



2022-2025 Strategic Plan

Danville Fire Department



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Message from the Chief

As the City of Danville works to rebrand itself with technology, innovation, and downtown revitalization, the Danville Fire Department (DFD) remains ever committed to the highest level of service to our community. In 2020, we were proud to have been awarded international accreditation for the second time through the Center for Public Safety. Since the last update to our Strategic Plan, we are equally proud to report that the Insurance Service Office reviewed our ability to provide fire protection and we received the prestigious Public Protection Classification rating of 1 (ISO-1).

Having an ISO-1 rating and being internationally accredited, places the Danville Fire Department in the top 4% of the more than 27,000 fire departments listed with the National Fire Department Registry. Not only do these certifications and ratings improve insurance ratings within our community, but they also validate that we are meeting the changing needs of our community. We are committed to achieving our vision of continuous improvement and to always meet or exceed our customer's expectations.

Typically, a strategic plan should encompass a time frame of five-years. However, we recognize the dynamic changes that are currently taking place in our community, and we know there are many "unknown unknowns" associated with these changes. Because of this, we have focused on the near future and the changes that will come within the next three years. Our strategic plan is reviewed biannually and updated on an annual basis to reflect a dynamic and comprehensive approach to our goals. It will provide focus and direction for our actions for the next three years.

We extend our thanks and appreciation for the stakeholders who contributed their time, ideas, views, and support to this planning process. Through the hard work of our members and as part of our continuous effort to exceed the expectations of those that we serve, I'm proud to present the DFD's updated strategic plan for 2022-2025.

Yours in service,

Fire Chief David Coffey



Our Purpose



Mission

The Danville Fire Department reduces the risk to life and property through professional response and community engagement.



Vision

The Danville Fire Department is dedicated to continuous improvement through innovation, inclusion, and fostering a safe community.

Values



Diversity and Inclusion



Professionalism



Integrity



Safety



Accountability



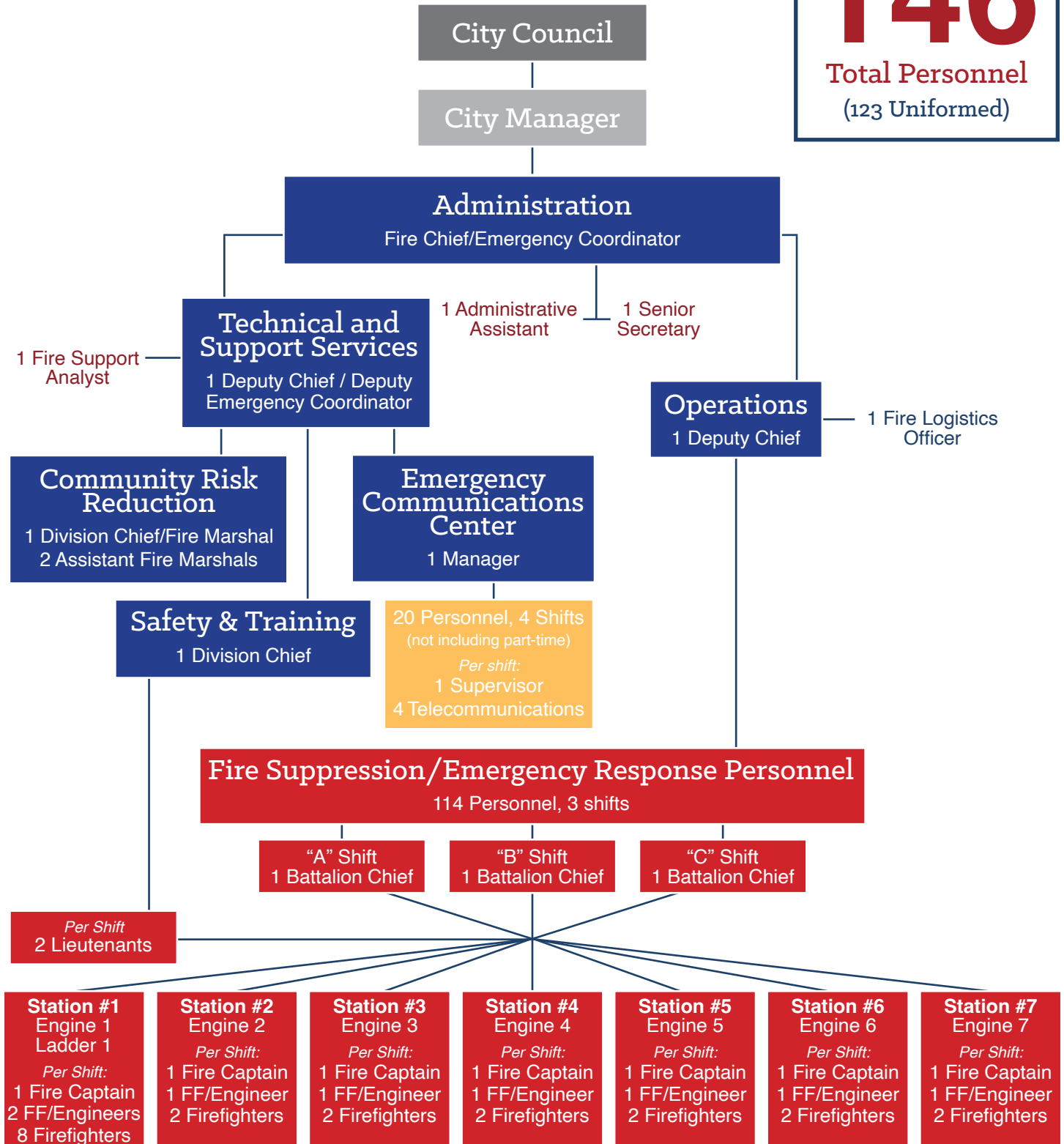
Customer Service



Organizational Chart

146

Total Personnel
(123 Uniformed)



Key

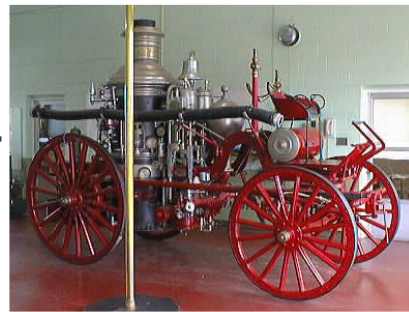
Admin personnel work 40-hour work weeks and are subject to recall.

Fire suppression personnel work 24-hr shifts (21-day cycle / 159 hours).

Fire support personnel work 40-hour work weeks and are non-uniformed.

Communications Center personnel work 12-hour shifts.

Our History



Above: "Little Mary"

1884

Danville instituted the community's first paid (professional) fire department on January 1, 1884. Records indicate the first apparatus inventory consisted of one Button fire engine, two Ainsleys, one hose reel, and four horses. Prior to 1884, services were provided by two private fire companies.

1896

The annexation of Neapolis in 1896 prompted construction of a headquarters on Patton Street, where the Municipal Building stands today, as well as a second station just north of the Main Street Bridge which came to be known as the North Main Station.



1903

Of historical note, the "Wreck of Old 97" occurred on September 27, 1903. The southbound Southern Railway passenger train No. 97 derailed and plunged into a ravine below the Stillhouse Trestle, killing eleven persons according to some accounts.

1924

In 1924, a Seagrave ladder truck was added to the department's inventory, equipped with solid rubber tires, a tiller, and a 75-foot hand-operated ladder. This replaced the hook and ladder, the last piece of horse-drawn equipment in the city.

1926

1926 saw the Patton Street station relocated to a new building on Bridge Street. This served as the fire headquarters until the construction of the new station on Lynn Street in 2014. A third "West End" station, designed for horse-drawn apparatus, was also constructed in the early 1900s less than one block off Main Street.



At right: A major fire occurred in Danville on June 30, 1927, as the Main Street Iron Bridge burned. The wooden floor of the bridge caught fire when a tar wagon overturned. The steel girders buckled from the intense heat and finally collapsed, separating the north and south sides of Danville.

1950

A two-way radio communication system was installed in 1950, which allowed the Station One telephone switchboard to centrally receive fire calls and dispatch suppression services. The chiefs' vehicles had two-way radios installed, but radios were not required in the engines.

1951

A 1951 annexation required an additional station to serve the Schoolfield community around Dan River Mills. Station Four was initially located at the West Main Street and Augusta Avenue intersection and was rented from the textile company. The same annexation prompted construction of a northside station on Third Avenue.

1957

Station Five opened in 1957 and came to serve as the agency's training center with a five story training tower and drafting pit.

1971

In 1971, the station on North Main Street was relocated to its current home on Piney Forest Road to provide better response to the western portions of the city.

At right: In 1971, a lightning strike hit Moffett Memorial Baptist Church on North Main Street which sparked a large fire that destroyed the sanctuary.



1978

In the summer of 1978, Station Three was relocated to Industrial Avenue near the intersection of South Main Street.

1988

Danville's annexation of approximately 27 square miles of Pittsylvania County in January 1988 more than doubled the department's area of responsibility. As a result, Station Four was relocated to its current home on West Main Street, plans were made to add two stations, and six engine companies were added.

1990

August 1990 saw completion of Station Seven on Airport Drive, adjacent to the city's regional airport and within sight of US Highway 58. Around this time, OSHA's endorsement of the Hazardous Waste Operations and Emergency Response (HAZWOPER) Standard prompted the state of Virginia to establish, fund, and train 12 regional Hazardous Material Response Teams. This resulted in an agreement with the Virginia Department of Emergency Management and ultimately the creation of a Regional Level III Response Team, which became operational in December 1990.

1991

Station Six was opened in August 1991 on the corner of Westover Drive and Beech Avenue to service the north and west end of the city.

1997

Beginning in 1997, the department began training personnel to the Emergency Medical Technician (EMT) level of certification. City Council authorized formation of a Fire Marshal's Office in 1998. This led to the creation of a Fire Prevention and Education Bureau and sworn officers with legal authority to investigate fires and enforce city fire code.

2000

In 2000, Danville Fire Department (DFD) teamed up with Pittsylvania County Firefighter's Association and applied for a grant from the Virginia Department of Fire Programs. The award served as the primary funding for a burn building, which is now the centerpiece of the area's Regional Training Center at 658 Stinson Drive.

2014

The Danville Fire Department Headquarters and Emergency Communications center relocated to the new facilities on Lynn Street.

2015

The Danville Fire Department earned International Accredited Status from the Center for Public Safety Excellence.

2018

The department's ISO rating improved to be a 1 rating. In 2020, the department successfully became accredited again.



Services Provided

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

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



Stakeholder Feedback

The Danville Fire Department used online surveys that were sent to both internal personnel and external community members. The survey asked questions about priority of department functions, concerns, and additional services that could be offered. The results showed the following ranking:

- EMS
- Fire Suppression
- Emergency Communications
- Emergency Management
- Fire Prevention/Education
- Technical Rescue
- Hazardous Materials Mitigation
- Fire Investigation

The top concerns from the surveys included:

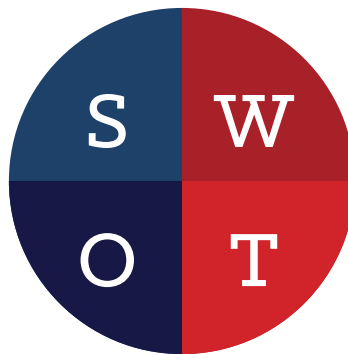
- Attrition
- Pay level/competitiveness of surrounding markets
- Staffing
- Response Times
- Better EMS System
- Better engagement with the community
- Budget
- Equipment Age

SWOT Analysis

A SWOT analysis is an analytical business tool that allows an organization to closely examine its strengths, weaknesses, opportunities, and threats. The Danville Fire Department believes this is an epochal step in determining not only what the agency does well, but also the short-comings and potential struggles. This will help in guiding the agency into continuous process improvement and providing the best possible response and care for the community. The Danville Fire Department used a combination of external stakeholder feedback with internal department personnel feedback to develop the Strengths, Weaknesses, Opportunities, and Threats.

Strengths/Opportunities

Response
Training
Continuous Improvement
Technology
Emphasis on safety
Community Engagement
Progressive
Tourism
Specialty Teams
People and Teamwork



Weaknesses/Threats

Leadership
Budgetary Restraints
Staffing
Fear of change
Internal communication
Complacency
Litigation
Resources
Lack of accountability
Exponential Growth





Focus Areas

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



Leadership



Community Risk Reduction



Resources
Facilities, Apparatus,
and Equipment



Staffing



Strategic Goals

1

LEADERSHIP

Develop formal workforce professional development plan

8

RESOURCES/STAFFING

Pursue 2nd Ladder company staffing and resources

2

RESOURCES/CRR

Reevaluate response plans and relate response to risk

9

RESOURCES

Develop and implement long term physical resources improvement plan

3

LEADERSHIP

Develop succession plan

10

COMMUNITY RISK REDUCTION

Develop company level inspection program, revamp pre-incident survey

4

STAFFING

Determine proper relief factor and increase staffing to meet minimum

11

LEADERSHIP/STAFFING

Develop strong inclusive recruitment plan to better represent our community

5

STAFFING

Pursue additional administrative staffing levels

12

LEADERSHIP

Develop and Implement an ALS Program

6

STAFFING

Pursue additional ECC staffing

13

LEADERSHIP/CRR

Improve turnout times by 10% over course of strategic planning period

7

STAFFING

Develop Employee onboarding program



Professional Development Plan

Priority Focus Area: Staffing

Goal Statement: To implement a professional workforce development plan through the use of task-books which focuses on an individual's ability to grow their skills and develop the tools they need for personal success.

Justification

Why is this priority important to the organization? A workforce development plan (WDP) is an assessment of the knowledge and skills of the current workforce linked to the anticipated knowledge and skills of the future workforce to best meet agency goals and objectives. These goals and objectives are determined by a strategic plan which in part recommends changes to the way the workforce is recruited, hired, and retained, including how the current workforce will be replaced due to attrition.

What would be the return on investment? A well developed WDP attempts to get the right people in the right job at the right time with the right knowledge and skills.

Evaluation: Activity Outcome/Output Measures

How will you know the action succeeded or is complete?

When the opportunity for promotion arises, candidates who have successfully completed the respective task-book will be available to test for the promotion. This process will ensure candidates are prepared for promotion prior to the examination.

Team Members: Fire Chief, Deputy Chief of Operations, Division Chief of Training, and Fire Marshal

Strategies/Actions <i>What strategies or actions must be taken to successfully address the priority?</i>	Resources Needed <i>What kind of funding, facilities, expertise is needed to carry out the action?</i>	Staff Responsible <i>Who is accountable? Who will report?</i>	Timeline <i>When should action be completed?</i>	Progress Status Report <i>What is the current status of this strategy?</i>
Develop a task book for the respective position.	No additional funding or facilities will be needed to carry out the development of task books.	The Division Chief of Training has been assigned as the responsible party for the task books.	On 1-1-23, and thereafter, all non-appointed personnel will be required to complete their respective task book prior to participating in promotional testing.	Task books have been developed and implemented for the following positions: Firefighter / Engineer, Fire Captain, and Battalion Chief.
Develop a quality assurance process for the task books. This process shall ensure all material within the task books are current and processes within are still beneficial.	The only resources needed for this strategy will be personnel.	The Division Chief of Training has been assigned as the responsible party for the task books.	The action should be completed annually after the implementation of the task books with the first review being December of 2022.	This strategy has not yet been developed.

Review and Revise Response Plans

Priority Focus Area: Resources/ Community Risk Reduction	Review and revise DFD response plans to facilitate proper resource allocation and relate responses to community risk
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Justification

Accomplishing this goal will better align department response to incidents with incident risk. This reduces department liability of on road apparatus, reduces apparatus maintenance, increases personnel morale, reduces responder fatigue, and aligns department resources with critical tasking needs on the scene of calls for service.

Evaluation: Activity Outcome/Output Measures Improvement in morale; reduction in apparatus maintenance cost; reduction in operating costs; better align resources
Team Members: Deputy Chief of Operations, Battalion Chiefs, Emergency Communications Manager

Strategies/Actions <i>What strategies or actions must be taken to successfully address the priority?</i>	Resources Needed <i>What kind of funding, facilities, expertise is needed to carry out the action?</i>	Staff Responsible <i>Who is accountable? Who will report?</i>	Timeline <i>When should action be completed?</i>	Progress Status Report <i>What is the current status of this strategy?</i>
Review current response matrix	Admin time	Deputy Chief of Operations, Battalion Chiefs	Before End of Year 2022	Awaiting Deputy Chief of Operations hire
Develop new response matrix based on community risks and administrative input	Admin time, IT assistance	Deputy Chief of Operations and Battalion Chiefs	Before July 2023	Awaiting Deputy Chief of Operations
Implementing new CAD with new Response plan	IT funding, implementation hours from administration, ECC expertise on design and setup	ECC Manager	Before July 2023	Going through selection and RFP process
Review progress and reevaluate new response	Admin time	Deputy Chief of Operations and Battalion Chiefs	July 2024	Awaiting implementation



Succession Plan

Priority Focus Area: Leadership Capacity	Goal Statement: Prepare a Succession Plan to properly prepare individuals to fill all roles of added responsibility as they become available.
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Justification

A Succession Plan is important to the DFD so our organization will have properly trained personnel to fill the various roles as needed, thereby, enhancing the level of service we provide our community.

Evaluation: Activity Outcome/Output Measures
Team Members: Training Division, Company Officers

Strategies/Actions <i>What strategies or actions must be taken to successfully address the priority?</i>	Resources Needed <i>What kind of funding, facilities, expertise is needed to carry out the action?</i>	Staff Responsible <i>Who is accountable? Who will report?</i>	Timeline <i>When should action be completed?</i>	Progress Status Report <i>What is the current status of this strategy?</i>
Task Book for each position to include Driver Operator and Officer Training	Classes, Certifications, City Funding, Trainers	Training Div.	Prior to Promotion	
Credentialing	City Funding	Individual	Depends upon when training and certifications are complete	

Relief Factor and Staffing

Priority Focus Area: Staffing	Determine proper relief factor and pursue staffing to meet proper levels
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Justification

Accomplish this goal will reduce overtime costs, decrease fatigue, improve morale, increases staffing/scheduling efficiency, and increase safety.

Evaluation: Activity Outcome/Output Measures

Reduction in overtime costs; improve morale; reduction in sick time usage

Team Members: Fire Chief, Deputy Chief of Technical and Support Services, Deputy Chief of Operations

Strategies/Actions <i>What strategies or actions must be taken to successfully address the priority?</i>	Resources Needed <i>What kind of funding, facilities, expertise is needed to carry out the action?</i>	Staff Responsible <i>Who is accountable? Who will report?</i>	Timeline <i>When should action be completed?</i>	Progress Status Report <i>What is the current status of this strategy?</i>
Research and develop proper relief factor	ESCI assistance, Administrative time	Fire Chief	3rd Quarter 2022	In progress
Use relief factor to determine proper staffing needs and requesting staffing during annual budget cycle	Administrative time	Fire Chief/Deputy Chiefs	4th Quarter 2022	Awaiting relief factor determination
Reevaluate budget team decision and determine further planning steps	Administrative time	Fire Chief/Deputy Chiefs	July 2023	Awaiting process



Additional Administrative Staff

Priority Focus Area: Leadership Capacity

Goal Statement: The DFD seeks additional administrative positions to support the vast administrative functions within the Fire Administration, Community Risk Reduction, Emergency Management, and Emergency Communication Divisions

Justification

As call volume continues to increase and services are added to the fire department, additional support staff are required to address needs and responsibilities to maintain our level of service.

Evaluation: Activity Outcome/Output Measures

Additional Personnel are budgeted for and filled.

Team Members: Fire Chief, Fire Support Analyst, Deputy Fire Chiefs, Emergency Communication Manager, Fire Marshal

Strategies/Actions <i>What strategies or actions must be taken to successfully address the priority?</i>	Resources Needed <i>What kind of funding, facilities, expertise is needed to carry out the action?</i>	Staff Responsible <i>Who is accountable? Who will report?</i>	Timeline <i>When should action be completed?</i>	
The DFD needs a dedicated Accreditation Manager to assist the department in managing and maintaining international accreditation.	Salary for 1 FTE	Deputy Chief of Technical and Support Services	To be Requested in budget FY24	Information and justification gathering
The DFD needs to restructure the training division to include dedicated training officers.	Salary for 1 FTE	Division Chief of Training and Safety	Requested in FY23	Awaiting City Budget team Approval
The DFD is dedicated to reducing risk in our community and needs a dedicated public educator added to the community risk reduction division.	Salary for 1 FTE	Fire Marshal	To be Requested in budget FY24	Information and justification gathering

Additional Administrative Staff

Strategies/Actions <i>What strategies or actions must be taken to successfully address the priority?</i>	Resources Needed <i>What kind of funding, facilities, expertise is needed to carry out the action?</i>	Staff Responsible <i>Who is accountable? Who will report?</i>	Timeline <i>When should action be completed?</i>	Progress Status Report <i>What is the current status of this strategy?</i>
The DFD continues to embrace innovative technology and needs a dedicated IT employee to support DFD and ECC software and hardware needs.	Salary for ½ FTE	Fire Chief	To be Requested in budget FY24	Information and justification gathering
The DFD continues to expand the EMS services provided and the majority of all calls for service are EMS in nature. The DFD needs a dedicated EMS Administrator (Division Chief) to ensure proper protocol compliance.	Salary for 1 FTE	Deputy Chief of Operations	To be requested in FY25	Information and justification gathering
The Emergency Communications Division is the hub of all city communication and is a core part of the public safety system. The DFD needs a dedicated assistant Emergency Communications Manager to oversee various day to day operations including training, quality assurance, and other administrative functions	Salary for 1 FTE	Emergency Communications Manager	Requested in FY23	Awaiting City Budget team approval
The role of Emergency Management resides with the DFD. As the call volume and economic growth trend upward, the DFD needs a dedicated Emergency Management planner to support the City's Emergency Operations Plan, COOP, and disaster response.	Salary for 1 FTE	Deputy Chief of Technical and Support Services	To be requested in FY25	Information and justification gathering



ECC Staffing

Priority Focus Area: ECC Staffing

Goal Statement: Meet the minimum staffing level for ECC

Justification

Increased morale and retention. Decreased burnout. Less overtime paid due to absence, and less sick time usage.

Evaluation: Activity Outcome/Output Measures

We will have more employees. Less overtime will be paid due to absences.

Team Members: Kasey White, Tim Duffer, Dave Coffey, Erika Saunders

Strategies/Actions <i>What strategies or actions must be taken to successfully address the priority?</i>	Resources Needed <i>What kind of funding, facilities, expertise is needed to carry out the action?</i>	Staff Responsible <i>Who is accountable? Who will report?</i>	Timeline <i>When should action be completed?</i>	Progress Status Report <i>What is the current status of this strategy?</i>
Establish numbers for minimum staffing and relief factor	APCO/NENA formula; Math expertise	Kasey and Erika	July 2022	
Develop presentation for funding request		Kasey, Chief Duffer, Chief Coffey	October 2022	
Present request to City Council or other as needed		Chief Duffer/Chief Coffey	Fall 2022	
Hire additional employees to fill new vacancies	HR assistance with hiring process	Kasey, Chief Duffer, Chief Coffey final approval	October 2023	

Onboarding

Priority Focus Area: Staffing

Goal Statement: It is our goal for new hires to have the knowledge and what they need to have a successful career at the DFD and for those promoted to have the knowledge and resources to successfully fulfill their new, more extensive job duties.

Justification

Why is this priority important to the organization? What would be the return on investment? It is important for employees to be well-informed of the department and position expectations and operations to have a happy and fulfilling career.

Evaluation: Activity Outcome/Output Measures

How will you know the action succeeded or is complete? Employees will be able to communicate effectively with the public, other City departments, and each other, have the knowledge to perform their jobs satisfactorily, and meet job expectations of the department. They will also be able to assist other employees in new positions with any on-the-job questions.

Team Members: Erika Saunders, April Neal, Kasey White, Battalion Chiefs, Training Division

Strategies/Actions <i>What strategies or actions must be taken to successfully address the priority?</i>	Resources Needed <i>What kind of funding, facilities, expertise is needed to carry out the action?</i>	Staff Responsible <i>Who is accountable? Who will report?</i>	Timeline <i>When should action be completed?</i>	Progress Status Report <i>What is the current status of this strategy?</i>
Create an onboarding manual for new hires (Fire and ECC) and updating task books for promotions in addition to creating myTime manuals.	Expertise of the training division, Kasey for ECC manuals, and Erika for myTime.	Erika, Kasey, Chief Yeaman	March 2023	Erika has started the myTime manuals.
New hires (ECC and Fire) should have a basic tour of all Fire stations (including the Training Center), ECC, City Hall, and any other City location that they may utilize such as fueling.	Use a department vehicle to have someone drive employee around. Expertise from Kasey or Training Div.	ECC – Kasey Fire – Training Division	Within 10 days of start date. /// July 2022	Make a list of where new Fire and new ECC employees should go by July 2022 to use.



Onboarding, continued

Strategies/Actions <i>What strategies or actions must be taken to successfully address the priority?</i>	Resources Needed <i>What kind of funding, facilities, expertise is needed to carry out the action?</i>	Staff Responsible <i>Who is accountable? Who will report?</i>	Timeline <i>When should action be completed?</i>	Progress Status Report <i>What is the current status of this strategy?</i>
New Fire employees should sit with ECC for 8 consecutive hours, preferably during a peak time. New ECC employees should have a ride-along with Fire for 8 consecutive hours, preferably during a peak time.	Use a department vehicle for ride alongs such as BC. Expertise from a BC or Captain for Fire and a TC for ECC.	ECC- Kasey Fire – BC or Captain	Within first 30 days of start date.	Ongoing
New employees and those promoted to have a role of MANAGER or promoted to Battalion Chief for Fire in myTime should receive the myTime manual for that position and have a meeting with Erika (or Kasey for ECC) to discuss timecards, payroll responsibilities as a supervisor if applicable, and any questions not answered in the manual.	Manuals once completed. Expertise of a myTime supervisor/manager.	ECC – Kasey Fire – Erika	October 2022	Erika can still meet with new hires and promotions before manual is complete.

Second Ladder Truck

Priority Focus Area: Staffing	Goal Statement: To establish an additional staffed ladder company within 24 months
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Justification

Why is this priority important to the organization? What would be the return on investment? This project will allow us to put adequate equipment and personnel on a second working incident. This will also improve response times.

Evaluation: Activity Outcome/Output Measures

How will you know the action succeeded or is complete? This project will be complete when the second ladder is responding to incidents.

Team Members: Fire Chief, Operations Chief, Logistics and the three Battalion Chiefs

Strategies/Actions <i>What strategies or actions must be taken to successfully address the priority?</i>	Resources Needed <i>What kind of funding, facilities, expertise is needed to carry out the action?</i>	Staff Responsible <i>Who is accountable? Who will report?</i>	Timeline <i>When should action be completed?</i>	Progress Status Report <i>What is the current status of this strategy?</i>
Secure the funding for the truck.	Cost: \$1.5 million Fire chief working with the casino to secure funding	Fire chief	In 90 days	Underway
Secure funding for the equipment	Cost: \$200,000 Fire chief working with the casino to secure funding	Fire chief	In 90 days	Underway
Secure funding for personnel	Cost: \$850,000 Fire chief working with the city manager and city council to secure funding	Fire chief	2 Years	Underway
Purchase the truck	Cost: \$1.5 million Fire chief working with a committee to spec and order the truck	Fire Chief and committee, with designee reporting	18 months	To be determined with results of funding
Purchase the loose equipment	Cost: \$200,000	Logistic and truck committee, Logistics reporting	18 months	To be determined with results of funding
Hire & Train Personnel	Cost: \$850,000	Fire Chief, Human Resources, and Training Dept	2.5 Years	To be determined with the results of funding



Replacement Plan

Priority Focus Area: Apparatus/Station Replacement Plan

Goal Statement: Develop a long-term physical resources improvement plan to evaluate facilities, facility utilization, facility location, apparatus, and equipment to ensure safe and efficient services.

Justification

Why is this priority important to the organization? What would be the return on investment?

Having a plan of repair and/or replacement of stations, apparatus and equipment will help with justifying budget needs/wants and everyone will know what's needed and when it should be replaced.

Evaluation: Activity Outcome/Output Measures

How will you know the action succeeded or is complete? This will be a continuous process as needs are met and new priorities identified. Review paperwork should be submitted for the DFD Annual Report.

Create an apparatus and equipment replacement plan, along with a station repair/replacement plan.

Team Members: Deputy Chief – Operations (and a planning committee)

Strategies/Actions <i>What strategies or actions must be taken to successfully address the priority?</i>	Resources Needed <i>What kind of funding, facilities, expertise is needed to carry out the action?</i>	Staff Responsible <i>Who is accountable? Who will report?</i>	Timeline <i>When should action be completed?</i>
Annual report of facilities condition and needs and upcoming maintenance considerations.	Contractor Cost for station evaluation on an as needed basis	Deputy Chief Ops, Logistics Officer, and committee	Aug/Sept of each year with report due back by Oct for next year budget considerations
Annual report of all apparatus/vehicle conditions and needs including replacement, and maintenance considerations.	Maintenance Cost, Call Volume, Apparatus Special Team Needs	Station Company Officers, Battalion Chiefs, Deputy chief, Logistics Officer	Aug/Sept of each year with report due back by Oct for next year budget considerations
Develop impartial scorecard for equipment to determine need of replacement	None	Battalion Chiefs, Deputy chief, Logistics Officer	First Quarter 2023
Annual report of equipment condition, needs and wants. Repair and replacement along with new equipment considerations	Equipment scorecards	Station Company Officers, Battalion Chiefs, Deputy chief, Logistics Officer	Aug/Sept of each year with report due back by Oct for next year budget considerations
Annual report of facility utilization and location	May need outside vendor for station location consideration	Deputy Chief, Chief	As needed

Company Inspections

Priority Focus Area: Community Risk Reduction

Goal Statement: Inspect 10% of “B” Occupancy businesses annually

Justification

Why is this priority important to the organization? This will allow more businesses to be inspected annually due to staffing shortage. *What would be the return on investment?* Protecting life and property from hazards that may not have been seen prior due to time it takes to inspect the properties currently.

Evaluation: Activity Outcome/Output Measures

How will you know the action succeeded or is complete? Reports will be completed monthly and annually, adjustments will be made and reevaluated if the minimum is not met.

Team Members: Engine Companies and Fire Marshal's Office

Strategies/Actions <i>What strategies or actions must be taken to successfully address the priority?</i>	Resources Needed <i>What kind of funding, facilities, expertise is needed to carry out the action?</i>	Staff Responsible <i>Who is accountable? Who will report?</i>	Timeline <i>When should action be completed?</i>
Train engine companies on what are code violations, along with providing a checklist	Engine Company training provided by the fire marshal's office and by Target Solutions	Engine Companies Fire Marshal's Office	Training should take 2 months (start July 2022)
Use media outlets and social media to notify business owners that engine companies will be completing inspections in the City of Danville	No cost. Email media outlets and social media team	Fire Marshal's office and support analyst	3rd Quarter 2022
Hand out information packets created by the Public Task Group and get to know owners/managers	Packet provided by the Public Task Group	Engine Companies	3rd and 4th Quarter 2022



Recruitment

Priority Focus Area: Recruitment

Goal Statement: To increase the number of firefighters in the department to reflect the community we serve.

Justification

Why is this priority important to the organization? This will let the community know that all residents are served equally and the opportunity for advancement is more achievable.

What would be the return on investment? With equality in staffing, shows a positive outlook for potential businesses and families looking forward to moving to the city.

Evaluation: Activity Outcome/Output Measures

How will you know the action succeeded or is complete? After the testing, agility test, and interviews based on how many minorities are offered positions.

Team Members: Fire Marshals and Human Resource Committee

Strategies/Actions <i>What strategies or actions must be taken to successfully address the priority?</i>	Resources Needed <i>What kind of funding, facilities, expertise is needed to carry out the action?</i>	Staff Responsible <i>Who is accountable? Who will report?</i>	Timeline <i>When should action be completed?</i>	Progress Status Report <i>What is the current status of this strategy?</i>
Fire Dept. members attending recruitment fairs, getting an understanding of inclusiveness and diversity.	Assistance from HR Dept. Travel, brochures, advertising, open house Community engagements.	FMO, Human Resource Dept. Consultant	2nd Quarter 2022	Meetings underway
Reviewing the hiring process, such as testing, agility, and interviews. Attending Colleges, H. School Career days, speaking with local military offices	Travel within a selected distance maximum 120 miles.	FMO HR Committee, HR Office	2nd Quarter	TBA
Updating and distributing brochures in gymnasiums, ball fields, sporting goods stores, friends.	Email, drop offs, mailings, and fire magazines, social media	FMO HR Office	2nd, 3rd, and 4th Quarter	To be determined by number of applications received.
Aggressively start recruiting about a month before the opening of the application period.	Communication to the HR Committee, vehicles, HR Consultant assistance	FMO HR Consultant	Depending on the application dates	TBA

ALS Program

Priority Focus Area: Staffing

Goal Statement: The goal of the Danville Fire Department (DFD) Advanced Life Support (ALS) program is to provide in-house pre-hospital ALS education to the members of the DFD in the most financially responsible, effective, and efficient manner possible.

Justification

Why is this priority important to the organization? This ALS program is designed for professional healthcare providers employed by the DFD who participate in the assessment and management of critical patients daily. ALS provided at the right time is essential for improving mortality in medical emergencies.

What would be the return on investment? More than 475,000 Americans die from cardiac arrest annually. Unfortunately, most of these deaths derive from out-of-the-hospital cardiac arrest (hence pre-hospital patient care provided by the DFD). Out-of-the-hospital cardiac arrest affects 350,000 people per year and without immediate life-saving intervention, up to and including ALD, the risk of mortality dramatically increases. If the DFD can provide ALS care to at least one of these patients and save a life, the return is well worth the investment.

Evaluation: Activity Outcome/Output Measures

How will you know the action succeeded or is complete? There will be two means of judging the success of the DFD ALS program. The first means of measurement will be the success / pass rate of the students taking the program. The second measurement of the program will be the level of care provided to the patients encountered in the field and the outcomes of their situations based on the treatment provided. The second measurement can be determined through review of patient care reports.

Team Members: Division Chief of Training, Program Coordinator, Program Instructors

Strategies/Actions <i>What strategies or actions must be taken to successfully address the priority?</i>	Resources Needed <i>What kind of funding, facilities, expertise is needed to carry out the action?</i>	Staff Responsible <i>Who is accountable? Who will report?</i>	Timeline <i>When should action be completed?</i>	Progress Status Report <i>What is the current status of this strategy?</i>
Obtain all necessary permissions / licenses to teach the ALS program within the DFD.	The proper phone calls / applications will need to be completed through various organizations such as VAOEMS, Sovah Health, DLSC, Pittsylvania County PS, etc.	Program Coordinator	July 1, 2022	All forms have been completed through the VAOEMS. Waiting for permission to conduct preceptor hours with DLSC. Waiting for final approval from Sovah Health based on vaccination status.
Develop a program schedule.	-Reserve the training room at headquarters. -Secure instructors to teach each class.	Program Coordinator, Program Instructors, Division Chief of Training	July 1, 2022	This has not been started as of 1-18-22.



ALS Program, continued

Strategies/Actions <i>What strategies or actions must be taken to successfully address the priority?</i>	Resources Needed <i>What kind of funding, facilities, expertise is needed to carry out the action?</i>	Staff Responsible <i>Who is accountable? Who will report?</i>	Timeline <i>When should action be completed?</i>	Progress Status Report <i>What is the current status of this strategy?</i>
Determine who will be eligible to attend the course.	<ul style="list-style-type: none">-Set clear expectations / requirements of attending the class (maintain minimum average, must attend certain percentage of the class, etc).-Set clear pre-requisites for attending the class.	Program Coordinator, Division Chief of Training	July 1, 2022	This has not been started as of 1-18-22.

Turnout Time Improvement

Priority Focus Area:
Leadership/Community
Risk Reduction

Goal Statement: Improve turnout times by 10% over the course of the strategic planning period

Justification

Quicker response times allow for higher opportunity to mediate fires and saves lives and property

Evaluation: Activity Outcome/Output Measures

Measured by performance times

Team Members: All Fire Staff

Strategies/Actions <i>What strategies or actions must be taken to successfully address the priority?</i>	Resources Needed <i>What kind of funding, facilities, expertise is needed to carry out the action?</i>	Staff Responsible <i>Who is accountable? Who will report?</i>	Timeline <i>When should action be completed?</i>	Progress Status Report <i>What is the current status of this strategy?</i>
Implement daily reports to Engineer and above for turnout times greater than 2 minutes	None	Fire Support Analyst	First Quarter 2022	Complete – report scheduled
Research and develop budget for Pre-Alerting System	Budget needs	Deputy Chiefs, Fire Chief, Fire Support Analyst	October 2022	In Progress
Add project to Capital/Special Projects to work with new CAD for FY24 and defend with Budget Team	Budget, new equipment	Deputy Chiefs, Fire Chief	July 2023	Awaiting Step
Continue to evaluate turnout times as a staff and determine/evaluate what improvements are needed	None	Deputy Chief, Fire Chief, Fire Support Analyst	Ongoing	In progress







**SPECIAL THANKS
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