-0253 DFD Promotional Hold List

R-0254 PRADCO Sample Assessment

**Criterion 7E: Personnel Compensation**

A system and practices for providing employee/member compensation are in place.

**Summary:**

The compensation and benefits package provided to all DFD personnel is an open and easily accessible format. The Collective Bargaining Agreement (CBA) outlines pay plans, benefits, and insurance for all their members. All other members are covered under their specific contracts and pay plans. These plans are available online at the DAS shared site and the CBA is available through PowerDMS.

**Performance Indicators:**

**CC 7E.1 Rates of pay and compensation are published and available to all employees/members.**

**Description**

All City of Delaware employees and the public have access to payment plans and benefits online at the DAS shared website. Members covered by the CBA have access to the contract at DAS online shared site and through Power DMS.

**Appraisal**

The process in place at this time has allowed all members immediate access to their pay plans and the CBA. These are available through the DAS online site and PowerDMS. Updates to plans can be quickly changed and communicated through city email.

**Plan**

DFD will continue to use the current systems in place to provide members access to pay plans in the City of Delaware.

**References**

R-0077 IAFF & City Collective Bargaining Agreement Article 17, Pay Plan Admin  
R-0255 COD Management Pay Plan (2021)



7E.2 Member benefits are defined, published, and communicated to all employees/members.

**Description**

The City of Delaware provides a variety of benefits to employees, including health, dental, vision, and life insurance. Other benefits include paid time off, retirement savings, employee assistance program, workers compensation, wellness programs, and discount programs. Several of these benefits are covered under the CBA and others are required through local, state, and federal law. Information on these benefits are published online at the DAS shared site and through PowerDMS. New members are advised of benefits during the orientation program and updates are communicated through city email.

**Appraisal**

The process in place is known and allows all members immediate access to benefits provided by the City through the DAS online site. Updates to benefits can be quickly updated and communicated through city email to all members.

**Plan**

DFD will continue to use the current systems in place to provide members access to benefits in the City of Delaware.

**References**

- R-0077 IAFF & City Collective Bargaining Agreement Article 23, Insurance
- R-0255 COD Management Pay Plan (2021)

## **Criterion 7F: Occupational Health and Safety and Risk Management**

The agency's occupational health, safety, and risk management programs protect the organization and personnel from unnecessary injuries or losses from accidents or liability.

### **Summary:**

DFD has a Health and Safety Officer (HSO) who reports directly to the Fire Chief. The HSO is responsible for the development, implementation, promotion, and operation of a Health and Safety program. The position is also accountable for ensuring that the program is operated as described in the department SOPs and certifying agency requirements and oversees the department's Occupational Health and Safety Committee. The City of Delaware has a risk management program for all departments in the city. The program complies with the Ohio Bureau of Workers Compensation (OWBC) and Public Employment Risk Reduction Program (PERRP), which ensures public employees in Ohio have a safe and healthy work environment. IAFF Local 606 also has a Health and Safety Committee that addresses issues involving their membership.

**Performance Indicators:**

7F.1 A specific person or persons are assigned responsibility for implementing the occupational health, safety, and risk management programs.

**Description**

The Professional Development Captain is responsible for implementing the occupational health, safety, and risk management as described in SOP 1.1.8, Division of Responsibility. The Assistant City Manager is the risk manager for the entire City and works closely with DAS.

**Appraisal**

The Professional Development Captain has overseen the occupational health and safety program for DFD. The Professional Development Captain, along with the Assistant City Manager, and DAS have ensured the DFD complies with risk management programs.

**Plan**

DFD will continue to work with the City's and DFD risk managers to ensure the safest work environment possible. Continue to evaluate new policies and procedures as the need arises.

**References**

- R-0036 City of Delaware Fire Job Descriptions
- R-0256 DFD SOP #1.1.8 Division of Responsibilities/Committees

7F.2 The agency's policies and procedures report, evaluate, address, and communicate workplace hazards as well as unsafe/unhealthy conditions and work practices.

### **Description**

Incident, safety, and reporting are addressed as part of DFD's policies and procedures. SOP 3.2.2, Risk Management Plan, addresses risk assessment and safety management of emergency incidents. SOP 3.2.1, Safety Policy, discusses guidelines to provide a safe working environment for all personnel, SOP 1.2.4, addresses work related injury, illness, and exposure, 1.2.6 Facility Safety discusses facility safety and includes direction on how to report and document an incident. All incidents must have an Initial Report of Injury form completed, which includes a section for the supervisor to complete an investigation of the event. This form is submitted to the Fire Chief and DAS for review. These forms help to establish if some conditions or practices need to be addressed. Members who feel a safety concern is not being treated can go through the safety committee representative, IAFF L606 Safety Committee, or report directly to the OBWC through the PERRP program.

### **Appraisal**

The policies and procedures in place have provided a system to report, evaluate, address, and communicate workplace hazards, unsafe/unhealthy conditions, and work practices. Members are given multiple avenues within the organization and outside to report unhealthy or hazardous practices. Station Inspections are conducted by the Professional Development and Administrative Captains, and the Lieutenant overseeing the Risk Reduction Division.

### **Plan**

DFD will continue to make reporting and addressing injuries and unsafe conditions available to all members to provide a safe work environment. DFD will also continue to use National Fire Operating Reporting System (NFORS) Exposure App. as a way to track only strains and sprains but still meet legal requirements.

### **References**

R-0257 DFD SOP #1.2.6 Facility Safety

R-0258 DFD SOP #3.2.1 Safety Policy

R-0259 DFD SOP 3.2.2 Risk Management Plan

R-0260 DFD SOP #1.2.4 Work Related injury Illness Exposure Policy

R-0261 NFORS Exposure Application

7F.3 The agency documents steps taken to implement risk reduction and address identified workplace hazards.

### **Description**

DFD documents steps taken to implement risk reduction through the Work-Related Injury, Illness, and Exposure policy. The First Report of Injury form is completed by the employee who then forwards the same day to their immediate supervisor, who completes an investigation into the incident, determines if policy or safety measures were violated and identifies ways to prevent further incidents. Once complete, the form is submitted to the Fire Chief and then forwarded to DAS. If, through the investigation, it is determined a policy needs updated, either the Fire Chief will make a change or send it to the Health and Safety Committee for recommendations.

### **Appraisal**

The process used to report, document, and address workplace hazards has been effective within the department. In 2020 it was determined that a large percent of strain/sprains were caused during workouts. The department contracted with a local yoga instructor and former first responder to work with personnel once a week in stretching and stress relief. In regards to firefighter cancer research, the Health and Safety Committee developed a SOP to address decontamination of members and equipment following a structure fire.

### **Plan**

DFD will continue to look at ways to address workplace hazards and be progressive in identifying new risks and policies to address them.

### **References**

R-0260 DFD SOP #1.2.4 Work Related injury Illness Exposure Policy

R-0262 DFD SOP #3.2.5 Fire Incident Decontamination

7F.4 Procedures are established and communicated specific to minimizing occupational exposure to communicable diseases or chemicals.

### **Description**

The City of Delaware and the Delaware Fire Department recognize that communicable disease exposure is an occupational health hazard. Communicable disease transmission is possible during any aspect of emergency response, inspections, training, and performance of station duties. The health of each employee is a common concern of all employees and the organization. While each employee is ultimately responsible for their health, the organization recognizes the responsibility to provide a safe workplace and environment. SOP 3.2.6 Infection Control Plan outlines the guidelines to protect the members of DFD. Annually, through Target Solution, every member must complete a training module on Bloodborne Pathogen Safety.

### **Appraisal**

SOP 3.2.6 has provided guidelines and protocols that minimize members' exposure to communicable diseases or chemicals. The annual training through Target Solutions offers a traceable platform to ensure training on Bloodborne Pathogens Safety. In addition to this policy, DFD created a plan specific to the COVID-19 pandemic, identifying necessary safety precautions. The plan has worked well as there have not been any exposures related to responses.

### **Plan**

DFD will continue to review and update DFD SOP 3.2.6 to reflect the best practices to protect members from exposure to communicable diseases or chemicals, and to use Target Solutions platform to provide annual training on Bloodborne Pathogens Safety

### **References**

R-0177 COVID-19 Local State of Emergency

R-0263 DFD SOP #3.2.6 Infection Control Plan

R-0264 Target Solutions Bloodborne Pathogens Safety Training

**CC 7F.5 The agency's occupational health and safety training program instruct the workforce in general safe work practices, from point of initial employment through each job assignment and/or whenever new substances, new processes, procedures, or equipment are introduced. It provides specific instructions on operations and hazards specific to the agency.**

### **Description**

A primary focus at DFD, as well as a tactical priority on emergency incidents, is to provide a safe working environment for all members. It is the objective to reduce the threat of injuries and illnesses by instituting an Occupational Health and Safety Program through the policies and procedures found in SOP 3.2.1, Safety Policy. Guideline A-4 outlines the process for the introduction of new substances, processes, procedures, or equipment. Training varies depending on requirements. Simple changes to existing policies or procedures can be made, reviewed, and signed for on PowerDMS. Changes requiring online training can be posted on Target Solutions to be completed, or a department-wide, hands-on training can be scheduled if needed.

### **Appraisal**

The system of having online policies and procedures and the option of computer-based or hands-on training has provided the members of the department with up-to-date knowledge of substances, processes, procedures, and equipment. The use of Target Solutions and PowerDMS allows for accountability that members have completed the required review or training. Due to a lack of a centralized training facility, it has become difficult to arrange for hands-on training for all stations.

### **Plan**

DFD will continue to rely on different formats to provide information to members and will explore and budget for a centralized training facility.

### **References**

- R-0239 DFD PowerDMS Document
- R-0258 DFD SOP #3.2.1 Safety Policy





7F.6 The agency uses near miss reporting to elevate the level of situational awareness in an effort to teach and share lessons learned from events that, except for a fortunate break in the chain of events, could have resulted in a fatality, injury, or property damage.

### **Description**

DFD uses several different methods to review near-miss reporting from incidents. First, the Fire Chief emails Officers with the monthly National Firefighter Near-Miss Reporting system to be discussed with all members for lessons learned. Second is a less formal approach after an actual incident at the DFD; the Incident Commander (IC) will complete a debrief with the crew before releasing them from the scene. This allows all to review what went right and what didn't while still fresh in the crew's minds. Generally, within a week of the incident, a formal critique is completed by the IC, and an After Action Report (AAR) completed. The senior staff reviews the AAR, and any operational changes are discussed and made if necessary. Once approved, the AAR is placed in Target Solutions for officers to review with their crew members.

### **Appraisal**

The multiple method approach DFD has used to provide near-miss reporting, has provided members to be able to learn from past events, both good and bad. DFD does have an AAR template, but not an SOP in place to spell out what type of incidents require the AAR to be completed. At this time, the Fire Chief and IC are the ones who determine what incidents require the completion of the AAR.

### **Plan**

DFD will develop an SOP that identifies what event or events require an AAR. Explore new avenues to disseminate National Firefighter Near-Miss Reporting to membership.

### **References**

R-0265 DFD After Action Plan Example

7F.7 The agency has a process in place to investigate and document accidents, injuries, legal actions, etc. The agency's information management system supports this process.

### **Description**

The City of Delaware DAS and the DFD investigate and document all accidents, injuries, and legal actions. SOP 1.2.4, Work Related Injury, Illness, and Exposure, includes direction on how to report and document an accident or injury. All incidents must be reported and must have an Initial Report of Injury form completed, which includes a section for the supervisor to complete an investigation of the event. This form is submitted to the Fire Chief and DAS for review and appraisal. All Initial Report of Injury incidents require a fire incident/fire casualty report to be created, which includes a detailed narrative of the incident. DAS files the report in the member's BWC file, and if the member seeks outside medical treatment for the event, a file is created.

### **Appraisal**

DFDs documentation and investigation process has met the needs of the department and the city. All incidents have been documented and investigated to determine if the policies or procedures need to be changed or if violations occurred. The current process does not allow for an accessible collection of data within the department or comparison across other city departments.

### **Plan**

DFD will continue to utilize DAS injury reports and procedures following an accident or injury. DFD will explore systems that would allow for more accessible data collection within the department and across other city departments.

### **References**

- R-0260 DFD SOP #1.2.4 Work Related injury Illness Exposure Policy
- R-0266 DFD Fire Casualty Report Analysis
- R-0267 COD First Notice of Injury Form

7F.8 The agency incorporates risk management practices to increase the level of decision making and the ability to identify unsafe conditions and practices during emergency operations.

### **Description**

Incident safety is addressed with DFD policies and procedures. SOP 3.2.2, Risk Management Plan, addresses risk assessment and safety management of emergency incidents. SOP 3.5.1, Incident Command System (ICS), has been adopted by DFD and this coincides with the Delaware Co Fire Chiefs ICS SOP (DCFC-008). The incident command system is taught in recruit training and expected to be used on all emergency scenes. By partnering with other departments using a standard ICS, greater scene safety can be achieved by all members. Also, per SOP 1.3.22, Article A2 requires each member to be responsible for their own safety or “safe person,” and to minimize risk to others.

### **Appraisal**

Within the DFD response area, this policy is followed, and mutual aid agencies are required to adhere to the system, which increased the safety of all personnel. The Fire Chief’s Assn. policy has pushed for standardized emergency scenes; however, the policy is not followed by several of the northern departments when responses are made within their jurisdiction. As a result of this, the Battalion responds to all fire responses outside of the city.

Empowering members to have a responsibility in their own safety has allowed input for safe practices. This is evident in the Health and Safety Committee developing a cancer prevention SOP for the decontamination of PPE at fire scenes. In 2019 members began working on policies and procedures to address the behavioral health issues in the fire service.

### **Plan**

DFD will continue to require all members to understand and use the ICS in place at DFD, and will continue to practice the “safe person” concept, empowering members to be responsible for themselves. DFD will also continue to be proactive in acknowledging and confronting new safety issues facing members.

**References**

R-0178 DFD SOP 3.5.1 Incident Command System

R-0179 DCFC -008 Incident Command System

R-0259 DFD SOP #3.2.2 Risk Management Plan

### **Criterion 7G: Wellness/Fitness Programs**

The agency has a wellness/fitness program for recruit and incumbent personnel. The agency specifies and communicates the provisions if employees/members do not comply with the wellness/fitness program.

#### **Summary:**

The DFD and DAS have a wellness program for new and incumbent members. The DFD, through the IAFF contract and SOPs, communicates the provisions and consequences if members do not comply with the wellness program. Recruits are required to pass a medical physical and physical agility test before hire, and incumbent members are given yearly monetary rewards for completion of one or both. All members are required to pass an annual respiratory fitness exam per SOP and IAFF contract.

Members are encouraged to participate in physical fitness while on duty. All stations are equipped with fitness equipment, and DAS provides discounts for gym memberships. DAS provides a Health and Wellness program and an Employee Assistance Program for all city employees. Currently, the department is working on an implemented cancer prevention protocol, behavioral health support, and yoga for first responders.

## **Performance Indicators:**

CC 7G.1 **The agency provides for initial, regular, and rehabilitative medical, and fitness evaluations.**

### **Description**

DFD provides initial, regular, and rehabilitative medical and fitness exams. New members must complete a comprehensive physical and pass the physical ability test (PAT) as part of the pre-employment process. Per SOP 1.2.2, Health and Wellness Program, and CBA Memo of Understanding (MOU), incumbent members can participate in a health and wellness program for monetary rewards. All members are required to complete an annual respiratory medical exam per SOP 1.2.3, Annual Respiratory Certification, and CBA MOU. Per the CBA, any member off for more than three days for illness or injury can be required to provide a physician's note to return to duty. If the City of Delaware chooses, they can also refer them to Occupational Health for an exam at the city's expense before returning to duty. Any member injured on the job and under BWC will be assigned a physician at Occupational Health for treatment and return to duty status.

### **Appraisal**

The annual respiratory medical certification has been 100% compliant by all department personnel. It has been the desire of management for all members to have an annual NFPA 1500 medical physical, but labor feels it should be bargained for and receive additional compensation and member protection. DFD's internal health and wellness program has been an alternative that has rewarded members who complete a regular medical physical and successfully complete the PAT. The program was implemented in 2019 and has had success, which is intended to increase through collective bargaining.

### **Plan**

DFD will continue the testing in place at this time and work with IAFF Local 606 to negotiate a more comprehensive physical program in the next contract and continue to evaluate best practice procedures to initial, regular, and fitness evaluations for members.

### **References**

R-0077 IAFF & City Collective Bargaining Agreement

- R-0268 DFD SOP #1.2.2 Health and Wellness Program
- R-0269 DFD SOP #1.2.3 Annual Respiratory Certification



7G.2 The agency provides personnel with access to fitness facilities and equipment.

**Description**

DFD provides a workout facility area at each station, and Local 606 provides the equipment for members to use. The facilities include cardio, free weights, high-intensity training, and stretching areas. Members are encouraged to work out during their 50-hour shift, and 40-hour personnel are allowed 30 minutes on Monday, Wednesday, and Friday to work out. Personnel are permitted to workout off-duty at the Fire Station and DAS provides discounts to all city employees at local gyms.

**Appraisal**

The facilities provided at each fire station has proven effective and are utilized on nearly a daily basis as depicted in the 2019 Physical Fitness report. The City gym membership has given personnel that wish to participate, an alternative solution to access fitness facilities and equipment.

**Plan**

DFD will continue to provide equipment and space at DFD facilities to give members access to fitness facilities and equipment and work with DAS to encourage members that cannot work out on duty access to outside facilities.

**References**

- R-0268 DFD SOP #1.2.2 Health and Wellness Program II B
- R-0271 DAS Gym Facility/Fitness Class Reimbursement Program
- R-0347 DFD Fire Station Floor Plan 302 and 303 Pg. 11 and 3

7G.3 The agency provides wellness/fitness training to all employees/members.

**Description**

All members have access to Impact Solutions - Employee Assistance Program (EAP) which provides wellness and mental health services and training. The EAP has included fitness training classes in the past. The Health and Safety Committee has provided aerobic workouts for members that were developed by a member that is a licensed fitness trainer. In 2020, DFD contracted with a local yoga studio to instruct members once a week on yoga for First Responders. Due to COVID-19, these classes have been held through online courses.

**Appraisal**

The current health and fitness training has been adequate in meeting basic needs, however, it needs to be enhanced to provide training and individual wellness services at all levels. Data compiled from 2018 and 2019 shows that strain sprains injuries have occurred during workouts by personnel. The contracting in 2020 with the yoga studio was designed to increase flexibility, along with enhancing behavioral health, however due to COVID-19, it has not been able to be implemented do to restricted access to buildings.

**Plan**

DFD will work with the Health and Safety Committee, DAS, and other health and wellness providers to deliver proper training, workouts, and flexibility to safely maintain and improve health and wellness.

**References**

- R-0268 DFD SOP #1.2.2 Health and Wellness Program
- R-0272 Wonder Within Yoga Program
- R-0273 Impact Solutions On-Line Training
- R-0382 DFD 2020 Physical Fitness Report

7G.4 The agency provides an employee/member assistance program with timely access to critical incident stress debriefing and behavioral counseling resources.

### **Description**

DFD has multiple resources available to assist members with critical incidents and behavioral counseling. The City of Delaware provides an employee assistance program (EAP) to all employees free of charge. This program is available 24 hours a day and will connect the member to an in-network mental health professional. The EAP program is not equipped to provide emergency counseling or critical incident stress debriefing (CISD). In those incidents, Delaware County has developed a CISD team that is made up of firefighters, medics, police, and sheriff officers. Teams can be mobilized and sent to a department in the County to provide peer support within an hour of notification from dispatch. This team also has pre-vetted physiologists that can provide counseling to emergency service workers. Lastly, DFD has provided all members' access to the National Fire Operations Reporting System (NFORS) Firefighter Exposure Tracking App so members can log incidents that exposed a member to a critical event.

The Ohio Association of Professional Firefighters (OAPFF) provides a regional peer support network that can be called and counsel a firefighter in crisis or supply a team for a critical incident or tragedy in the department. Finally, the Ohio Highway Patrol through the Ohio Department of Public Service provides the Aiding Safety Services with Incident Survival Techniques (ASSIST). ASSIST can supplement Critical Incident Stress Debriefing (CISD) teams but primarily offers outreach classes for first responders, officers, and first responder's families.

### **Appraisal**

The DFD has been fortunate with the member assistance resources available in the city, county, and state regarding behavioral health and CISD. Although resources are abundant, the DFD still needs to increase training to institutionalize the impact of behavioral health and resources available.

**Plan**

DFD will work and be proactive with all partners to ensure members are aware and have immediate access to incident debriefing and behavioral health. DFD will institutionalize through training the available resources and focus on developing a positive atmosphere for those seeking help.

**References**

- R-0261 NFORS Exposure Application
- R-0274 Impact Solutions EAP
- R-0275 OAPFF WebSite - Peer Support

7G.5 A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the wellness/fitness programs and its impact on meeting the agency's goals and objectives.

**Description**

The DFD has a formal and documented wellness/fitness program evaluation appraisal system. This system has been in place since the beginning of 2020.

**Appraisal**

The DFD started evaluation of the wellness/fitness effectiveness in 2020. It was determined during the self-assessment that a formal program was needed that can be used to identify and correct deficiencies and drive policy and procedure changes as required.

**Plan**

DFD will expand and institutionalize the appraisal system of the Wellness/Fitness program as well as other programs.

**References**

R-0276 DFD Wellness/Fitness - Annual Appraisal Form

## **Category VIII: Training and Competency**

Training and educational resource programs express the philosophy of the organization they serve and are central to its mission. Learning resources should include a library; other collections of materials that support teaching and learning; instructional methodologies and technologies; support services; distribution and maintenance systems for equipment and materials; instructional information systems, such as computers and software, telecommunications, other audio visual media, and facilities to utilize such equipment and services. If the agency does not have these resources available internally, external resources are identified and the agency has a plan in place to ensure compliance with training and education requirements.

Central to success of the training and educational process is a learning resources organizational structure and a technically proficient support staff. The training staff should provide services that encourage and stimulate competency, innovation and a continual learning cycle. The agency or system should provide those learning resources necessary to support quality training. The agency should depict their approach to recognized state/provincial and national fire service professional standards programs in their written responses to the performance indicators in this section.

### **Criterion 8A: Training and Education Program Requirements**

A training program is established to support the agency's needs. The agency provides access to and guidance on educational programs that increase advancement potential and support the agency's needs.

#### **Summary:**

The Delaware Fire Department (DFD) has an established training program that provides monthly, annually, and new member orientation training that meet the needs and goals of the department. The training program expectations are based upon a member's rank, roles, and certifications, and meets all local, state, federal agencies, and Insurance Safety Office (ISO) requirements. DFD uses Target Solutions as the platform to track, schedule, and view online training.

## **Performance Indicators:**

**CC 8A.1 The organization has a process in place to identify training needs. The process identifies the tasks, activities, knowledge, skills, and abilities required to deal with anticipated emergency conditions.**

### **Description**

The Professional Development Captain (PDC) is tasked with department continuing education, annual training schedule, new recruit training, and specialty classes such as Advanced Cardiac Life Support, HazMat and technical rescue, and other training needs. SOP 1.3.1.2, Training Expectations, details the training expectations based on the member's rank, roles, and responsibility. These expectations are reviewed at least annually to ensure compliance with local, state, federal, and ISO requirements. All department training is entered and tracked in Target Solutions' online platform.

In 2017, DFD, along with four other departments, Harlem, Genoa, Orange, and Liberty, organized GHOLD to standardize certain operations across departments. A training committee was established to develop Minimum Performance Standards (MPS) for fire, EMS, and special operations that have been incorporated into DFD's monthly training schedule.

### **Appraisal**

The process in place to identify training needs meets the DFD's goals and objectives. All members have had training to recertify their certifications by completing the expected training. The addition of MPS's has helped to standardize training and on-scene expectations among various mutual aid partners. There has been confusion by members on ISO training requirements that the PDC and Fire Chief have been working to clarify and simplify. Also, the paperwork to document MPS's has been cumbersome for company officers to complete and upload in Target Solutions, but updates continue to decrease redundancy.



**Plan**

DFD will use the current process and modify as needed to meet member's training needs and clarify expectations of training and update the documentation to decrease redundancy.

**References**

R-0250 DFD SOP #1.3.1.2 Training Expectation

R-0277 DFD Training Schedule (2021)

R-0278 Minumun Performance Standard List

8A.2 The agency's training program is consistent with the mission statement, goals, and objectives and meets its needs.

### **Description**

DFD's training program is implemented to meet the needs of both internal and external stakeholders. By using hands-on and web-based training through Target Solutions, members can professionally respond to emergency incidents in line with the mission statement “Protection through preparedness and response, delivered by the highest trained professionals.”

Training was identified as the number one critical issue in the 2018 Strategic Plan. Three objectives identified was a need for a training facility, create and implement a training program that challenges personnel and ensures minimum performance standards, and implement training for all Officer positions in the department.

### **Appraisal**

Since 2018, progress has been made towards addressing the objectives identified in the Strategic Plan. Funds have been appropriated in the 2021 Capital Improvement Plan and Budget to address the development of a training facility to support emergency operations. Training expectations for all members have been identified in DFD SOP 1.3.1.2, and Minimum Performance Requirements have been implemented. Lastly, Officer Development continues to be addressed through semi-annual Officer updates meetings, monthly City of Delaware Supervisor Training, and Incident Command training.

### **Plan**

DFD will work on the three objectives identified in the 2018 Strategic Plan and explore new avenues to meet the DFD Mission Statement

### **References**

R-0015 City of Delaware, 2021 Budget

R-0016 Delaware Fire Department Strategic Plan (2018-2023) pg. 31-34

R-0035 City of Delaware 5-Year CIP (2019-2023)

R-0250 DFD SOP #1.3.1.2 Training Expectation

R-0277 DFD Training Schedule

R-0278 Minumun Performance Standard List

8A.3 The training program is consistent with legal requirements for performing mandatory training.

### **Description**

DFD training program is consistent with all legal requirements. All Emergency Medical Services (EMS) meets and exceeds standards set forth by the Ohio Department of Public Safety (ODPS) under the Ohio Administrative Code (OAC) 4765-8. All Fire certifications meet or exceed standards of ODPS and OAC 4765-8. All members are mandated to complete 192 hours of training that meets ISO standards. HazMat Technicians meet training mandates of Haz Whooper 49CFR172.704 and 29CFR1910.120, and Rescue Technicians follow NFPA 1670 for training standards. Specialty courses such as PreHospital Trauma Life Support (PHTLS) are assigned to members to meet requirements set forth by the DFD and GHOLD training committee.

### **Appraisal**

The training program in place meets or exceeds federal, state, local, and ISO requirements. Members can renew all certifications and standards through in-house training, but can use outside training as well. SOP 1.3.1.2 defines expectations, and Target Solutions has allowed for up to date tracking of member's progress. There was confusion in what qualifies for ISO training versus other fire training by personnel. This was resolved in 2020 through discussion with the local representative from ISO.

### **Plan**

DFD will evaluate the training program to ensure all members meet all federal, state, and local requirements for their position. Continue to improve on communications to ensure all members understand all criteria required for their position.

### **References**

R-0250 DFD SOP #1.3.1.2 Training Expectation

R-0277 DFD Training Schedule

R-0279 49 CFR 172.704

R-0280 29 CFR 1910.120

R-0281 NFPA 1670 Standard on Operations and Training for Technical Search and  
Rescue Incidents

8A.4 The agency identifies minimum levels of training required for all positions in the organization.

**Description**

DFD identifies minimum levels of training for all positions and is made available to all members in SOP 1.3.1.2, Training Expectations. Minimum training expectations are also found on each member's Target Solutions page, which is updated when members enter training.

**Appraisal**

Having all minimum training expectations in SOP form, that is easily accessible to all members, has increased insight, and knowledge in all positions in the DFD. Using Target Solutions to enter training and track progress in meeting these levels has allowed members a real-time metric on training.

**Plan**

Review and update minimum levels of training outlined in SOP 1.3.1.2 to ensure all federal, state, and local requirements as well as meeting the goals and objectives of the department.

**References**

R-0250 DFD SOP #1.3.1.2 Training Expectation

R-0282 Target Solutions Credentials Page

8A.5 A command and staff development program is in place that encourages the pursuit of professional credentialing.

### **Description**

DFD supports the professional development of all members of the department. The department has a Professional Development Plan used to provide direction and expectations for personnel. All members are encouraged to seek training above and beyond the minimums outlined in SOP 1.3.1.2. Tuition reimbursement is made available to members per the Collective Bargaining Agreement (CBA) Article 21 and SOP 1.3.6, and all officers must have a minimum educational requirement. The training budget allows for outside training, including Ohio and National Fire Academy, as well as other classes members apply to attend.

Officers are required to complete a DFD Fire Officer 1 Training Manual within their first year promotion and completion of a Fire Officer 1 and 2 course that meets NFPA 1021, Standard for Fire Officer Professional Qualifications. Also, the City of Delaware and DFD have contracted with PRADCO to work with all newly promoted officers to develop leadership skills. PRADCO's mission is: Partners with leaders to select, develop, and retain people who fit their cultures and contribute to their organizational goals. Finally, members that take yearly promotional tests are placed on a Promotional Hold List that allows them to "ride out" when the officer above them is off.

### **Appraisal**

The system in place has encouraged and allowed personnel to advance through the training and education. The promotional hold list has allowed candidates to get "on the job" experience for the position they are applying. There is a need to provide a more structured training program in house that addresses day to day operations, computer program competency, and countywide incident command training.

### **Plan**

DFD will continue to provide opportunities and financial assistance for all members to advance and become successful in new roles and to further the in-house training to assist with developing competencies within the DFD.

**References**

R-0077 IAFF & City Collective Bargaining, Article 21

R-0235 PRADCO Officer Assessment

R-0249 DFD Professional Development Plan-2017

R-0250 DFD SOP #1.3.1.2 Training Expectation



## **Criterion 8B: Training and Education Program Performance**

Training and education programs are provided to support the agency's needs.

### **Summary:**

The Professional Development Captain, with input from the firefighters, Special Operations Captain, EMS Captain, and federal, state, local agencies, and Insurance Services Office (ISO) requirements, develops a training program that supports the DFD's needs. Training expectations are provided to all members in SOP and is tracked in Target Solutions software so members can enter and monitor their progress. DFD has been working with other GHOLD agencies to develop standard Minimum Performance Standard (MPS) so that all mutual aid agencies are operating to the same standards.

## **Performance Indicators:**

8B.1 A process is in place to ensure that personnel are appropriately trained.

### **Description**

DFD has a supervised one year probationary period for newly hired firefighters. During that period, the recruits are required to complete a six-module New Recruit Orientation Program (NROP). During the NROP, recruits learn all aspects of work performed at the DFD as well as administrative functions. All training expectations, depending on rank and training, are available in SOP 1.3.1.2 Training Expectations and on individual's Target Solutions account. Training is coordinated through the Professional Standards Captain and delivered by Officers, department EMS or Fire instructors, Medical Director, and outside vendors depending on the topic. Training is structured so that all recertification requirements are met depending on the member's qualifications. Classes can be recorded and uploaded onto Target Solutions, so members have the opportunity to get credit for courses if they were absent.

### **Appraisal**

The process in place has allowed all personnel to meet all recertification requirements for their qualifications. Members are given opportunities to complete online classes and hands-on while on duty. There have been some delays in validating courses due to still having to scan and enter courses into Target Solutions.

### **Plan**

DFD will monitor and update the requirements needed to maintain certification requirements and look at ways to streamline training documentation so that validating course time and paperwork are reduced.

### **References**

- R-0231 DFD New Recruit Training Modules
- R-0233 DFD New Recruit Training Year 1 Manual
- R-0250 DFD SOP #1.3.1.2 Training Expectation
- R-0282 Target Solutions Credentials Page

8B.2 The agency provides a training schedule that meets the organization's needs.

### **Description**

The DFD Professional Development Captain updates training in the department calendar, Target Solutions, and training is posted on the First Arriving Dashboards on a daily, tri-annual, quarterly, and yearly basis. The Professional Standards Captain assigns monthly classes developed by Target Solutions for all members at the beginning of the year, based on feedback and certification needs. The classes are scheduled by working with the Operations Officers and EMS Captain to ensure competencies in HazMat, technical rescue, fire, and EMS are maintained, as well as meeting all recertification needs. The training calendar must be flexible to allow for adjustments to be made for special topics, such as COVID-19, or opportunities to use acquired structures.

### **Appraisal**

The training has allowed for all members of the department to access training and has been flexible enough to make changes as needs arise. Funds have been budgeted yearly to allow backfilling for mandatory classes, so all stations maintain coverage.

### **Plan**

The DFD will continue to use the current system to develop a training schedule and will monitor and adjust training depending on changes with credentials and other requirements to meet the Strategic Plan of the DFD.

### **References**

R-0277 DFD Training Schedule

**CC 8B.3 The agency evaluates individual and crew performance through validated and documented performance-based measurements.**

**Description**

DFD evaluates individuals and crew performance through classes developed with lesson plans and MPS's that comply with local, state, and national standards for assessing individual and crew performance. MPS's are designed using the most appropriate standard, such as NFPA 1410 for engine company drills or OSHA 1910.120 for HazMat Training Compliance. GHOLD member's training committee is developing MPS's to ensure all members are trained to the same performance standards. Classes that qualify for Continued Education Unit (CEU) must have an updated lesson plan and be instructed by a certified Ohio Fire or EMS instructor.

**Appraisal**

The evaluation system in place has allowed for performance-based measurement to evaluate both individual and crew performance. There have been issues while institutionalizing MPS's in how specific the standards need to be made and the amount of paperwork required to document in Target Solutions.

**Plan**

DFD will continue to use, develop, and update performance-based standards to measure individual and crew performance, including all critical tasks that can be documented and measured. DFD will also work on streamlining the MPS documentation and making improvements to the validation process.

**References**

R-0278 Minumun Performance Standard List

R-0283 Target Solutions Summary Page Sample

8B.4 The agency analyzes student evaluations to determine the reliability of training conducted.

**Description**

DFD analyzes student evaluations depending on the training provided. All Target Solution online classes have a course evaluation that must be completed before course completion. All DFD CEU classes must be accompanied by student sign in and course evaluation to receive credit. Any third party trainer must provide their evaluation form before issuing CEUs.

**Appraisal**

The system in place has required that all CEU training have an accompanying student evaluation. A summary from the student ratings and comments is developed from the completed evaluation forms. The evaluations have been effective in providing feed back to the instructor on the instruction methodology and presentation and of the training material. One piece of feedback that was received is the preference that most training has a hands-on portion to validate the comprehension of subject matter, if applicable.

**Plan**

DFD will continue to require evaluations for all CEU classes at DFD, as well as any third-party training. DFD will also develop courses that provide a hands-on portion to validate comprehension.

**References**

R-0283 Target Solutions Summary Page Sample

R-0284 Target Solutions Course Evaluation Summary

8B.5 The agency maintains a training records management system that meets recognized standards.

**Description**

DFD utilizes Target Solutions to maintain all training records and for logging certifications and license renewals. Both administrators and members can view complications, deficiencies, and current certification status. Shift Captains are provided a summary of all training logged during their respective shifts.

**Appraisal**

Target Solutions has provided a training records management system that meets standards and provides members with a web-based program that can be accessed anywhere. There have been issues with validating and updating classes that were not taken on Target Solutions. The Professional Developments Captain must create non Target Solutions classes and upload all paperwork to validate courses and issue credits to the member's dashboard.

**Plan**

DFD will continue to utilize Target Solutions to maintain and enter training at the DFD and explore new ways to enter and validate non Target Solutions classes, so personnel training records are kept more up to date on credentials and certification status.

**References**

- R-0282 Target Solutions Credentials Page
- R-0283 Target Solutions Summary Page Sample
- R-0286 Target Solutions Member Page

### **Criterion 8C: Training and Education Resources**

Training and education resources, printed and non-printed library materials, media equipment, facilities, and staff are available in sufficient quantity, relevancy, and diversity, and are current.

#### **Summary:**

DFD maintains training and equipment to meet the needs of all members. All stations have a training room and video conferencing ability, so crew or company level training can be accomplished while staying in their district. Station 302 has the main training room, where most of the training equipment is stored, and the Professional Development Captain's office is located. Stations have a library of printed materials that the Professional Development Captain updates and, at present, are working on transferring to an online library. All officers are required to be either a Certified Ohio Fire or EMS instructor, a certification many line personnel also possess. Officers and members have input in the yearly training schedule, along with classes needed to maintain certifications.

## **Performance Indicators:**

**CC 8C.1 Facilities and apparatus are provided to support the agency's all-hazards training needs. The agency has plans addressing any facilities and apparatus not available internally to complete training activities.**

### **Description**

DFD uses several different training facilities and locations to meet the agency's needs. The classroom at Station 302 is of ample size to accommodate hands-on training for many of the required EMS classes and multi-agency classes. The hose tower at Station 301 qualifies as an ISO training tower and used for ladder work, rope repelling, and firefighter bailouts. Station 301 also has a storage barn that has numerous Rapid Intervention Crew (RIC) training props that can be set up and used. Station 303 was built with a confined space training hatch on the mezzanine that allows setup and lowering of a tri-pod. DFD can also utilize the fire training grounds at the Delaware Area Career Center (DACC), which has a three story training tower and several burn props. Also, several areas around the city allow for specific training such as the Olentangy River and Blue Limestone Park for water rescue and various ponds for ice rescue.

Several pieces of spare apparatus can be used for training, or companies can be taken out of service for short periods if specific training is needed. Overtime and backfill of personnel are budgeted for each year, so districts maintain coverage during mandatory training. The training budget also includes funds so crew officers can backfill the entire crew for an eight-hour training event once a year.

### **Appraisal**

The training facilities available have met the needs of the DFD, but are difficult logistically to get to and are not an efficient.. The administration has recognized the need for a central training facility. In the 2021 budget, there are \$1.5 million dollars allocated for a training tower. Several options are being considered, including land to build a training facility or combining with the new DACC training facility located in St 304's area in the southern end of the city.



**Plan**

DFD will plan and explore options for building or combining training grounds to provide the best use of resources while meeting the training needs of the DFD.

**References**

R-0126 COD 2021-2025 CIP

R-0287 DFD Training Tower Needs

**CC 8C.2 The agency has instructional personnel with teaching qualifications and expertise to meet its needs.**

**Description**

The DFD has qualified instructors with the needed expertise to meet the department's needs. All officers are required to be either a State of Ohio Certified Fire or EMS instructor, and many line personnel also have their certification. Training can be conducted at a shift or department level while some training is coordinated through the Professional Development office or at the discretion of the company officer. Subject matter experts, who are not certified instructors, can be utilized as long as a certified instructor is in attendance while the class is presented. To further make improvements in the training program, there has been discussion that the Professional Standards Captain further classifies certified instructors, with input from other instructors and members, as lead or backup instructors for specific topics.

**Appraisal**

The DFD has been able to meet its training needs with the current training instructors expertise and qualifications. The processes has allowed all employees to meet the state recertification requirements.

**Plan**

DFD will continue to work with instructors to provide training to meet the DFD needs. DFD will explore an internal process to identify lead instructors for specific topics to train other instructors to the same level. DFD will also identify and recruit new instructors to ensure a steady cadre of instructors.

**References**

- R-0288 DFD List of Certified Instructors
- R-0289 Lead Instructor Topics Sample

8C.3 Instructional materials are current, support the training program, and are easily accessible.

### **Description**

The Professional Development Captain is responsible for maintaining and updating both a physical and digital library to meet the DFD's needs. Digital materials, such as lesson plans and new recruit first-year checkoffs, are located either on the departments "P: Drive" or in Target Solutions. Textbooks are distributed to stations for their libraries, while other materials, such as special topic textbooks, are available for checkout at Station 302.

### **Appraisal**

The Professional Development Captian has attempted to keep textbooks at station libraries up-to-date, but due to low frequency of use, some have become out-of-date. There has also been a decline in demand for printed textbooks, since more users preferring online material, as it has been kept more current, is easier to track and schedule updates. Professional Development has worked with publishers to develop and purchase an online platform for all training and promotional study material accessible to all personnel.

### **Plan**

DFD will continue to update all online training materials to meet the needs of the DFD. DFD will explore and purchase an online textbook platform so promotional textbooks and training manuals are available online and kept current for all personnel.

### **References**

- R-0290 Target Solution Digital Library
- R-0291 DFD Lesson Plan
- R-0292 DFD Training Office Physical Library

8C.4 The agency has a process for purchasing, developing, or modifying existing curriculum to meet its needs.

### **Description**

The process for purchasing, developing, and modifying the existing curriculum at DFD is handled in several different ways to address training needs. The Professional Development Captain views and pulls data from all evaluations of classes to modify or update courses as well as ideas for new courses. MPS's are used to identify deficiencies in performance, and adjustments are made to the curriculum to correct them. The Professional Development Captain also works with Operations and Administrative Officers to ensure curriculum and courses are meeting their area of responsibility. Input is also encouraged by personnel that attend outside training and bring tactics or techniques that would benefit the DFD. Purchases of training material are budgeted for in the annual budget, and large item requests, such as a training tower, are placed in the CIP budget.

### **Appraisal**

The multi-faceted approach used at the DFD has been effective at meeting the department's needs. In 2020 several members brought back a modified dead load concept from outside training that has now been adopted by the department. A lesson plan was developed and three days were scheduled to cover the new technique with all crews before implementation. GHOLD members established a training committee that was asked to develop MPS's for all services provided. There have been inconsistencies by departments on how much detail to add or not to the MPS's.

### **Plan**

DFD will continue to update the processes to ensure curriculum and budgets meet the department's needs. DFD will work with the other GHOLD members to continue developing and standardizing MPS's in all operations.

### **References**

R-0015 City of Delaware, 2021 Budget

R-0025 City of Delaware 5-Year CIP (2019-2023)

8C.5 Equipment utilized for training are properly maintained in accordance with the agency's operational procedures. The agency makes training equipment readily accessible to instructional personnel.

### **Description**

The equipment used by the DFD for training is maintained correctly by the agency's and manufacturer's procedures and recommendations. Most equipment used for training is front line or reserve equipment to ensure "muscle memory" response to an actual emergency situation. Apparatus is maintained and tested following manufacturer standards. Tools used for training, ranging from SCBA to Zoll Heart Monitors, are tested and maintained following manufacturer and other applicable standards. Other equipment, such as Rapid Intervention Crew props and CPR mannequins, are maintained and available through the Professional Development office.

### **Appraisal**

The DFD has provided training equipment that is appropriately maintained and is currently being used to ensure safety and realistic training scenarios. Specialty equipment, such as CPR mannequins, have been maintained available to instructors through the Professional Standards office. Equipment in need of replacement has been addressed in the budget process.

### **Plan**

DFD will continue to maintain and provide equipment that is safe, current, and applicable to the procedures that personnel are training to master. DFD will also budget for new and replacement training equipment.

### **References**

- R-0015 City of Delaware, 2021 Budget
- R-0025 City of Delaware 5-Year CIP (2019-2023)
- R-0222 DFD Annual SCBA Test

8C.6 The agency maintains a current inventory of all training equipment and resources.

**Description**

The DFD utilizes front line and reserve equipment for most training evolutions, including Zoll cardiac monitors, turnout gear, HazMat monitors, and apparatus. All equipment is tracked in the department's records management system (RMS). Specific training equipment ,such as CPR mannequins and RIC props, are not inventoried but monitored by the Professional Development office.

**Appraisal**

The DFD has been able to inventory training equipment that is used in the front line or reserve status. There have been issues with smaller training equipment, such as fog machines missing, that have been used and not returned to the Professional Standards office. Without an inventory or check out system in place, equipment has been misplaced.

**Plan**

DFD will continue to maintain current inventories of reserve and front line training equipment in RMS. DFD will develop a check out/in worksheet to inventory and record all other training equipment in RMS.

**References**

R-0293 DFD SCBA Inventory Sheet

R-0294 DFD Apparatus Inventory Sheet

8C.7 A selection process is in place for training and educational resource materials.

**Description**

Several sources are used to select training and educational materials at the DFD. All training material is chosen to maintain and meet any federal, state, local, and Insurance Service Organization (ISO) requirements that either the department or members must achieve. The GHOLD training committee also directs training resources to meet the desired standards of all departments. Finally, some resource material is selected and updated to a specific task such as promotional reading material.

**Appraisal**

The policy in place has allowed the DFD to meet the changing roles and responsibilities of the department. When data showed a more structured approach to cardiac arrest victims provided a higher return to spontaneous circulation, crews were trained in the “Pit Crew” concept of resuscitation. Working with the GHOLD training committee to provide standard training has made units working on mutual aid fires more efficient and safe.

**Plan**

DFD will continue to work with all resources and organizations to ensure the DFD selects training materials that meet the department's mission statement of “Protection through preparedness and response, delivered by the highest trained professionals.”

**References**

- R-0249 DFD Professional Development Plan-2017, Promotional Reading List
- R-0295 DFD Pit Crew Flow Chart
- R-0296 GHOLD Committee Meeting Minutes

**CC 8C.8 Training materials are evaluated at least annually to reflect current practices and meet the needs of the agency.**

**Description**

Training materials are evaluated at least annually by the Professional Development Captain along with input from others. The EMS Captain and Medical Director evaluate the EMS training program to ensure it is meeting the goals and objectives of the DFD and meeting the certification requirements of the members. The Special Operations Captain evaluates technical rescue and HazMat training programs to ensure compliance and competence of members. Operations officers evaluate and provide feedback on the effectiveness and needs for training. Finally, input from course evaluations and input from members, are reviewed during the evaluation process.

**Appraisal**

The process of annually reviewing the training materials has worked well to meet the needs of the department and ensure that members stay current on their certifications and skills. There is a need to develop a more formal system of appraisal that could be included in the Strategic Plan to ensure department needs are met.

**Plan**

DFD will continue the annual process of reviewing training materials and continue to implement and make the Annual Appraisal Form an integrated part of the DFD. Continue to include internal and external stakeholder's input to drive the objectives of the training program.

**References**

R-0284 Target Solutions Course Evaluation Summary

R-0297 Training - Annual Appraisal Form



## **Category IX: Essential Resources**

Essential resources are defined as those mandatory services or systems required for the agency's operational programs to function. They should be given the same value of importance as a primary program. Appropriate adjustments may be necessary in the self-analysis to adapt the typical components listed below to the local situation. For example, when reviewing a water supply system, the evaluation may not be limited to conventional resources such as water lines and hydrants, but may include alternative resources, such as tankers (tenders), ponds, streams, lakes, cisterns, etc.

## **Criterion 9A: Water Supply**

The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements in accordance with applicable fire flow criteria.

### **Summary:**

The City of Delaware Public Utility Department owns and operates the water supply system throughout the City used for public consumption and fire protection. The city's public system is a reliable system and monitored on a 24/7/365 basis to ensure proper operation and identify any flow issues. All hydrants are tested by the Public Utility Department on an annual basis, and repairs are immediately made for any problems identified. Except for rare occasions, 100% of the fire hydrants are operational. When a water main break occurs, the fire department is notified and provided with information on the impact resulting from the outage. Numerous private fire protection water systems are supplied from the City's water system to support new housing and commercial complexes. The private fire protection systems are inspected on an annual basis as part of the fire inspection process.

The Ohio Fire Code requires that all buildings be provided with adequate water for fire protection. The City's water supply has been hydraulically calculated for all points and is used preliminarily to determine water availability for all new construction. As part of the acceptance test for new fire hydrants or private fire protection systems, the available fire flow is tested on all new construction to ensure availability. When a new residential or commercial development is planned, the water supply information including main size, required fire flow and fire hydrant location is reviewed as part of each development plan.

**Performance Indicators:**

**CC 9A.1 The agency establishes minimum fire flow requirements for new development in accordance with nationally and internationally recognized standards. This information should be included in the fire risk evaluation and pre-fire planning process.**

**Description**

The Delaware Fire Department (DFD) identifies and requires the minimum fire flow requirements for all new commercial and residential developments based on the needed fire flow within the 2017 Ohio Fire Code. The City’s water supply has been hydraulically calculated for all system points and is used preliminarily to determine water availability for all new construction. As part of the acceptance test, the available fire flow is tested on all new construction to ensure availability. New development plans are submitted and reviewed through the City’s Technical Review Committee. The Committee, comprised of various City Departments, meets two times a month to discuss and coordinate responses to proposed developments including fire protection equipment. All commercial and residential buildings are reviewed annually as part of the fire inspection process to evaluate the current risk levels. Buildings that are not part of the inspection process (i.e. single-family dwellings) are reviewed annually as part of the annual risk review of the city.

**Appraisal**

DFD minimum fire flow review and approval process, including the risk identification and inspection process have been successful with ensuring that the minimum fire flows are met prior to a new building’s occupancy. Public Utilities and DFD have identified a few limited areas where the water supply is weak, and plans are being developed to upgrade the water lines. In 2020, the water line on N. Union Street at E. William Street was replaced and upgraded.

**Plan**

DFD will continue to use the adopted fire codes and Codified Ordinances for determining the water supply in new construction. DFD will be formalizing alternative water supply

locations throughout the City in 2021 in the event of a water system failure or need for additional water above the systems capability. The information collected will be inputted into the new CAD system update and be available to responding units.

**References**

R-0009 OAC-1301:7-7:01, Ohio Fire Code, Fire Service Features, (Pg. 113)

R-0031 Delaware Fire Department Community Risk Reduction and Standard of Cover  
(Pg 48-49)

R-0037 City of Delaware Codified Ordinance, Chapter 15,  
(1501.07.08-18, Fire Hydrants)

R-0082 City of Delaware Technical Review Committee Agenda

**CC 9A.2 An adequate and reliable water supply is available for firefighting purposes for identified risks. The identified water supply sources are sufficient in volume and pressure, based on nationally and internationally recognized standards, to control and extinguish fires.**

**Description**

The City of Delaware raw water supply is provided through an underground aquifer and the Olentangy River. Once processed at the City water plant, the consumable water is distributed through a gridded distribution system that has adequate volume, pressure, pumps, and storage capacity. The city’s public water infrastructure is a reliable system and is monitored on a 24/7/365 basis. All fire hydrants are tested by the Public Utility Department on an annual basis, and repairs are immediately made for any problems identified. Except for rare occasions, 100% of the fire hydrants are operational. The City’s water supply has been hydraulically calculated for all points. In January 2018, the City was re-evaluated by the Insurance Services Office (ISO) and the water system was identified as reliable, maintained, and with adequate supply.

**Appraisal**

The City of Delaware (COD) water system has been adequate and reliable in meeting DFD’s needs for fire protection. DFD’s risk assessment for failure of the water system is considered a Low Risk as identified in the Standard of Cover. ISO’s most recent evaluation in 2018 awarded the water system with 36.50 points out of 40 points. In a joint program established with the Public Utility Department, the department performed flow tests in the city to ensure the accuracy of the hydraulic calculations. This testing and hydraulic update will need to be updated in a more formal and consistent process.

**Plan**

DFD will continue to communicate regularly with the Public Utility Department to discuss the department’s needs and concerns related to water supply. Flow testing of hydrants will continue to be used to update the City’s hydraulic map and used to identify areas of weakness.

## **References**

- R-0031 Delaware Fire Department Community Risk Reduction and Standard of Cover  
(Pg. 48-49)
- R-0129 2018 Insurance Service Office PPC
- R-0298 COD Water Flow Map

9A.3 The agency maintains regular contact with the managers of public and private water systems to stay informed about available water supplies.

**Description**

The Public Utility Department and DFD work and communicate cooperatively together so that each department maintains situational awareness of the available water supplies. Communication is completed in various modes including email, phone calls and text messages. The Public Utility Department makes notification to DFD of water supply issues including low flows, water main breaks and fire hydrants out-of-service. The Departments work together through the Technical Review Committee to ensure new developments have adequate water supply. When large fires occur that require large volumes of water, DFD notifies the Public Utility Department through the dispatch center.

**Appraisal**

The Public Utility Department and DFD have maintained an effective and efficient working relationship by communicating with each other on a regular basis. Information has been shared freely between both departments.

**Plan**

DFD will continue to communicate with the Public Utility Department on a regular basis and will work cooperatively on ways to improve the available water supply.

**References**

R0031: Delaware Fire Department Community Risk Reduction and Standard of Cover  
(Pg. 48-49)

R0082: City of Delaware Technical Review Committee Agenda

R0130: City of Delaware Public Utility Outage Notification

9A.4 The agency maintains copies of current water supply sources and hydrant maps for its service area.

**Description**

The COD utilizes the Geographic Information System GIS to track its water supply mapping including all fire hydrants. The GIS database is maintained by personnel in the Public Utility Department, who also enter all new fire hydrants. This information is available to DFD’s Data/GIS Technician, who links the fire department maps to the live Public Utility data, ensuring the information is up-to-date. The system also has a hydraulically calculated layer that provides the available water flow at various points including fire hydrants. This information is linked to the station monitors and provides mapping including the building location, fire hydrant locations, and available water supply. This information will also be available in all emergency response vehicles in the field as part of the new dispatch CAD replacement.

**Appraisal**

GIS has been extremely beneficial in providing up-to-date maps, both at the fire stations and electronically. When new fire hydrants are installed, GIS personnel enter the information in the GIS, and this is automatically available to all Departments.

**Plan**

DFD will continue to communicate with the Public Utility Department on a regular basis and will work cooperatively on ways to improve mapping of the water supply system. In 2021, the department will work with Public Utilities to upgrade the hydraulic water flow information.

**References**

- R-0031 Delaware Fire Department Community Risk Reduction and Standard of Cover (Pg. 48-49)
- R-0082 City of Delaware Technical Review Committee Agenda
- R-0131 DFD Station Monitor, Response Information



9A.5 Hydrant adequacy and placement reflect the locality's known hazards and the agency's needs for dealing with those hazards. Hydrant placement is based on nationally and internationally recognized standards.

### **Description**

The COD has adequate fire hydrants including placement and water flow. Fire hydrants are installed throughout the City and based on the Codified Ordinances Chapter 15 and the Ohio Fire Code. Chapter 15 requires fire hydrant placement for all commercial buildings to be within 300 feet of a fire hydrant, and a minimum of a second hydrant to be within 500'. These distances are required to be measured based on fire apparatus driving routes. Fire hydrant mains are required to be sized on available flow capabilities and if two (2) or more hydrants are located on a main, the main size shall be a minimum of 8". New development and construction are reviewed early on to determine the proper placement and adequacy and discussed during the Technical Review Committee Meetings.

### **Appraisal**

DFD's fire hydrant placement and adequacy has been effective with ensuring proper fire protection per Chapter 15 of the Codified Ordinance that establishes fire hydrant access and distance. The adopted regulations meet or exceed the requirements for placement and water main size requirements, which typically require spacing of 500' and a minimum of 6" water main size

### **Plan**

DFD will continue to use and enforce the existing fire hydrant requirements. As part of the planned update to Chapter 15, the fire hydrant requirements will be reviewed, and any necessary changes made and presented for adoption.

### **References**

R-0009 OAC-1301:7-7:01, Ohio Fire Code, Fire Service Features, (Pg. 113)

R-0031 Delaware Fire Department Community Risk Reduction and Standard of Cover  
(Pg. 48-49)

R-0037 City of Delaware Codified Ordinance, Chapter 15, (1501.07.08-18, Fire Hydrants)

R-0082 COD - Technical Review Agenda

9A.6 Fire hydrants are located so that each is visible and accessible at all times.

**Description**

The COD Public Utility Department maintains all public fire hydrants in the City. Fire hydrants are located based on the Ohio Fire Code and Chapter 15 of the City Codified Ordinances. Public fire hydrants are maintained and tested annually in conjunction with annual flushing of the water mains. All city hydrants are painted yellow to be easily identified for fire department use. Private fire hydrants are maintained by the property owner and are required to be tested annually, which is enforced by the fire inspection program. Private fire hydrants are identified by being painted red with white caps. Hydrants that are out of service are covered with a black bag and notification provided to DFD. Fire hydrants identified as being obstructed or having reduced visibility are coordinated between the departments to ensure the proper resolution. There have not been any issues of locating or accessing fire hydrants as they are adequately spaced, painted, and identified. Public and private fire hydrants are documented in the City GIS.

**Appraisal**

Fire hydrants have been properly located and maintained free of obstructions through the fire inspection program. The Public Utility Department inspects each fire hydrant on an annual basis, which includes the maintenance and ensuring visibility. DFD and the Public Utility Department have documented, produced, and maintained hydrant maps utilizing GIS mapping software.

**Plan**

DFD will continue to work with the Public Utility Department to ensure fire hydrants are visible and accessible. Correction of impairments and efficiencies will be pursued in a timely manner as they are identified.

**References**

- R-0009 OAC-1301:7-7:01, Ohio Fire Code, Fire Service Features, (Pg. 113)
- R-0031 Delaware Fire Department Community Risk Reduction and Standard of Cover (Pg. 48-49)

R-0037 City of Delaware Codified Ordinance, Chapter 15, (1501.07.08-18, Fire Hydrants)

R-0132 DFD Fire Hydrant Correction Notice

9A.7 Public fire hydrants are inspected, tested, and maintained in accordance with nationally and internationally recognized standards. The agency's fire protection related processes are evaluated, at least annually, to ensure adequate and readily available public or private water.

### **Description**

The Public Utility Department inspects, tests, and maintains the public fire hydrants located within the City of Delaware. Private fire hydrants are maintained, tested, and inspected by the property owners or their representatives. Annually the private fire hydrant inspections are checked as part of their fire inspection program.

### **Appraisal**

The public and private fire hydrant inspection, testing and maintenance program has been effective ensuring the proper operations. Public fire hydrants are typically 100% operational unless a maintenance issue occurs, which becomes a priority to be repaired by the Public Utility Department. Private fire hydrants are required by the Ohio Fire Code to be tested by state certified personnel on an annual basis. DFD is currently working with three industrial facilities, which have a private fire hydrant system that has had frequent maintenance issues and outages. DFD is working with the owners by developing a long-term replacement plan to improve and ensure the systems reliability, including decreasing the amount of water main breaks.

### **Plan**

DFD will continue to use the existing process to ensure the inspection, testing and maintenance of the public and private fire hydrants.

### **References**

- R-0009 OAC-1301:7-7:01, Ohio Fire Code, Fire Service Features, (Pg. 113)
- R-0031 Delaware Fire Department Community Risk Reduction and Standard of Cover (Pg 48-49)
- R-0037 City of Delaware Codified Ordinance, Chapter 15, (1501.07.08-18, Fire Hydrants)
- R-0133 COD Fire Hydrant Testing Notification

9A.8 The agency identifies and plans for alternate sources of water supply for those areas without hydrants, where hydrant flows are insufficient, or in the event of a major disruption in public water supply capabilities.

**Description**

DFD has a plan for alternate water sources for those areas without hydrants, flows that are insufficient, or in the event of a major disruption in public water supply. City of Delaware is covered with a public water system identified in the SOC as a Low Risk for failure. In the event an alternative water supply is needed, a tanker shuttle is requested and operates under DCFC-016 SOP. Additional water sources including static water supplies are located and available throughout the City. These sites are currently in the process of being formally identified and incorporated in the City GIS. Should the need for water be greater than the capabilities within Delaware County, the Ohio Intrastate Mutual Aid Compact (IMAC), Ohio Revised Code 5502.41, would be used.

**Appraisal**

The existing process has seldom been used within the City of Delaware. The process has been effective and used frequently throughout Delaware County in areas where fire hydrants are not available. These resources would be utilized in the event of an emergency incident in the City of Delaware.

**Plan**

DFD will continue to maintain working relationships with neighboring departments for mutual aid and will update its contingency plans for alternate water sources as the need arises. DFD will also incorporate the static water supply locations into GIS.

**References**

- R-0031 Delaware Fire Department Community Risk Reduction and Standard of Cover (Pg 48-49)
- R-0106 ORC 5502.41, Intrastate Mutual Aid Compact
- R-0134 DCFC-016 Tanker Shuttle SOP

9A.9 The agency has operational procedures in place outlining the available water supply.

**Description**

DFD has operational procedures in place ensuring the availability of an adequate water supply. DFD utilizes an incident command system that manages the operation during the incident. Delaware County Fire Chiefs SOP #016 identifies that typically the 2<sup>nd</sup> engine is responsible for securing a water supply. If additional water is needed, the Incident Commander may request additional resources including engines and/or a tanker shuttle system to secure a water source. The water sources may include water from additional fire hydrants, a tanker shuttle system or from static water supplies. Delaware County Fire Chiefs SOP #016 details the tanker shuttle operation including the establishment of a Water Supply Officer.

**Appraisal**

DFDs operational procedures for securing a water supply have been effective and efficient. The COD has a reliable and effective water supply. Should a failure or inadequacy occur with the public system, a tanker shuttle system has been available through mutual aid agencies located in Delaware County. The shuttle program has been used frequently in Delaware County and has been reviewed by ISO as a reliable water source. Should further resource be needed, a request would be made through the statewide Intrastate Mutual Aid Compact.

**Plan**

DFD will continue to maintain working relationships with neighboring departments for mutual aid and will update its contingency plans for alternate water sources as the need arises. DFD will also incorporate the static water supply locations into GIS.

**References**

- R-0031 Delaware Fire Department Community Risk Reduction and Standard of Cover (Pg 48-49)
- R-0106 ORC 5502.41, Intrastate Mutual Aid Compact
- R-0134 DCFC-016 Tanker Shuttle SOP

R-0135 DCFC-006 Structure Fire Operations SOP

## **Criterion 9B: Communication Systems**

The public and the agency have an adequate, effective, and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command and control within fire/rescue services during emergency operations, and meets the needs of other public safety agencies having the need for distribution of information.

### **Summary:**

The Delaware Fire Department (DFD) utilizes a state-of-the-art public 911 communication system through the Delaware County Emergency Communication Center (DelComm) and under the responsibility of the County Commissioners. An advisory 911 Board was established in 2008 to provide oversight of the 911 Center and includes representatives from public safety agencies and elected and appointed officials from County and local government.

DelComm is staffed by 25 full-time dispatchers, with a minimum staffing of 4 dispatchers on-duty at all times. DelComm is an accredited agency through the Commission on Law Enforcement Accreditation (CLEA) that provides dispatching services for all Fire/EMS agencies in Delaware County and the City of Delaware and Powell Police Departments. All aspects of the system have been evaluated and provide quality and proactive 911 communications system to the Delaware Fire Department.

DelComm is the single Public Safety Answer Point (PSAP) throughout the county, limiting delays in processing calls. DelComm utilizes an ASAP-PSAP system allowing alarms to be received and processed electronically. The computer aided dispatch system is in the process of being replaced and is scheduled to go live the 3<sup>rd</sup> quarter of 2021. The radio communication system is an 800 MHz digital trunked Motorola P25 system, with 10 tower sites connected by microwave antennae. The system was designed to provide 95% coverage utilizing portable radios.

DelComm has partnered with several other communities in Central Ohio to form the Central Ohio Interoperable Radio System (COIRS). The radio system is interconnected with other dispatch centers to provide a greater range of coverage utilizing their antennas,



interoperability and redundancy. Additionally, the dispatch center radios and the mobile and portable radios are programmed with the State of Ohio radio system known as MARCS, providing statewide coverage and interoperability.

DFD uses mobile data terminals in each apparatus utilizing AT&T's FirstNet system. This system seamlessly extends the power of the computer aided dispatch (CAD) to the field. This provides real-time incident data and full messaging capabilities. This system will also be fully replaced with the CAD replacement, and increase capabilities utilizing integrated mapping and preplan.

## **Performance Indicators:**

**CC 9B.1 A system is in place to ensure communications with portable, mobile, and fixed communications systems in the field. When an area is identified as not being capable of adequate emergency scene communications, such as inside buildings or below grade level, an operational plan is written.**

### **Description**

DelComm's radio system was built on an 800 MHz digital trunked P25 radio system. The system was built with 95% coverage utilizing portable radios. Redundancy and interoperability have been built regionally in cooperation with COIRS, the State of Ohio and Columbus Fire Department radio systems. All portable, mobile and fixed facilities have the capability of communicating on these systems. The Ohio Fire Code provides requirements to address coverage inside of buildings. The Department is currently experimenting with a radio that would provide coverage locally in the event portable coverage is not available inside a building. In the event that the digital system does not work, users revert to a simplex 800 radio channel located in the primary radio zone.

### **Appraisal**

DelComm's radio communication system has been an effective radio system utilizing portable, mobile and fixed communication systems. The system and towers are monitored 24/7/365 both at the County level and contractually with Motorola to identify failure or degradation of coverage. In rare incidents when the 800 MHz system becomes inoperable due to coverage, the simplex back-up system has been effective.

### **Plan**

DFD will continue to work with the DelComm to ensure that the radio system is maintained and upgraded. DelComm will continue with the replacement of the current portable, mobile, and fixed radio systems. DFD will continue testing radio coverage and consider purchasing equipment if needed.

### **References**

R-0009 OAC-1301:7-7:01, Ohio Fire Code, Fire Service Features, (Pg. 115)

- R-0198 DelComm Radio Template
- R-0299 DelComm Policy – Failure
- R-0300 DelComm Coverage Maps
- R-0301 DFD SOP# 3.4.1 Radio Communication Procedures

9B.2 The emergency communications system is capable of receiving automatic and/or manual early warning and other emergency reporting signals.

### **Description**

DelComm can receive fire, medical, and law enforcement alarms electronically through the ASAP-PSAP system. When DelComm receives these alarms, they are automatically imported into the CAD system. Weather alerts are received from the National Weather Service through the Emergency Alert System (EAS), the State LEADS teletype system and through the Weather Alert System (WEA) on the FirstNet phone. DelComm is outfitted with televisions that monitor news and weather channels, providing situational awareness. Delaware County Emergency Management uses DelCo Alerts as a public emergency notification system, informing the public of any potential weather warnings.

### **Appraisal**

DelComm's emergency communications system has been effective in receiving automatic and manual early warning notification and other emergency reporting signals. The current notification systems are adequate and redundant. There have not been any documented incidents that would indicate a problem area with automatic and manual early warning and emergency reporting signals.

### **Plan**

DFD will continue to work with DelComm to monitor the notification systems as described and follow new trends and industry best practices.

### **References**

- R-0302 DelComm Training Manual, Auto-Manual Alerting
- R-0303 DelComm Wireless Emergency Alerting Notification System

9B.3 The agency's communications center(s) is/are adequately equipped and designed, (e.g., security, telephones, radios, equipment status, alarm devices, computers, address files, dispatching circuits, playback devices, recording systems, printers, consoles, desks, chairs, lighting, and map displays).

**Description**

DelComm Center is a state-of-the-art communication facility owned and operated by the Delaware County Commissioners. The center is located in a secure area with the necessary equipment and technology to provide quality services. The center continues to be upgraded and renovated to allow for increased effectiveness and efficiency. Upgrades of the communications center include hardware, software, consoles, radio systems and other communication infrastructure on a regular basis. The center operates under their standard operating procedures as they relate to equipment, operations, and testing. The Center is accredited through CALEA.

**Appraisal**

DelComm has maintained and upgraded the infrastructure and resources necessary to provide emergency communication throughout the County on a regular basis. Through the radio system contract with Motorola, DelComm radio system is upgraded to the latest software version. DelComm has been a regional leader in pursuing upgrades and enhanced services as identified with being the first agency in the State of Ohio to provide the ASAP-PSAP service and the first in central Ohio to implement 911 texting services. In 2021, DelComm will also be implementing a new state-of-the-art CAD system.

**Plan**

DFD will continue to work with DelComm to ensure that the facility, infrastructure and resources are upgraded, and new service brought on as needed.

**References**

- R-0304 DelComm Capital Plan
- R-0305 DelComm Replacement Plan
- R-0306 Pictures of DelComm

9B.4 The uninterrupted electrical power supply for the primary communications equipment in the communications center is reliable and has automatic backup capability.

**Description**

DelComm has both an uninterrupted power supply (UPS) as well as a backup generator to provide power in the event of a loss of power from the electricity supplier. The UPS is designed to provide emergency power to vital systems until the generator takes over. The (300 Kw) generator provides back-up power to the building and communication infrastructure. This generator runs on diesel fuel (617-gallon capacity tank). The generator is tested weekly on Wednesday and starts automatically if there is a power failure. A full-load test is completed monthly at the communication center and all the tower sites. The 800 MHz radio system has 12 antenna sites that cover the county. All antenna sites have back-up generators, tested weekly, and electronically monitored for notification of power failure.

**Appraisal**

The uninterrupted electrical power supply (UPS) has allowed the system to operate prior to the generator operating. The dispatch and back-up centers systems and antenna site generators were tested weekly and required preventive and routine maintenance performed.

**Plan**

The Department will continue to work with DelComm to ensure that testing and maintenance of the UPS and backup generators at all locations are conducted regularly.

**References**

- R-0307 DelComm Maintenance Log
- R-0308 DelComm Preventive Maintenance Log
- R-0309 DelComm Maintenance Contracts

9B.5 Adequate numbers of fire or emergency dispatchers, supervisors, and management personnel are on duty to handle the anticipated call volume.

**Description**

DelComm is staffed with 26 full-time employees. Administrative staff consists of a Director, Operations Specialist and Public Safety Systems Specialist/Accreditation Manager, and Public Safety Communication Systems Specialist. Dispatch personnel are divided into three shifts with minimum staffing of five (0600-0200) and four (0200-0600). Each dispatch shift works 8-hour shifts with the Supervisors assigned to a 12-hour shift. Each shift consists of a supervisor and five dispatchers. For preplanned events, DelComm adds staffing to meet the increased call load. For greater emergencies, supervisors are authorized to call back staff to meet the service demands. In the 2018 ISO Survey, DelComm earned the total maximum of 4 points for Telecommunicators.

**Appraisal**

DelComm is a CALEA accredited agency and meets the requirements of their accreditation process which includes staffing. CALEA accreditation requires standard performance measures, and these are evaluated on an annual basis. In their current deployment system, there have not been any issues with maintaining adequate staffing for fire and EMS dispatching on a per shift basis. Each position is filled, and these are adequate for the current call volume being handled.

**Plan**

DelComm will continue to monitor and plan for staffing level needs.

**References**

- R-0153 2018 ISO Rating Sheets
- R-0302 DelComm Training Manual
- R-0310 DelComm Staffing SOP
- R-0311 DelComm Job Description
- R-0312 DelComm Staffing schedule/calendar
- R-0313 DelComm Annual Report

9B.6 A maintenance program is in place with regularly scheduled system tests.

**Description**

DelComm maintains and tests all their systems according to their established procedures and to maintain their CALEA status. The maintenance of DelComm’s infrastructure is managed by them and through the County Data Center (information technology).

DelComm engages in contracts with subject matter experts to conduct the maintenance for radio systems, station alerting systems, backup station alerting systems, telephones, computer-aided dispatch, and the logging recorder. Maintenance is based on the manufacturer’s recommendations.

The systems are monitored within the center and any failures are recognized immediately, either by alarm or system non-function. In the event of a problem, dispatchers notify the maintenance company for a technician or internal IT staff to provide repairs. Contractors as well as IT personnel are on a 24-hour call basis.

**Appraisal**

DelComm’s maintenance procedures and executed contracts are effective in maintaining the operational capability of the communications center. These processes are based on manufacturer’s recommendations and allow the center to function with minimal down time. While there have been minor failures, there have been no major failures that prevented the center from functioning as designed.

**Plan**

DelComm’s maintenance schedule is evaluated as equipment is replaced and is modified as needed or directed by the manufacturer.

**References**

- R-0314 DelComm Radio Equipment Preventative Maintenance Schedule
- R-0315 Motorola Radio Annual Maintenance Agreement
- R-0316 DelComm CAD Software Support Agreement



9B.7 The agency has established time-based performance objectives for alarm handling. These objectives are formally communicated to communications center managers through direct report, contracts, service level agreements, memorandums of agreement, etc.

**Description**

DelComm is a CALEA accredited agency and has specific performance objectives in place as part of that accreditation process. In addition, DelComm reports their time standards based on NFPA 1221: Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems. DelComm maintains an alarm handling benchmark (goal) of 60 seconds, 90% of the time, for fire/EMS incident call types. This time standard is communicated to the supervisors, 9-1-1 Board Members and the County Commissioners.

**Appraisal**

DelComm’s alarm handling performance is monitored monthly by DelComm and the department receives monthly reports on their performance. Alarm handling times are evaluated on an annual basis as part of the department’s annual review and compliance process. In 2019, DelComm maintained an alarm handling baseline (actual) of 72 seconds, 90% of the time, for fire suppression high risk responses and 63 seconds for EMS medium risk responses as identified in the department’s standard of coverage. The department also monitors the dispatch processing time through the internal weekly incident review on a weekly basis.

**Plan**

DelComm will continue to review alarm handling times on a monthly and annual basis, report them as part of the CALEA annual compliance, and review these reports to improve or adjust these times where possible.

**References**

- R-0317 CALEA Performance Standard
- R-0318 DelComm Performance standards (monthly report)
- R-0319 DelComm Performance standards (annual report)

9B.8 Communications training programs for emergency dispatchers and emergency response personnel ensure adequate, timely, and reliable agency emergency response.

**Description**

DelComm provides comprehensive training for its staff utilizing both internal and external training curriculums. DelComm requires all employees to complete an initial training program that lasts 24 weeks in accordance with their SOGs. This program consists of call taking, law enforcement dispatch, and fire and EMS dispatch training. The SOGs and communications training program clearly outlines the training components, guidelines, and procedures required to be completed. The APCO Emergency Medical Dispatch training and certification are also requirements of the dispatchers. Continuing and period education is also conducted to maintain certifications and improve the service provided. The training program is overseen by the Operations Specialist.

**Appraisal**

DelComm’s training program has been effective in developing new dispatchers who can perform and meet their job requirements. Existing dispatchers have received continuing education as demonstrated in the DelComm training reports.

**Plan**

DelComm staff will continue to evaluate the initial training curriculum on an annual basis, and adjust the educational material as needed. Additionally, the continuing education program will be based on emerging trends and needs, as well as the annual CALEA appraisal.

**References**

- R-0311 DelComm Job Description
- R-0320 DelComm Training Report
- R-0321 DelComm Training Schedule/Program
- R-0322 DelComm Training SOP

9B.9 The interoperability of the communications system is evaluated and documented. The agency has processes in place to provide for interoperability with other public safety agencies in the field including: portable, mobile, and fixed communications systems, tools, and equipment.

### **Description**

DelComm utilizes an interoperable P25 radio communication system. Delaware County has partnered with several other communities in Central Ohio to form the Central Ohio Interoperable Radio System (COIRS). The radio system is interconnected with other dispatch centers to provide greater range of coverage utilizing their antennas and provides interoperability and redundancy. Additionally, mobile and portable radios are programmed with the State of Ohio radio system known as MARCS, providing statewide coverage and interoperability.

### **Appraisal**

DelComm's utilization of the interoperable communication systems is used daily with the automatic mutual aid system in place. In 2020, DelComm performed an exercise utilizing a COVID exposure simulating a failure within the 911 center requiring complete evacuation. This caused the transfer of 911 calls to other COIRS dispatch centers and the need to use interoperable communications until the back-up center was operational and staffed. The system and operation performed as expected.

### **Plan**

DelComm will continue to be part of the COIRS and maintain their interoperable communication system. DelComm will also continue to participate in exercises to evaluate and review the system and ensure that any gaps in interoperable communications are addressed.

### **References**

- R-0198 DelComm Radio Template
- R-0323 DelComm Exercises After Action Report
- R-0324 Statewide Communication Interoperability Plan

**CC 9B.10 A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the emergency communications system and its impact of meeting the agency's goals and objectives.**

**Description**

DelComm conducts an annual formal and documented appraisal on its effectiveness with meeting the agencies matrixes, goals, and objectives which is published as part of the monthly and annual reports. DelComm is a CALEA accredited agency and has specific performance objectives in place as part of that accreditation process. Included with the annual appraisal, DelComm provides annual baseline data for alarm handling times, among other matrixes, that are formally documented in an annual report on their performance.

**Appraisal**

Since 2014, DelComm has made significant improvements with their dispatch processing times. In 2014 on a countywide basis, 86.65% of the calls were dispatched in 90 seconds or less. In 2019, this increased to 96.15% of the calls. DFD has observed this time decrease on High Risk Fire Suppression responses from 129 seconds in 2015 to 72 seconds in 2019. DelComm utilizes their annual reviews to identify ways to improve the services as depicted. Other matrixes include the amount of push-to-talks and the amount of busy radio signals to identify the need for addition frequencies.

**Plan**

DelComm will continue to monitor performance on a monthly and annual basis. DelComm will continue to assess the dispatch center utilizing the budget process and reporting system including the review of alarm handling times on a monthly and annual basis and report them as part of their annual compliance review.

**References**

- R-0031 DFD Community Risk Assessment and Standard of Cover (2019-2024)
- R-0318 DelComm Performance standards (monthly report)
- R-0319 DelComm Performance Standards (annual report)

9B.11 The dispatch process utilizes a formal and recognized Emergency Medical Dispatch (EMD) system that allows for pre-arrival instructions and adequate triaging of medical calls for service.

**Description**

DelComm utilizes the APCO emergency medical and fire dispatching software to provide triaging of calls and pre-arrival instructions. All Dispatchers are trained and certified on the use of the APCO system. The APCO system is fully integrated into the CAD system and is automatically started based on the initial incident nature. Based on the information provided to the dispatcher, the system will categorize the incident and recommend to the dispatcher the appropriate assignment to meet the effective response force and provide pre-arrival instructions.

**Appraisal**

DelComm utilized the APCO emergency medical and fire dispatching protocols and has been effective in evaluating pre-arrival instructions and adequate triage of medical calls for service. This is evident based on DFD’s ability to respond and arrive with the effective response forces in the specified times and the recognition given to dispatchers that have provided for pre-arrival instruction for saving lives and the delivery of babies. The pre-arrival instructions are reviewed by DelComm’s Medical Director.

**Plan**

DelComm will continue to utilize the APCO emergency medical and fire dispatching protocols and stay current with updates to ensure proper pre-arrival care.

**References**

- R-0325 DelComm/APCO Contract
- R-0326 DelComm/APCO Training Records
- R-0327 DelComm Dispatcher Awards

9B.12 The agency has a system in place for the recall of off-duty personnel for incidents of significance.

**Description**

DelComm proactively identifies the need to recall personnel for significant planned and unplanned events. The supervisors have the authority to call in additional personnel in advance of events such as severe weather to assist with the increased call volume. For planned events such as the Ohio Ironman, personnel are prescheduled to work and provide coverage.

**Appraisal**

The dispatch center’s procedures for the recall of personnel have been adequate in ensuring sufficient staffing during significant events, as evidenced by the September 7, 2020 severe storm and tornado.

**Plan**

DelComm will continue to monitor the efficiencies of the response to the callback system and adjust the plan to meet the needs of the center.

**References**

R-0328 DelComm Recall SOP

R-0329 DelComm After Action Report (01/26/2021)

### **Criterion 9C: Administrative Support Services and Office Systems**

Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the agency's administrative functions, such as organizational planning and assessment, resource coordination, data analysis/research, records keeping, reporting, business communications, public interaction, and purchasing.

#### **Summary:**

Delaware Fire Department (DFD) is an agency within the City of Delaware governmental structure. DFD's Administration is composed of the Fire Chief, Administrative Captain, Administrative Assistant, and the Data/GIS Technician. DFD relies on other city departments for their areas of expertise, including the Department of Administrative Service/Human Resources, Finance, Community Affairs, Information Technology, and City Attorney's Office, to name a few. DFD's fire headquarters serves as the central location for the storage and distribution of general office supplies. Routine and special requests for supplies, equipment, and repairs are processed and ordered through the administrative office.

All fire stations are provided with storage for day-to-day general supplies. All stations are furnished with computers that are connected to a common printer, scanner, and fax machine. The City's Information Technology Department oversees technology including the phone system, computer hardware and software, internal/external networking, mobile computing, and the FirstNet wireless technology necessary to perform daily required tasks. All fire stations welcome the public for questions, comments, and tours. These events can be scheduled through the administrative office or in some cases are unannounced.

The department works closely with the City's Community Affairs Office on special events and the distribution of public information. The Department of Administrative Services is responsible for Human Resources, including the hiring of personnel.

**Performance Indicators:**

**CC 9C.1 The administrative support services are appropriate for the agency’s size, function, complexity, and mission, and are adequately staffed and managed.**

**Description**

DFD’s Administration has staffing that is adequate to supports its management and operations through the established goals and objectives. DFD is an agency within the City of Delaware governmental structure. DFD’s Administration is composed of the Fire Chief, Administrative Captain, Administrative Assistant, and the Data/GIS Technician. DFD relies on other city departments for their areas of expertise, including the Department of Administrative Service/Human Resources, Finance, Community Affairs, Information Technology and City Attorney’s Office to name a few. The staff plays a large role in the process of planning, continuous improvement, and the accreditation model.

**Appraisal**

The administrative support staff have been appropriate and met the size, function, complexity, and mission of the department. In 2018, DFD added the position of Data/GIS Technician. The position was needed to assist with data analysis, development of pre-plan information for field personnel, and assist with continued planning due to the growth of the City.

**Plan**

DFD will continue to evaluate the needs of administrative support on a regular basis and adjust resource requirements as necessary. DFD will continue to budget annually for administrative support.

**References**

- R-0016 Delaware Fire Department Strategic Plan (2018-2023)
- R-0024 Delaware Fire Department Organizational Chart
- R-0036 City of Delaware Fire Job Descriptions



9C.2 Sufficient general office equipment, supplies, and resources are in place to support agency needs.

**Description**

DFD provides sufficient general office equipment, supplies, and resources to each division within the Department, as well as the four (4) fire stations. The supply system is managed by the Administrative Assistant, who orders office supplies as required to maintain needed inventory and purchases other needed supplies and resources as requested by the Divisions and Station Officers. The Information Technology office provides up-to-date technology resources and provides 24/7 support for critical business resources.

**Appraisal**

The administrative support staff have been appropriate and met the size, function, complexity, and mission of the department. In 2020, with COVID-19, DFD administration worked from home for a 2-month period. The staff was still able to function remotely in support of the department and maintained adequate supplies.

**Plan**

DFD will continue current practices in relation to general office equipment, supplies, and resources and will evaluate needs on an annual basis and adjust resource requirements as necessary. The Information Technology Division will continue to manage hardware and software resources.

**References**

R-0330 DFD SOP# 1.1.16 –Notification of IT/Communication/Radio Problem

R-0331 COD Helpdesk Ticket Sample

9C.3 Technological resources (e.g., telecommunications equipment, computer systems, general business software) and the information management system are appropriate to support the agency's need. Access is available to technical support personnel with expertise in the systems deployed by the agency. Documentation and analysis of data (e.g., formative, process, impact, and outcome measurement) are accessible to the agency.

### **Description**

The City of Delaware's Information Technology (IT) Office provides telecommunications equipment, computer systems, as well as general and specific business software for all employees. IT's support help desk provides support 24/7/365 days a year for the technical systems required for the department's operation and other critical first responder hardware and software applications.

### **Appraisal**

The City of Delaware's IT Office has provided telecommunications equipment, computer systems, as well as general and specific business software for all employees. A City owned technical support help desk provides support 24/7/365 days a year for the high availability technical systems required. DFD has an SOP that provides procedures related to seeking technology support and the systems and policies in place have allowed for limited technological downtime. In 2020, IT converted the City system to Office 365, which is accessible through the cloud.

### **Plan**

DFD, in collaboration with the City's IT Department, will continue to acquire, upgrade, and review the current technology and information systems for their ability to sustain departmental needs.

### **References**

- R-0330 DFD SOP# 1.1.16 –Notification of IT/Communication/Radio Problem
- R-0331 COD Helpdesk Ticket Sample

9C.4 Public reception and public information (i.e. public information officer)  
components support the customer service needs of the agency.

### **Description**

DFD and the City of Delaware's Community Affairs office work cooperatively with each other to distribute needed information to our stakeholders. Public information brochures are available in the main entrance vestibules to all fire stations. The public can stop by any fire station to speak with the firefighters with questions, comments, or to request a tour. Public education and relations events are scheduled through the administration office during normal business hours. All stations have an emergency phone in the main entrance vestibule of the building. The public can also get information about the department on DFD's website. DFD and Community Affairs have been active in utilizing social media to provide education and information about the department and emergency incidents.

### **Appraisal**

In 2019, the department conducted 202 public education activities, reaching 32,016 stakeholders. In addition to these activities, the department participated in 93 public relation activities, reaching 28,466 stakeholders. In late 2019, the department also began working with the historic Strand Theater providing short 15 second educational videos prior to the start of movies. This is expected to reach between 200,000 and 400,000 movie goers annually. In 2019, the department had over 360,000 impressions on its twitter account. In 2020, the department and Main Street Delaware were unable to host the annual Fire Prevention First Friday. DFD along with Community Affairs, developed videos that provided virtual stations tours, apparatus tours, and other educational videos.

### **Plan**

DFD will continue to reach out to the public through social media and local media outlets, distributing public information and safety messages and adjust as needed to meet the stakeholders needs.

### **References**

R-0160 DFD Public Education Relation Report (2019)

R-0332 DFD Twitter Page

R-0333 COD Facebook Page

R-0334 COD YouTube Channel

**CC 9C.5 Organizational documents, forms, standard operating procedures or general guidelines, and manuals are reviewed at least every three years and updated as needed for all agency programs.**

**Description**

DFD reviews standard operating procedures and guidelines on an annual basis and makes them available electronically through an online service called PowerDMS. All personnel are required to review and sign-off on all SOPs, which is tracked through PowerDMS. When SOPs are updated, they are published and sent out to all personnel for review and to be signed off on. Business-related forms are updated as needed and are available electronically on the department's network.

**Appraisal**

DFD's methods for reviewing organizational documents have been adequate to meet the department's needs. Documents are reviewed, including SOPs, on an annual basis to insure they are up-to-date. The City recently introduced an intranet that provides immediate access to city documents, labor contracts, and job descriptions.

**Plan**

DFD's documents are maintained and kept current utilizing PowerDMS and the City's Intranet. The department administration will monitor, review, and update of all documents and look for opportunities to improve and update the process as appropriate.

**References**

- R-0335 DFD #1.1.17 – Implementation of Department Policies, Procedures, Guidelines, Orders, and other Relevant Documents
- R-0336 DFD PowerDMS SOP History
- R-0337 COD Intranet Page

9C.6 Administrative support staff members have adequate training and education in order to perform their roles and responsibilities.

**Description**

DFD’s administrative personnel are provided with training and education required to carry out the department’s mission. Administrative personnel are hired based on education and experience to meet the job description. Administrative personnel receive training in the National Incident Management System (NIMS) and administrative procedures, as well as harassment and discrimination through the City. All administrative personnel have the opportunity to seek out continuing education and higher education related to their field.

**Appraisal**

DFD’s administrative staff have opportunities to take classes that assure their skills are up to date. Staff attend various training classes and conferences to support their roles and responsibilities. In 2020, with COVID-19, many educational opportunities were cancelled, however, on-line classes were conducted including the set-up and administration of the new record management system, Image Trend Elite.

**Plan**

DFD will continue to use internal and external training for the administrative staff to support the Mission, Vision, and Values of the Department. DFD will continue to work with the Department of Administrative Services to hire administrative support candidates who meet city specifications. Educational reimbursement will continue to be provided for educational advancement.

**References**

- R-0036 City of Delaware Fire Job Descriptions
- R-0338 OFCA AA Conference Certificate
- R-0339 GIS Classes
- R-0340 Image Trend Classes

9C.7 Public records are maintained, available, and disposed of in accordance with local, state/provincial, and federal legal mandates. Record retention and destruction are documented in accordance with an adopted procedure.

**Description**

The City of Delaware’s Record Commission is responsible for the review and approval of the record retention schedule. Records that are disposed of are in accordance with Ohio Revised Code 149.381 (Disposal of Records). The department’s record management is in accordance Ohio Revised Code 149.34 (Records Management Procedures). DFD maintains and disposes of records according to the record retention schedule and SOP #1.1.15 Records and Reports. DFD’s Administrative Assistant is responsible for processing and tracking of all record requests.

**Appraisal**

DFD’s records management and disposal processes have been effective and continuously utilized. DFD’s records have been maintained and disposed of in accordance with Ohio Revised Code 149.381(Disposal of Records). Record management has been in accordance with Ohio Revised Code 149.34 (Records Management Procedures). DFD is working to streamline the categorization of all electronic records to allow for the ease of access and disposal.

**Plan**

The department will continue to maintain its record retention/disposal schedule in accordance with local and state codes and update when needed as directed by the City’s Record Commission.

**References**

- R-0087 DFD SOP #1.1.15 Records and Reports
- R-0341 ORC 149.381
- R-0342 ORC 149.34
- R-0343 COD Record Commission Agenda and Minutes

## **Category X: External Systems Relationships**

An agency's external relationships are defined as those relationships which serve to integrate the performance of one system with another. The increased use of multi-unit systems and the increase of interagency agreements between several types of government entities necessitates regular attention to these relationships and the agreements between autonomous operating units. Agreements must be legally adopted, current, monitored, and updated within the accrediting period. Programs which rely on support from external system relationships to meet agency expectations must be referenced in the agreement.



## **Criterion 10A: External Agency Relationships**

The agency's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence its mission, operations, and/or cost effectiveness.

### **Summary:**

The Delaware Fire Department (DFD) is actively involved in many community, professional and emergency service organizations that influence our mission, operations, and cost effectiveness.. This allows us to be situationally aware and involved with what is occurring or planned to occur within our community and rapidly deploy as needed to any emergency.

The City of Delaware and DFD are active with local community organizations including, Main Street Delaware, City/ Ohio Wesleyan University Town Gown, the Chamber of Commerce, Convention and Visitors Bureau, and the Delaware Safety Council. DFD involvement provides opportunities, as subject matter experts, to assist those associations while delivering similar services to the Fire Department. This has allowed key people in both organizations to be on a first name basis, working for the community's common good.

DFD also participates in many professional organizations at the local, regional, state and national organizations. The county Fire Chief's Association has led the development of the Delaware Area Response Team to facilitate a countywide HazMat operation. Additionally, the region has the Central Ohio Strike Team that supports technical rescue operations. The State Fire Marshal's Office also provide fire investigation services and a state of the art crime lab for evidence to be analyzed.

DFD also participates in the countywide automatic mutual aid program. This program allows for automatic and immediate dispatching of resources based on run cards. Formal agreements are not needed because of the State of Ohio's Intrastate Mutual Aid Compact (ORC 5502.41).

**CC 10A.1 The agency develops and maintains outside relationships that support its mission, operations, and/or cost effectiveness.**

**Description**

The Delaware Fire Department participates in a countywide automatic mutual aid program. Formal agreements are not needed as a result of the State of Ohio's Intrastate Mutual Aid Compact (ORC 5502.41). Regularly and automatically, units from neighboring fire departments are included in the initial dispatch and response into the city and vice-versa. The inclusion of automatic mutual aid units is recommended by the Computer Aided Dispatch (CAD) system based on the run cards. The capabilities and training skill levels of all agencies within the County vary. The service levels range from career, to combination and part-time/volunteer.

The Delaware Fire Department and the other County fire departments have adopted policies and procedures to ensure consistent operations. It is understood that a department cannot be forced to follow these procedures, however the Incident Command System is strong and utilized by all agencies. The Incident Command System follows the National Incident Management System (NIMS). Delaware County EMS provides emergency medical service mutual aid mainly to the North, East, and West of the city.

All agencies utilize the countywide 800Mhz trunked radio system that is interoperable with the neighboring counties and the State of Ohio Multi-Agency Radio Communication System (MARCS). In 2021 Delaware County Communications (DelComm) will be upgrading their CAD program to allow Automatic Vehicle Location (AVL) to further aid in the closest unit being dispatched.

The DFD operation and administrative officers belong to the following organizations: International Association of Fire Chiefs, Central Ohio and Delaware County Fire Chiefs, Rotary Club, National Association of EMS Instructors, Ohio Society of Fire Service Instructors, Delaware County Office of Homeland Security, City of Delaware/OWU Town Gown, Main Street Delaware, Delaware County Visitor and Convention Bureau, Delaware

Chamber of Commerce, Delaware Local Planning Committee, and Emergency Management Association of Ohio.

### Appraisal

The DFD maintains outside relationships that support the mission and operation of the department. The use of automatic mutual aid and the runs cards have ensured that emergencies are dispatched with no delay. This process is used several times a day as depicted in the chart below. This has assisted DFD with meeting their effective response force and response times. Run cards are updated using GIS to ensure the closest appropriate apparatus is being dispatched. The departments to the north, east, and west are volunteer, part-time, or combination, which can cause a delay in response based on time-of-day and day of the week. The departments to the south are either career or combination and have formed collaboration that focuses on developing common operations, protocols, and training.

<b>Received</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
Mutual Aid	241	192	171	205	191
Automatic Mutual Aid	271	378	407	425	406
<b>Total</b>	<b>512</b>	<b>570</b>	<b>578</b>	<b>630</b>	<b>597</b>
<b>Given</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
Mutual Aid	129	150	118	146	109
Automatic Mutual Aid	219	65	70	46	84
<b>Total</b>	<b>348</b>	<b>215</b>	<b>188</b>	<b>192</b>	<b>193</b>
<b>Total Mutual Aid Incidents</b>	<b>860</b>	<b>785</b>	<b>766</b>	<b>822</b>	<b>790</b>

### Plan

Continue to update run cards based on the closest most appropriate apparatus being dispatched. Continue to work with all departments to promote standard operations, protocols, and training within the County.

### References

R-0065 DelCo Run Card Maps

R-0106 ORC 5502.41, Intrastate Mutual Aid Compact

10A.2 The agency's strategic plan identifies relationships with external agencies/systems and their anticipated impact or benefit to the agency's mission, operations, or cost effectiveness.

**Description**

The Delaware Fire Department’s Strategic Plan identifies relationships with external agencies/systems. The customer driven strategic plan identified expectations by our stakeholders including mutual aid, quick response times, safety education, and partnering with other healthcare agencies. This has lead to the continued partnerships with mutual aid agencies for responses to assist with the effective response force and response times, discussions with the Delaware Area Career Center on a joint training facility, and partnering with Delaware County General Health District with car seat inspections. DFD also belongs to local and state organizations to ensure DFD is meeting the community's needs. Locally, the DFD works with the County Chief's Association to provide a HazMat team throughout the County. Also, the 911 Center provides emergency communication services through a countywide property tax, supporting the mutual aid program. From a State level, the Department has access to the State Fire Investigators and the crime scene laboratory.

**Appraisal**

The DFD has worked with many external agencies to meet the goals, objectives, and provide cost effective service. An example of this is the County Fire Chief's Association's HazMat team. The cost to fully fund and sustain this team on an annual basis was over \$50,000. With the cooperative relationship, this is projected to costs DFD \$4,000 in 2021. Other examples has been the car seat program in partnership with Delaware General Health District, which has brought safety inspections into the community at no charge, and the countywide 911 center.

**Plan**

DFD will continue to work with existing external agencies and systems to continually explore new opportunities to meet the Strategic Plan's goals and objectives.

**References**

R-0106 ORC 5502.41, Intrastate Mutual Aid Compact

10A.3 The agency researches, analyzes, and gives consideration to all types of functional relationships that may aid in the achievement of its goals and objectives.

### **Description**

Through the Standard of Cover and Strategic Plan, the DFD researches, analyzes, and reviews various types of functional relationships to improve the services provided. These relationships have allowed DFD to meet many goals and objectives identified in the Standard of Cover and Strategic Plan. During the SWOT analysis, the consolidation of resources was recognized as one of the service gaps. The building of functional relationships is a critical task identified in many of the strategic plan's goals and objectives. In 2013 DFD partnered with SourcePoint to fund a part-time service coordinator to assist the growing elderly population in providing non-emergency services to help reduce the impact on emergency services. Other relationships have been with the Delaware Area Career Center to facilitate their Fire and EMS program and use the National Testing Network with several other regional partners as the initial testing process, which has increased the opportunities for the DFD and the candidates. In 2021 DFD will be implementing Image Trend as the new ePCR software that will allow for additional analysis of fire and EMS incidents.

### **Appraisal**

The DFD has done an excellent job by researching, analyzing, and reviewing types of relationships to achieve its goals and objectives.. A prime example is the partnership with SourcePoint, to fund part-time service coordinators to assist with the growing population of elderly patients. The program worked so well that in 2018 a second service coordinator was funded through SourcePointe for those under 55 years of age, which led to the DFD hiring its first full-time service coordinator in 2021, who reports directly to the EMS Captain.

**Plan**

DFD will continue to research and analyze all information available to evaluate current and new functional relationships that will help achieve the department's goals and objectives.

**References**

R-0344 SourcePoint Service Coordinator Agreement

10A.4 A conflict resolution process exists between all external organizations with whom the agency has a defined relationship.

**Description**

The DFD strives to maintain a positive working relationship with all the external organizations with a defined relationship in the city, but a conflict resolution process does exist. For mutual aid departments, Ohio Revised Code 5502.41 Section D2 and the Delaware County Fire Chiefs Association (DCFC) SOG DCFC-001 address conflict resolution. Other organizations that the DFD partners with have a defined conflict resolution process outlined in either a contract or SOP/SOG.

**Appraisal**

The conflict resolution process outlined in state law and the local level has been adequate for the DFD. DFD has had conflicts arise but are usually minor and handled at the Fire Chief level or lower, through informal discussions reviewing the circumstances. The result of this process has led to the issue being resolved.

**Plan**

DFD will continue to ensure a conflict resolution process is in place for all external organizations and strive to keep open communications with all external organizations to keep conflicts at the lowest level possible.

**References**

- R-0106 ORC 5502.41, Intrastate Mutual Aid Compact
- R-0344 SourcePoint Service Coordinator Agreement
- R-0345 DCFD-001 Responsibilities

### **Criterion 10B: External Agency Agreements**

The agency maintains current agreements with those external agencies which support the identified programs. All external agency agreements required to be maintained in support of any program must be current, reviewed, and/or updated within the accreditation period and adopted by the appropriate governing bodies. All agreements should support the agency's effort to take advantage of any operational and cost-effective benefits. Data reports, at least annually, should reflect the impact of each agreement on the agency.

#### **Summary:**

The DFD maintains current and well-reviewed agreements with external agencies. These agreements support the department's operational goals and objectives and are of cost-benefit to all involved. The automatic mutual aid system in Delaware County among all fire and EMS providers is an example of cost-effective agreement that benefits all agencies through a seamless response to emergencies within the County.

All contracts go through a review process that starts at the Fire Chief level and then proceeds through the City Attorney, Finance Director, Budget Analyst, and finally to the City Manager for the final signatures. Contracts are typically developed and based on an annual period of time with an automatic renewal. This ensures that the contract is up-to-date and meeting the desired expectations.



## **Performance Indicators:**

**CC 10B.1 External agency agreements are reviewed on an annual basis and revised as necessary to meet objectives.**

### **Description**

External agency agreements are reviewed on an annual basis to ensure they are meeting the department's objectives. Mutual aid responses are reviewed and adjusted throughout the year, while others such as Source Point, the Medical Director, and Medpro are reviewed annually and if necessary, updated and renewed.

### **Appraisal**

An informal review of external agreements has taken place. Generally, these are contracts that expire annually or change in vendor status. This approach has been effective for those contracts. Still, it has allowed others to remain in effect with little or no review, affecting the service's efficiency and current best practice. A more formal review of all agreements needs to occur to ensure they meet the department's goals and objectives. Beginning in 2021, the DFD will start reviewing all external contracts and revise as needed.

### **Plan**

DFD will develop and implement an Annual Contract Appraisal and Review Form to ensure that all external agreements meet the department's goals and objectives.

### **References**

R-0344 SourcePoint Service Coordinator Agreement

R-0346 Medical Director Contract

R-0347 Medline Contract

R-0378 Contract Status Sheet

10B.2 The agency has a process by which their agreements are managed, reviewed, and revised.

**Description**

The City of Delaware and DFD’s contract review process starts at the Fire Chief level and then proceeds through the City Attorney, Finance Director, Budget Analyst, and finally to the City Manager for the final signature. The Fire Chief is responsible for the review, management, and revision of the agreements. These contracts contain clauses that have terms for renewal and revision. Mutual Aid agreements are outlined in the State of Ohio ORC 5502.41 and at the local level through the DCFC SOG DCFC-0001.

**Appraisal**

DFD's contract process has improved over the past year with the implementation of an electronic signature process. This has been extremely beneficial throughout the COVID-19 pandemic, with personnel working from home. Contracts are generally reviewed annually and revised as needed. Due to the rapid growth of the area, adjustments to run cards and mutual aid companies are reviewed and revised frequently to ensure the department's goals and objectives are being met.

**Plan**

DFD will develop and implement a SOP concerning contracts, develop an Annual Contract Appraisal Form, and ensure that all external agreements meet the department's goals and objectives.

**References**

R-0344 SourcePoint Service Coordinator Agreement

R-0346 Medical Director Contract

R-0347 Medline Contract



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