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
- Integrity
- Accountability
- Professionalism
- Safety
- Customer Service
Total Personnel
(123 Uniformed)

Technical and Support Services
1 Deputy Chief / Deputy Emergency Coordinator
1 Administrative Assistant
1 Senior Secretary
1 Fire Support Analyst

Community Risk Reduction
1 Division Chief/Fire Marshal
2 Assistant Fire Marshals

Emergency Communications Center
1 Manager
20 Personnel, 4 Shifts
(not including part-time)
Per shift:
1 Supervisor
4 Telecommunications

Safety & Training
1 Division Chief

Fire Suppression/Emergency Response Personnel
114 Personnel, 3 shifts

"A" Shift
1 Battalion Chief

"B" Shift
1 Battalion Chief

"C" Shift
1 Battalion Chief

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

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

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

Communications Center personnel work 12-hour shifts.
Our History

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 severed 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.

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.
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1971</td>
<td>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.</td>
</tr>
<tr>
<td>1978</td>
<td>In the summer of 1978, Station Three was relocated to Industrial Avenue near the intersection of South Main Street.</td>
</tr>
<tr>
<td>1988</td>
<td>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.</td>
</tr>
<tr>
<td>1990</td>
<td>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.</td>
</tr>
<tr>
<td>1991</td>
<td>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.</td>
</tr>
<tr>
<td>1997</td>
<td>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.</td>
</tr>
<tr>
<td>2000</td>
<td>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.</td>
</tr>
<tr>
<td>2014</td>
<td>The Danville Fire Department Headquarters and Emergency Communications center relocated to the new facilities on Lynn Street.</td>
</tr>
<tr>
<td>2015</td>
<td>The Danville Fire Department earned International Accredited Status from the Center for Public Safety Excellence.</td>
</tr>
<tr>
<td>2018</td>
<td>The department’s ISO rating improved to be a 1 rating. In 2020, the department successfully became accredited again.</td>
</tr>
</tbody>
</table>
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
- Resources
- Facilities, Apparatus, and Equipment
- Community Risk Reduction
- Staffing
## Strategic Goals

<table>
<thead>
<tr>
<th></th>
<th>LEADERSHIP</th>
<th>Develop formal workforce professional development plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>RESOURCES/CRR</td>
<td>Reevaluate response plans and relate response to risk</td>
</tr>
<tr>
<td>3</td>
<td>LEADERSHIP</td>
<td>Develop succession plan</td>
</tr>
<tr>
<td>4</td>
<td>STAFFING</td>
<td>Determine proper relief factor and increase staffing to meet minimum</td>
</tr>
<tr>
<td>5</td>
<td>STAFFING</td>
<td>Pursue additional administrative staffing levels</td>
</tr>
<tr>
<td>6</td>
<td>STAFFING</td>
<td>Pursue additional ECC staffing</td>
</tr>
<tr>
<td>7</td>
<td>STAFFING</td>
<td>Develop Employee onboarding program</td>
</tr>
<tr>
<td>8</td>
<td>RESOURCES/STAFFING</td>
<td>Pursue 2nd Ladder company staffing and resources</td>
</tr>
<tr>
<td>9</td>
<td>RESOURCES</td>
<td>Develop and implement long term physical resources improvement plan</td>
</tr>
<tr>
<td>10</td>
<td>COMMUNITY RISK REDUCTION</td>
<td>Develop company level inspection program, revamp pre-incident survey</td>
</tr>
<tr>
<td>11</td>
<td>LEADERSHIP/STAFFING</td>
<td>Develop strong inclusive recruitment plan to better represent our community</td>
</tr>
<tr>
<td>12</td>
<td>LEADERSHIP</td>
<td>Develop and Implement an ALS Program</td>
</tr>
<tr>
<td>13</td>
<td>LEADERSHIP/CRR</td>
<td>Improve turnout times by 10% over course of strategic planning period</td>
</tr>
</tbody>
</table>
### 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

<table>
<thead>
<tr>
<th>Strategies/Actions</th>
<th>Resources Needed</th>
<th>Staff Responsible</th>
<th>Timeline</th>
<th>Progress Status Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a task book for the respective position.</td>
<td>No additional funding or facilities will be needed to carry out the development of task books.</td>
<td>The Division Chief of Training has been assigned as the responsible party for the task books.</td>
<td>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.</td>
<td>Task books have been developed and implemented for the following positions: Firefighter / Engineer, Fire Captain, and Battalion Chief.</td>
</tr>
<tr>
<td>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.</td>
<td>The only resources needed for this strategy will be personnel.</td>
<td>The Division Chief of Training has been assigned as the responsible party for the task books.</td>
<td>The action should be completed annually after the implementation of the task books with the first review being December of 2022.</td>
<td>This strategy has not yet been developed.</td>
</tr>
</tbody>
</table>
## Review and Revise Response Plans

<table>
<thead>
<tr>
<th>Priority Focus Area: Resources/Community Risk Reduction</th>
<th>Review and revise DFD response plans to facilitate proper resource allocation and relate responses to community risk</th>
</tr>
</thead>
</table>

### 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

<table>
<thead>
<tr>
<th>Strategies/Actions</th>
<th>Resources Needed</th>
<th>Staff Responsible</th>
<th>Timeline</th>
<th>Progress Status Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review current response matrix</td>
<td>Admin time</td>
<td>Deputy Chief of Operations, Battalion Chiefs</td>
<td>Before End of Year 2022</td>
<td>Awaiting Deputy Chief of Operations hire</td>
</tr>
<tr>
<td>Develop new response matrix based on community risks and administrative input</td>
<td>Admin time, IT assistance</td>
<td>Deputy Chief of Operations and Battalion Chiefs</td>
<td>Before July 2023</td>
<td>Awaiting Deputy Chief of Operations</td>
</tr>
<tr>
<td>Implementing new CAD with new Response plan</td>
<td>IT funding, implementation hours from administration, ECC expertise on design and setup</td>
<td>ECC Manager</td>
<td>Before July 2023</td>
<td>Going through selection and RFP process</td>
</tr>
<tr>
<td>Review progress and reevaluate new response</td>
<td>Admin time</td>
<td>Deputy Chief of Operations and Battalion Chiefs</td>
<td>July 2024</td>
<td>Awaiting implementation</td>
</tr>
</tbody>
</table>

### Team Members:
- Deputy Chief of Operations
- Battalion Chiefs
- Emergency Communications Manager

### 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
- Review current response matrix
  - What strategies or actions must be taken to successfully address the priority?
  - Resources Needed: Admin time
  - Staff Responsible: Deputy Chief of Operations, Battalion Chiefs
  - Timeline: Before End of Year 2022
  - Progress Status Report: Awaiting Deputy Chief of Operations hire

- Develop new response matrix based on community risks and administrative input
  - What kind of funding, facilities, expertise is needed to carry out the action?
  - Resources Needed: Admin time, IT assistance
  - Staff Responsible: Deputy Chief of Operations and Battalion Chiefs
  - Timeline: Before July 2023
  - Progress Status Report: Awaiting Deputy Chief of Operations

- Implementing new CAD with new Response plan
  - What kind of funding, facilities, expertise is needed to carry out the action?
  - Resources Needed: IT funding, implementation hours from administration, ECC expertise on design and setup
  - Staff Responsible: ECC Manager
  - Timeline: Before July 2023
  - Progress Status Report: Going through selection and RFP process

- Review progress and reevaluate new response
  - What kind of funding, facilities, expertise is needed to carry out the action?
  - Resources Needed: Admin time
  - Staff Responsible: Deputy Chief of Operations and Battalion Chiefs
  - Timeline: July 2024
  - Progress Status Report: Awaiting implementation
**Succession Plan**

<table>
<thead>
<tr>
<th>Priority Focus Area: Leadership Capacity</th>
<th>Goal Statement: Prepare a Succession Plan to properly prepare individuals to fill all roles of added responsibility as they become available.</th>
</tr>
</thead>
</table>

**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

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

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

### 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

<table>
<thead>
<tr>
<th>Strategies/Actions</th>
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<th>Timeline</th>
<th>Progress Status Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research and develop proper relief factor</td>
<td>ESCI assistance, Administrative time</td>
<td>Fire Chief</td>
<td>3rd Quarter 2022</td>
<td>In progress</td>
</tr>
<tr>
<td>Use relief factor to determine proper staffing needs and requesting staffing during annual budget cycle</td>
<td>Administrative time</td>
<td>Fire Chief/Deputy Chiefs</td>
<td>4th Quarter 2022</td>
<td>Awaiting relief factor determination</td>
</tr>
<tr>
<td>Reevaluate budget team decision and determine further planning steps</td>
<td>Administrative time</td>
<td>Fire Chief/Deputy Chiefs</td>
<td>July 2023</td>
<td>Awaiting process</td>
</tr>
</tbody>
</table>

### 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

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<tr>
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<td>Fire Chief/Deputy Chiefs</td>
<td>4th Quarter 2022</td>
<td>Awaiting relief factor determination</td>
</tr>
<tr>
<td>Reevaluate budget team decision and determine further planning steps</td>
<td>Administrative time</td>
<td>Fire Chief/Deputy Chiefs</td>
<td>July 2023</td>
<td>Awaiting process</td>
</tr>
</tbody>
</table>
## Additional Administrative Staff

<table>
<thead>
<tr>
<th>Priority Focus Area: Leadership Capacity</th>
<th>Goal Statement:</th>
<th>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</th>
</tr>
</thead>
</table>

### 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

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>What strategies or actions must be taken to successfully address the priority?</td>
<td>What kind of funding, facilities, expertise is needed to carry out the action?</td>
<td>Who is accountable? Who will report?</td>
<td>When should action be completed?</td>
</tr>
<tr>
<td>The DFD needs a dedicated Accreditation Manager to assist the department in managing and maintaining international accreditation.</td>
<td>Salary for 1 FTE</td>
<td>Deputy Chief of Technical and Support Services</td>
<td>To be Requested in budget FY24</td>
</tr>
<tr>
<td>The DFD needs to restructure the training division to include dedicated training officers.</td>
<td>Salary for 1 FTE</td>
<td>Division Chief of Training and Safety</td>
<td>Requested in FY23</td>
</tr>
<tr>
<td>The DFD is dedicated to reducing risk in our community and needs a dedicated public educator added to the community risk reduction division.</td>
<td>Salary for 1 FTE</td>
<td>Fire Marshal</td>
<td>To be Requested in budget FY24</td>
</tr>
</tbody>
</table>
### Additional Administrative Staff

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</thead>
<tbody>
<tr>
<td>The DFD continues to embrace innovative technology and needs a dedicated IT employee to support DFD and ECC software and hardware needs.</td>
<td>Salary for ½ FTE</td>
<td>Fire Chief</td>
<td>To be Requested in budget FY24</td>
<td>Information and justification gathering</td>
</tr>
<tr>
<td>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.</td>
<td>Salary for 1 FTE</td>
<td>Deputy Chief of Operations</td>
<td>To be requested in FY25</td>
<td>Information and justification gathering</td>
</tr>
<tr>
<td>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</td>
<td>Salary for 1 FTE</td>
<td>Emergency Communications Manager</td>
<td>Requested in FY23</td>
<td>Awaiting City Budget team approval</td>
</tr>
<tr>
<td>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.</td>
<td>Salary for 1 FTE</td>
<td>Deputy Chief of Technical and Support Services</td>
<td>To be requested in FY25</td>
<td>Information and justification gathering</td>
</tr>
</tbody>
</table>
## ECC Staffing

<table>
<thead>
<tr>
<th>Priority Focus Area: ECC Staffing</th>
<th>Goal Statement: Meet the minimum staffing level for ECC</th>
</tr>
</thead>
</table>

### 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

<table>
<thead>
<tr>
<th>Strategies/Actions</th>
<th>Resources Needed</th>
<th>Staff Responsible</th>
<th>Timeline</th>
<th>Progress Status Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish numbers for minimum staffing and relief factor</td>
<td>APCO/NENA formula; Math expertise</td>
<td>Kasey and Erika</td>
<td>July 2022</td>
<td></td>
</tr>
<tr>
<td>Develop presentation for funding request</td>
<td></td>
<td>Kasey, Chief Duffer, Chief Coffey</td>
<td>October 2022</td>
<td></td>
</tr>
<tr>
<td>Present request to City Council or other as needed</td>
<td></td>
<td>Chief Duffer/Chief Coffey</td>
<td>Fall 2022</td>
<td></td>
</tr>
<tr>
<td>Hire additional employees to fill new vacancies</td>
<td>HR assistance with hiring process</td>
<td>Kasey, Chief Duffer, Chief Coffey final approval</td>
<td>October 2023</td>
<td></td>
</tr>
</tbody>
</table>
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

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

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

What strategies or actions must be taken to successfully address the priority?

Create an onboarding manual for new hires (Fire and ECC) and updating task books for promotions in addition to creating myTime manuals.

Resources Needed

What kind of funding, facilities, expertise is needed to carry out the action?

Expertise of the training division, Kasey for ECC manuals, and Erika for myTime.

Staff Responsible

Who is accountable? Who will report?

Erika, Kasey, Chief Yeaman

Timeline

When should action be completed?

March 2023

Progress Status Report

What is the current status of this strategy?

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

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</thead>
<tbody>
<tr>
<td><strong>New Fire employees</strong> 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.</td>
<td>Use a department vehicle for ride alongs such as BC. Expertise from a BC or Captain for Fire and a TC for ECC.</td>
<td>ECC - Kasey Fire – BC or Captain</td>
<td>Within first 30 days of start date.</td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>New employees and those promoted to have a role of MANAGER or promoted to Battalion Chief for Fire in myTime</strong> 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.</td>
<td>Manuals once completed. Expertise of a myTime supervisor/manager.</td>
<td>ECC – Kasey Fire – Erika</td>
<td>October 2022</td>
<td>Erika can still meet with new hires and promotions before manual is complete.</td>
</tr>
</tbody>
</table>
Second Ladder Truck

<table>
<thead>
<tr>
<th>Priority Focus Area: Staffing</th>
<th>Goal Statement: To establish an additional staffed ladder company within 24 months</th>
</tr>
</thead>
</table>

**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

<table>
<thead>
<tr>
<th>Strategies/Actions</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Secure the funding for the truck.</td>
<td>Cost: $1.5 million  Fire chief working with the casino to secure funding</td>
<td>Fire chief</td>
<td>In 90 days</td>
<td>Underway</td>
</tr>
<tr>
<td>Secure funding for the equipment</td>
<td>Cost: $200,000  Fire chief working with the casino to secure funding</td>
<td>Fire chief</td>
<td>In 90 days</td>
<td>Underway</td>
</tr>
<tr>
<td>Secure funding for personnel</td>
<td>Cost: $850,000  Fire chief working with the city manager and city council to secure funding</td>
<td>Fire chief</td>
<td>2 Years</td>
<td>Underway</td>
</tr>
<tr>
<td>Purchase the truck</td>
<td>Cost: $1.5 million  Fire chief working with a committee to spec and order the truck</td>
<td>Fire Chief and committee, with designee reporting</td>
<td>18 months</td>
<td>To be determined with results of funding</td>
</tr>
<tr>
<td>Purchase the loose equipment</td>
<td>Cost: $200,000  Logistic and truck committee, Logistics reporting</td>
<td>Logistic and truck committee, Logistics reporting</td>
<td>18 months</td>
<td>To be determined with results of funding</td>
</tr>
<tr>
<td>Hire &amp; Train Personnel</td>
<td>Cost: $850,000  Fire Chief, Human Resources, and Training Dept</td>
<td>Fire Chief, Human Resources, and Training Dept</td>
<td>2.5 Years</td>
<td>To be determined with the results of funding</td>
</tr>
</tbody>
</table>
# Replacement Plan

<table>
<thead>
<tr>
<th>Priority Focus Area: Apparatus/Station Replacement Plan</th>
<th>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.</th>
</tr>
</thead>
</table>

## 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)

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

<table>
<thead>
<tr>
<th>Priority Focus Area: Community Risk Reduction</th>
<th>Goal Statement: Inspect 10% of “B” Occupancy businesses annually</th>
</tr>
</thead>
</table>

#### 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

**What strategies or actions must be taken to successfully address the priority?**

<table>
<thead>
<tr>
<th>Resources Needed</th>
<th>Staff Responsible</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Train engine companies on what are code violations, along with providing a checklist</strong></td>
<td>Engine Company training provided by the fire marshal’s office and by Target Solutions</td>
<td>Engine Companies Fire Marshal’s Office</td>
</tr>
<tr>
<td><strong>Use media outlets and social media to notify business owners that engine companies will be completing inspections in the City of Danville</strong></td>
<td>No cost. Email media outlets and social media team</td>
<td>Fire Marshal’s office and support analyst</td>
</tr>
<tr>
<td><strong>Hand out information packets created by the Public Task Group and get to know owners/managers</strong></td>
<td>Packet provided by the Public Task Group</td>
<td>Engine Companies</td>
</tr>
</tbody>
</table>

#### Timeline

- Training should take 2 months (start July 2022)
- 3rd Quarter 2022
- 3rd and 4th Quarter 2022
## Recruitment

<table>
<thead>
<tr>
<th>Priority Focus Area: Recruitment</th>
<th>Goal Statement: To increase the number of firefighters in the department to reflect the community we serve.</th>
</tr>
</thead>
</table>

### 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

<table>
<thead>
<tr>
<th>Strategies/Actions</th>
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<th>Progress Status Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Dept. members attending recruitment fairs, getting an understanding of inclusiveness and diversity.</td>
<td>Assistance from HR Dept. Travel, brochures, advertising, open house Community engagements.</td>
<td>FMO, Human Resource Dept. Consultant</td>
<td>2nd Quarter 2022</td>
<td>Meetings underway</td>
</tr>
<tr>
<td>Reviewing the hiring process, such as testing, agility, and interviews. Attending Colleges, H. School Career days, speaking with local military offices</td>
<td>Travel within a selected distance maximum 120 miles.</td>
<td>FMO HR Committee, HR Office</td>
<td>2nd Quarter</td>
<td>TBA</td>
</tr>
<tr>
<td>Updating and distributing brochures in gymnasiums, ball fields, sporting goods stores, friends.</td>
<td>Email, drop offs, mailings, and fire magazines, social media</td>
<td>FMO HR Office</td>
<td>2nd, 3rd, and 4th Quarter</td>
<td>To be determined by number of applications received.</td>
</tr>
<tr>
<td>Aggressively start recruiting about a month before the opening of the application period.</td>
<td>Communication to the HR Committee, vehicles, HR Consultant assistance</td>
<td>FMO HR Consultant</td>
<td>Depending on the application dates</td>
<td>TBA</td>
</tr>
</tbody>
</table>

### Strategies/Actions

*What strategies or actions must be taken to successfully address the priority?*

### Resources Needed

*What kind of funding, facilities, expertise is needed to carry out the action?*

### Staff Responsible

*Who is accountable? Who will report?*

### Timeline

*When should action be completed?*

### Progress Status Report

*What is the current status of this strategy?*
## 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

<table>
<thead>
<tr>
<th>What strategies or actions must be taken to successfully address the priority?</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Obtain all necessary permissions / licenses to teach the ALS program within the DFD.</td>
<td>The proper phone calls / applications will need to be completed through various organizations such as VAOEMS, Sovah Health, DLSC, Pittsylvania County PS, etc.</td>
<td>Program Coordinator</td>
<td>July 1, 2022</td>
<td>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.</td>
</tr>
<tr>
<td>Develop a program schedule.</td>
<td>-Reserve the training room at headquarters. -Secure instructors to teach each class.</td>
<td>Program Coordinator, Program Instructors, Division Chief of Training</td>
<td>July 1, 2022</td>
<td>This has not been started as of 1-18-22.</td>
</tr>
</tbody>
</table>
## ALS Program, continued

<table>
<thead>
<tr>
<th>Strategies/Actions</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Determine who will be eligible to attend the course.</td>
<td>-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.</td>
<td>Program Coordinator, Division Chief of Training</td>
<td>July 1, 2022</td>
<td>This has not been started as of 1-18-22.</td>
</tr>
</tbody>
</table>
## 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

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Implement daily reports to Engineer and above for turnout times greater than 2 minutes</td>
<td>None</td>
<td>Fire Support Analyst</td>
<td>First Quarter 2022</td>
<td>Complete – report scheduled</td>
</tr>
<tr>
<td>Research and develop budget for Pre-Alerting System</td>
<td>Budget needs</td>
<td>Deputy Chiefs, Fire Chief, Fire Support Analyst</td>
<td>October 2022</td>
<td>In Progress</td>
</tr>
<tr>
<td>Add project to Capital/Special Projects to work with new CAD for FY24 and defend with Budget Team</td>
<td>Budget, new equipment</td>
<td>Deputy Chiefs, Fire Chief</td>
<td>July 2023</td>
<td>Awaiting Step</td>
</tr>
<tr>
<td>Continue to evaluate turnout times as a staff and determine/evaluate what improvements are needed</td>
<td>None</td>
<td>Deputy Chief, Fire Chief, Fire Support Analyst</td>
<td>Ongoing</td>
<td>In progress</td>
</tr>
</tbody>
</table>

### Strategies/Actions
- **What strategies or actions must be taken to successfully address the priority?**

### Resources Needed
- **What kind of funding, facilities, expertise is needed to carry out the action?**

### Staff Responsible
- **Who is accountable? Who will report?**

### Timeline
- **When should action be completed?**

### Progress Status Report
- **What is the current status of this strategy?**
SPECIAL THANKS FOR THE CONSTANT SUPPORT FROM:
City Manager Ken Larking
Mayor Alonzo Jones
Vice Mayor Gary Miller
Councilman James Buckner
Councilman L.G. Larry Campbell, Jr.
Councilman Bryant Hood
Councilman Barry Mayo
Councilman Sherman Saunders
Councilman J. Lee Vogler
Councilman Madison Whittle