

Davenport Fire Department Strategic Plan 2017-2022

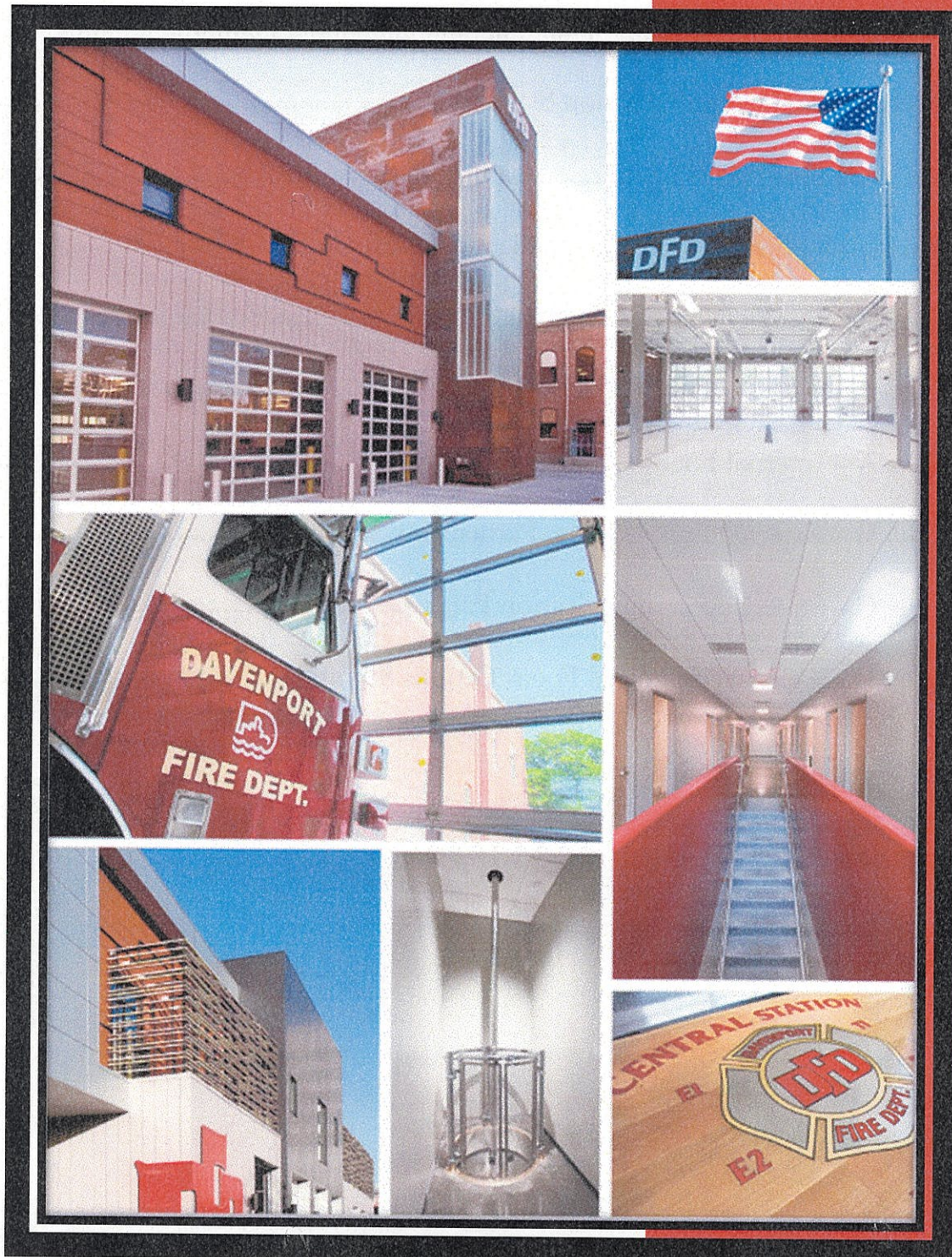


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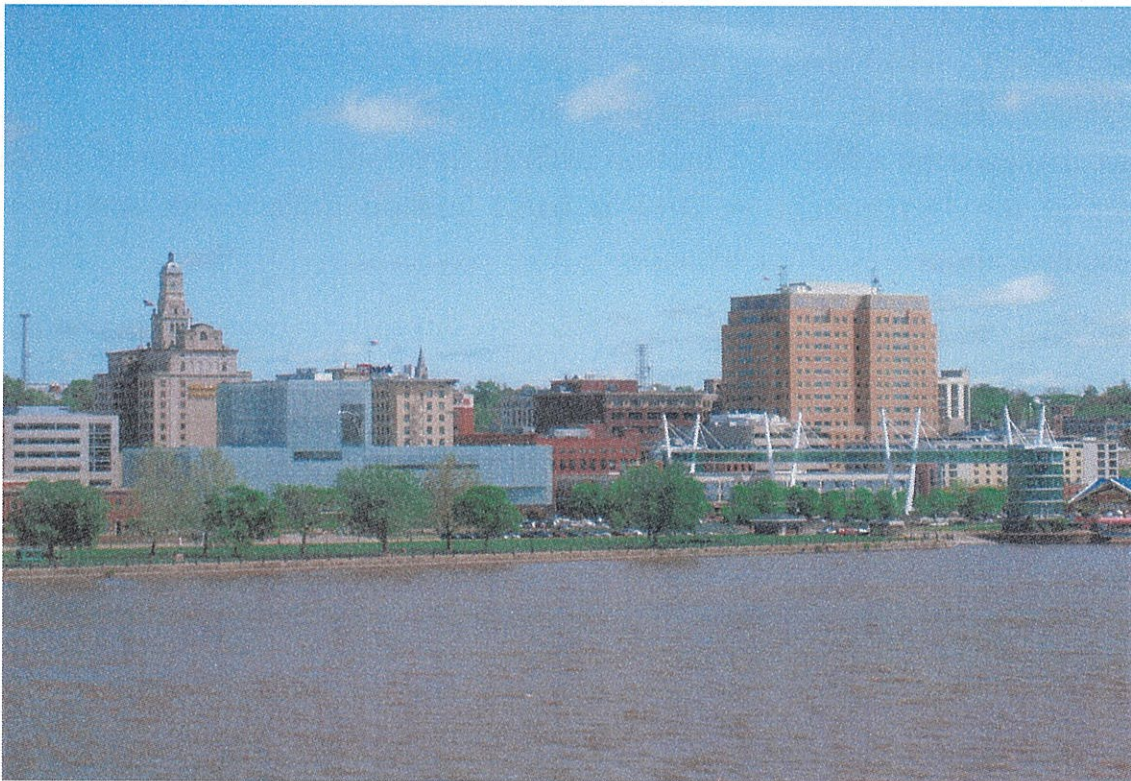
Cover photo by Randy Justis

Introduction

The Davenport Fire Department utilized internal personnel to facilitate the development of this Strategic Plan. Principal facilitators were District Chief Mike Carlsten, Captain Todd Whitchelo, and Engineer Ryan StremLOW. With the assistance of internal and external stakeholders, the 2017-2022 strategic planning process commenced in late 2016 and concluded in March 2017.

We would like to extend a special thanks to Mr. Fred Smith of Spirit Partners for his guidance and support throughout the strategic planning process.

The steps used to develop the Davenport Fire Department Strategic Plan included questionnaires to internal fire department personnel, several internal focus group meetings held at the company level, and four (4) external focus group meetings. The focus groups were designed to provide input and gather suggestions to assist the Department in planning for the future. Following the focus group meetings, one (1) strategic planning session was held.



Organizational Summary

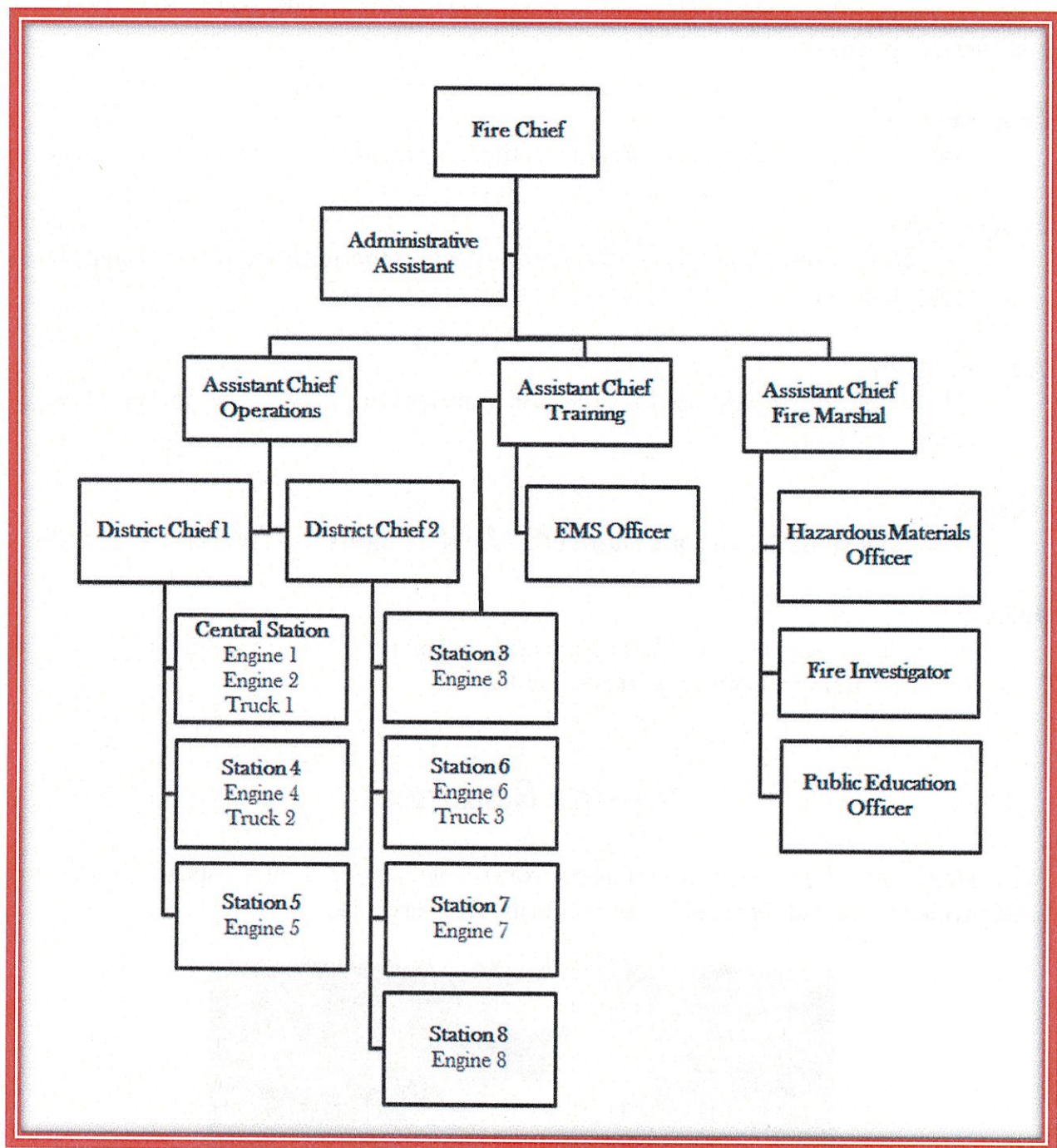
Davenport Fire Department

The Davenport Fire Department is a City Department and was officially recognized as such in 1882. Davenport Fire currently staffs eight engine companies and three truck companies stationed in seven firehouses across the City of Davenport. In addition, the organization has several specialized response vehicles that are staffed only to respond to specific types of emergencies. The companies of the Davenport Fire Department annually respond to over 17,000 emergency incidents including structure fires, emergency medical calls, hazardous material calls, technical rescues, and citizen assists.

The Department has 135 sworn fire members and one civilian employee. The administrative management structure includes a Chief and three Assistant Chiefs. Each Assistant Chief is responsible for a specific division within the organization: Operations, Fire Prevention (Fire Marshal) and Training. Officers assigned to administration are responsible for specific programs under the Assistant Chiefs: EMS Officer, HAZMAT Officer, Fire inspections/Investigations and Fire Prevention. Company level operations are divided into two districts with each district managed by a District Chief on each of three shifts. The annual operating budget of the Department in 2017 is \$18.1 million dollars with staffing costs representing about 90% of the expense.



Organizational Chart



Core Values Statement

The Davenport Fire Department is committed to upholding the public trust by living out these core values:

Responsiveness

We take pride in reacting quickly to those in need.

Professionalism

We build public confidence by demonstrating the ultimate professionalism in all endeavors.

Accountability

We hold ourselves responsible for our actions and strive for continuous improvement.

Teamwork

We believe that teams are more effective than individuals working separately.

Integrity

We are people of character and principle, uncompromising in our commitment to honesty and respect for all.

Mission Statement

The Davenport Fire Department is a proud organization that exists to protect life and property through education, prevention, and response.



Strategic Planning Process

Internal Stakeholder Focus Groups

Every engine and truck company on each of the three (3) shifts was provided a set of nine (9) questions to complete anonymously through Survey Monkey. Each fire company formed a small internal focus group and completed the pre-designated questions.

External Stakeholder Focus Groups

The Department utilized the Quad City Emergency Planning Commission and members of the 2016 Citizens Academy as external stakeholders. These external stakeholders were provided nine (9) questions to be answered anonymously through Survey Monkey. These questions were the same as those answered by internal Department personnel. Their answers were used to compile Part 2 of the focus group report.

Filtering Process

The raw information was gathered and presented to a Graduate level Strategic Planning class at St. Ambrose University. The Graduate students meticulously organized the data into three individual categories that identified Training, Communications, and Mission Constraints as the areas for the Department to focus on.

Strategic Planning Sessions - General

One strategic planning session, lasting four (4) hours, was held after completion of the focus group meetings. Both internal and external stakeholders were invited to participate in the sessions. However, these participants were not the same as those who participated in the previous focus groups. Involving different people for the strategic planning session allowed the Department to obtain an additional set of opinions for development of the final plan. Internal Department stakeholders included an Officer, Engineer, Senior Firefighter, Firefighter's Local 17 representatives, District Chiefs, and all Assistant Chiefs. External stakeholders included a mix of people representing the community and the City. The goal of this session was to complete the Strategic focus areas with goals and objectives.

Strategic Planning Process

Strategic Planning Session - Specific

The strategic planning group evaluated the existing five core values of the Davenport Fire Department. The group methodically reviewed each of the core values, and felt the existing list was reflective of the department's values. The list was approved and accepted without change.

The same group reviewed the Davenport Fire Department's Mission Statement, and again felt the existing document was reflective of the current departmental mission. The group felt the current Mission Statement was appropriate and voted to accept it without change.

Next, each group reviewed the internal and external focus group reports and expanded upon the three items to be incorporated into the Strategic Plan. The areas identified by the St. Ambrose Graduate class were: Training, Communication, and Mission Constraints. Participants were divided into three groups to correlate to these areas. Each group was given specific instructions to formulate key take-a-ways from the focus group reports. The snow card process was used to brainstorm solutions for the identified problems.

Many solutions for improvement in each area were gathered from the groups and paired down to two or three general goals for each area. Under each general goal, participants identified two/three specific actions to be taken to accomplish that goal.

The three identified areas for improvement with associated goals and actions forms the basis of the Davenport Fire Department 2017-2022 Strategic Plan. The Strategic Plan is a dynamic document that shall be reviewed every 6 months and updated annually.



Strategic Plan Report Summary

The staff of the Davenport Fire Department is committed to the strategic planning process and is indebted to the participants, internal and external, who participated in the process and contributed to the final product. Their findings and observations will be used as benchmarks against which we will measure our progress during the five year life cycle of this plan.

The strategic planning process identified three core areas that warrant improvement: Training, Communications, and Mission Constraints. Each of the three has more specific recommendations that support the overall core subject. Several of these recommendations have already been addressed or are in the policy development stage after being identified by staff as future goals to be pursued.

Training:

- The Training Division will examine the effectiveness of the current training, education, and distribution processes. The outcome of these results will be used to identify any gaps in the training process and develop alternate training models.
- Professional growth and development initiatives will be developed and implemented to provide a foundation to support succession planning and enhance personal and career development.
- A comprehensive outreach model that supports both the departmental and community needs will be developed. This will be achieved by examining the most current communication models such as Facebook and Twitter.

Communications:

- An effective communication culture will be maintained. This shall be accomplished through the development of a message board concept that will promote information sharing. Monthly departmental updates will be issued

by the Fire Chief to keep all personnel informed. A communication training program shall be developed and implemented to ensure effective two way communications are maintained.

- Models that will provide for enhanced communications with operational partners will be researched. This will be achieved by integrating staff and line personnel into meetings with external partners.
- The department will expand its capabilities utilizing social media resources. An effort will be made to increase the ease of use for service requests on the City of Davenport website. Community interaction is a priority to the Davenport fire Department and a “Ask the Fire Department” link will be created, where citizens can submit questions regarding the fire service.

Mission Constraints:

- Staff will identify current and future mission constraints and develop strategies to overcome these limitations and obstacles. In response to constraints, a team will explore alternative funding models. These models will include state & federal funding sources and examine potential fees for service.
- The ability to provide effective services that meet community needs is a priority within the Davenport Fire Department. As these needs are ever changing, a team will research the ability of the fire department to expand services. Critical areas for expansion include behavioral / mental health response and mobile integrated health care (community based paramedicine).
- Due to the overwhelming increase of non-emergent calls being taken through 911, a committee will explore potential alternatives. These alternatives will include the implementation of a priority dispatching model & options available to the 911 communications center.

Strategic Plan Specific Goals

1.0 Training:

1.1 Improve the effectiveness of response training, education, and delivery processes.

1.1.1. Conduct gap analysis

1.1.2. Define opportunities to improve training processes based on gaps and weaknesses.

1.1.3. Develop and execute an implementation plan.

1.2. Formalize a program that provides for professional growth and development.

1.2.1. Determine and prioritize organizational needs.

1.2.2. Develop position specific educational standards based on organizational needs.

1.2.3. Capture institutional knowledge by developing and implementing a succession plan process.

1.3. Formalize a comprehensive community outreach plan that supports public education.

1.3.1. Identify needs and research existing fire department public outreach models.

1.3.2. Develop a committee to use research and identify possible successful models.

1.3.3. Implement models utilizing new and current city communication platforms.

Strategic Plan Specific Goals

2.0 Communications

2. Promote an effective communication culture.

2.1. Develop communication channels that promote and value information sharing within the organization.

2.1.1. Implement a message board concept that members use to share information.

2.1.2. Monthly departmental update issued by the fire chief to keep personnel informed on departmental matters.

2.1.3. Develop and implement a communication training program for all current and probationary employees.

2.2. Establish a process to strengthen communication with operational partners.

2.2.1. Build a staff meeting component that includes operational partners.

2.2.2. Include line personnel in operational partner interaction.

2.3. Provide enhanced communication opportunities to support community engagement.

2.3.1. Utilize social media tools.

2.3.2. Streamline service requests process on the City of Davenport website.

2.3.3. Create an “ask the Fire Department” link where citizens can receive feedback on their questions/concerns directly from the agency.

Strategic Plan Specific Goals

3.0 Mission Constraints:

3. Identify current mission constraints and explore and adapt alternative solutions.

3.1. Explore and secure alternative funding models

3.1.1. Research and secure federal/state/local funding options

3.1.2. Research and implement potential service fees

3.2. Identify and enhance community services

3.2.1. Research and analyze behavioral and mental health service models

3.2.2. Assess community needs and implement a mobile integrated healthcare model.

3.3. Shift community and cultural communication expectations

3.3.1. Implement priority dispatching for emergency response.

3.3.2. Explore alternatives to 911 communications



Goal Assignments

TRAINING

LEAD

COMPLETE

1.0	Enhance education and training to better support responsiveness, professionalism, and public engagement.	Asst. Chief Training Or Designee	
1.1	Improve the effectiveness of response training, education, and delivery processes.		
1.2	Formalize a program that provides for professional growth and development.		
1.3	Formalize a comprehensive community outreach plan that support public education.		

COMMUNICATIONS

LEAD

COMPLETE

2.0	Promote an effective communication culture.	Fire Chief Or Designee	
2.1	Develop communication channels that promote and value information sharing within the organization.		
2.2	Establish a process to strengthen communication with operational partners.		
2.3	Provide enhanced communication opportunities to support community engagement.		

MISSION CONSTRAINTS

LEAD

COMPLETE

3.0	Identify current mission constraints and explore and adapt alternative solutions.	Asst. Chief Operations Or Designee	
3.1	Explore and secure alternative funding models.		
3.2	Identify and enhance community services.		
3.3	Shift community and cultural communication expectations.		

Appendix A - Focus Group Participants - Internal

<u>A SHIFT</u>		<u>B SHIFT</u>		<u>C SHIFT</u>	
<u>DISTRICT #1</u>	<u>DISTRICT #2</u>	<u>DISTRICT #1</u>	<u>DISTRICT #2</u>	<u>DISTRICT #1</u>	<u>DISTRICT #2</u>
DC Mike Ryan	DC R. Minnaert	DC Paul Hartman	DC Neil Gainey	DC M. Carlsten	DC J. Smith
<u>ENG #1</u>	<u>ENG #3</u>	<u>ENG #1</u>	<u>ENG #3</u>	<u>ENG #1</u>	<u>ENG #3</u>
Lt. A. Burken	Lt. E. Voss	Lt. J. Fuller	Lt. B. Mohr	Capt. K. Leslein	Capt. R. Macdougall
Eng. C. Kimmel	Eng. A. Priest	Eng. N. Numkena	Eng. B. Arp	Eng. M. Eveleth	Eng. R. Stremlow
Pvt. R. Hanghian	Pvt. J. Carrillo	Pvt. A. LaMar	Pvt. S. Carter	Pvt. N. Armetta	Pvt. B. Klinkenberg
Pvt. Z. Streit	Pvt. C. Oltman	Pvt. M. Dorton	Pvt. M. Munro	Pvt. R. Montoya	Pvt. J. Adams
<u>ENG #2</u>	<u>ENG #6</u>	<u>ENG #2</u>	<u>ENG #6</u>	<u>ENG #2</u>	<u>ENG #6</u>
Capt. M. Metzger	Lt. T. Deckert	Lt. A. Mack	Lt. K. Moore	Lt. Tom Schmidt	Capt. D. Miller
Eng. K. Noel	Eng. J. Pilgrim	Eng. J. Schalk	Eng. Z. Grassle	Eng. S. Alvarez	Eng. T. Davison
Pvt. T. Jackson	Pvt. J. Argo	Pvt. M. Putnam	Pvt. G. Moore	Pvt. P. Dolan	Pvt. E. Griffin
Pvt. E. Conklin	Pvt. A. Marxen	Pvt. B. Carr	Pvt. J. Laban	Pvt. D. Kincaid	Pvt. B. Schadt
<u>ENG #4</u>	<u>ENG #7</u>	<u>ENG #4</u>	<u>ENG #7</u>	<u>ENG #4</u>	<u>ENG #7</u>
Lt. G. Said	Capt. L. Norin	Capt. S. Farnsworth	Lt. T. Schmidt	Lt. K. Blackburn	Lt.
Eng. R. Johnson	Eng. D. McKittrick	Eng. K. Johnson	Eng. J. Shirk	Eng. R. Walters	Eng. R. Ankney
Pvt. E. Birely	Pvt. R. Lofgren	Pvt. E. Brookhart	Pvt. G. Kaasa	Pvt. D. DeMoss	Pvt. G. Coussens
Pvt. M. Mueller	Pvt.	Pvt.	Pvt.	Pvt. T. Camarena	Pvt. J. Floyd
<u>ENG #5</u>	<u>TRK #3</u>	<u>ENG #5</u>	<u>TRK #3</u>	<u>ENG #5</u>	<u>TRK #3</u>
Capt. L. VanFossen	Lt. J. Woods	Lt. M. Whitchelo	Capt. C. Black	Lt. M. Lintz	Lt. J. Coonts
Eng. S. Ossowski	Eng. D. Cook	Eng. B. Kruse	Eng. R. Wilson	Eng. B. Eberhart	Eng. J. Hoffmann
Pvt. B. Wood	Pvt. C. Yetter	Pvt. E. Mehner	Pvt. A. Whitaker	Pvt. N. Devolder	Pvt. M. Rose
Pvt. S. Meyer	Pvt. B. Weinstein	Pvt. R. Steverson	Pvt.	Pvt. A. Moses	Pvt.
<u>TRK #1</u>	<u>ENG #8</u>	<u>TRK #1</u>	<u>ENG #8</u>	<u>TRK #1</u>	<u>ENG #8</u>
Lt. B. Lewis	Capt. D. Parrick	Capt. S. Terrell	Lt. J. Roth	Lt. J. Cheek	Lt. S. Arthur
Eng. R. Scriven	Eng. J. Drish	Eng. R. Kramer	Eng. R. Albert	Eng. D. Ripperger	Eng. T. Holmberg
Pvt. C. Schultz	Pvt. C. Jaeger	Pvt. A. Noel	Pvt. M. Box	Pvt. D. Frese	Pvt. J. Johnson
Pvt.	Pvt. D. Hylton	Pvt. E. Olson	Pvt.	Pvt.	Pvt. A. Panther
<u>TRK #2</u>		<u>TRK #2</u>		<u>TRK #2</u>	
Lt. N. Wilson		Lt. R. Sherman		Capt. R. Harris	
Eng. R. Liske		Eng. P. McGee		Eng. T. Sortillo	
Pvt. J. Atkinson		Pvt. J. Hebbeln		Pvt. C. Logan	
Pvt. M. Kingsley		Pvt.		Pvt.	

Appendix A

Focus Group Participants - External Partners

Amber Macgrath - Red Cross
Dave Conklin - Genesis Health
David Osborn - TSA
Doug Layton -
Donna Dubberke - NOAA
Ed Rivers - Scott County
Chuck Gipson - Medic
Jamie Temple - EICC
Linda Berkley - Bi-State
Phil Redington - Bettendorf Police
R. Heisch - Rock Island Co. Sheriff
Paul Sikorski - Davenort Police
William Starns - Rock Island Arsenal
A. Wennmacher - MV Blood Center
Beth Cetanyan - EICC
Dave Donovan - Scott County EMA
Denny Frisch - Durant Ambulance
John Mcdermott
Jerry Shirk - Rock Island Co. EMA
K. Meyer - Rock Island Co.
K. Ness - Clinton Co.
Mark Beck - Augustana College
Mary Briones - SCC
L. Oeffelholza - Genesis Health
Mary Martin - EICC
M. Stokes - Star Train
Pam Paulson - SECC
Jordan Schneider - VOAD
Sean Oneal - RI Arsenal
Steve Knorrek - Bettendorf Fire
Thomas Gibbs - Scott Co. Sheriff
William Starns - RI Arsenal

Appendix A

Focus Group Participants - Community

JoAnn VanArnam
Phil Rancier
Jacob Bobbitt
Robert Simonton
Donald Eugene Courter
Brittney Chapman
Andrew DeNoyer
Dr. Tonia Rogers
Megan Heidgerken
Susan J Lammers
Devan Patel
Debbie Giganti
Devendra Shrikhande
Vera Kelly
Courtney Walters
Nicholas Schneden
Andrew McCarville
Selena DeGeeter
Jerry Bippus
Margaret Kunde
Franklin Berka
Jim and Greta Dugan
Ashley Davis
Derrick Nix
Daniel Gosa
Patricia L. Jones
Julie Schendel
Shelley Griffing

Appendix B

Strategic Planning Session Participants

Internal Stakeholders:

Fire Chief- Lynn Washburn

Assistant Chief of Operations J. Bickford

Assistant Chief/Fire Marshal - M. Hayman

Assistant Chief of Training - B. Howard

District Chief Neil Gainey

District Chief Mike Carlsten (facilitator)

Lieutenant Andy Burken

Captain Todd Whitchelo (facilitator)

Engineer Ryan Stremlow (facilitator)

Firefighter Brain Wood (Local 17)

Firefighter Ryan Hanghian (Local 17)

Firefighter Chris Logan (Local 17)

External Stakeholders:

Linda Frederickson-Medic EMS

Nicole Gleason - Davenport Public Works

Paul Sikorski- Davenport Police Department

Dave Donovan- Scott County Emergency Management

Dawn Sherman- City of Davenport Human Resources

Appendix C - Summary Focus Groups Report

What is your general impression of the Davenport Fire Department?

- Smart, capable, hard working women and men who are demoralized by current conditions
- Trending downward
- Excellent department, however, the organizations future seems to be faced with many uncertainties.
- The Davenport Fire Department has an excellent group of personnel that seem to be constantly under attack by city hall and most elected officials.
- Very capable
- Great group of individuals doing their best with the resources we have. Rumbling of morale decline is getting louder.
- Professional
- Overall, the Department handles the calls for service appropriately and with professionalism. Internally, however, the department is taking steps back instead of forward. Our progressive mentality and functionalism is not moving forward and its personnel are being stifled.
- Professional Dedicated Problem solvers
- Professional / most members have pride to be part of the organization / well respected in the community / we have room for improvement / lack of direction or vision creates a negative feeling.
- Our impression is one of pride in our department and on an individual level. We are a large group of people from diverse backgrounds that all bring something to the table. While we feel that we are an excellent department as a whole.
- We see men and women of this great department work tirelessly to achieve the mission of the department, only hindered by management and the city administration when it comes to training and resources. We feel that this department has progressed over the years but for all of the progress we seem to continue to takes steps backwards in other areas.

- Knowledgeable, competent, hardworking group of professional firefighters
- An outstanding professional organization
- Professional Good people
- I find the department professional and competent.
- I live in the city of Bettendorf but work professionally with the men. Overall: professional, well trained team oriented
- Very professional and dependable
- A dedicated and professional emergency response agency laced in tradition but not stymied by it.
- Professional emergency service responders
- The fire department is respected within the community.
- Very professional, but somewhat political organization
- Excellent and professional Fire Department
- Very good
- Professional
- Good

In your opinion, what does the Davenport Fire Department do well? What are our strengths?

- We are great at doing what is expected of us by our citizens. Responding to any situation and professionally being able to mitigate it while treating those that need our assistance at that time with dignity and respect.
- Emergency medical services and fire suppression
- We are still tactically aggressive despite dwindling resources. Overall, we exhibit professionalism and dedication.
- Overcompensate. Our strengths are getting a lot done with minimal resources and lack of support from management, citizens and politicians.
- Firefighting and providing high quality EMS care to our community is unmatched by any other entity. Our response times are also excellent.
- Our biggest strength is our highly skilled and dedicated personnel.
- Well trained and active in the community

- Responsibilities and work load are ever increasing but funding and manpower is being reduced. Major strength is dedicated individuals working hard to help our citizens in times of need.
- Interaction with the public and with other agencies
- We continue to be professional, do more with less, and do our jobs well.
- The strengths of the department are service to the citizens in consistency of provided services. With reduction in resources the department still operates and "gets the job done" as necessary
- Our jobs, our personnel, and our commitment are our strengths.
- We excel at finding solutions that remedy situations. Teamwork, can do attitude
- Provide excellent services / respond to citizen's needs / we do "more with less" (because of the decreasing resources) / employees are compensated very well
- Good public perception.
- Fires, extrication and rescue are all strong points. Our EMS is good and is a quality level service. We have a strong response times with a group of people that care about patient outcomes.
- Compassion, doing more with less, fire prevention education, structural firefighting, HAZ-MAT response, public interaction, EMS, extrication, public image are all strengths.
- Aggressive fire attack, advanced emergency medical services
- Competent and progressive
- Training
- I have only dealt with the HAZMAT team and find them knowledgeable and effective.
- Staff members are skilled and professional.
- Most members are familiar with their EMS role. I am impressed with their emergency management and interaction with other public safety agencies.

- Provides high end fire protection/ Paramedic first response that has evolved with the times and technology/ Fire Prevention Bureau that traditionally is first rate/ Hazmat leadership within the organization and the state and region/ Highly dedicated with some unbelievable levels of education and training/ A modern, well maintained force of response vehicles that meet operational objectives.
- Firefighting and response to medical emergencies
- Quick response time and public perception is great.
- Put out fires, strong positive community presence
- The DFD is an excellent and professional fire department with full-time members. Also staffs a HAZMAT Team serving eastern Iowa.
- Manning levels make you a premier department EMS response is top notch. Your public education is outstanding.
- Quick response to 9-1-1 calls and very professional.
- They work well with other agencies within the community.

What are the identifiable weaknesses within our organization? What is not working or can be performed in a more effective / efficient manner?

- Working with fewer rigs daily
- Doing more with less. Our staff levels are lower than they have been in years, yet our call volume continues to increase year after year. Our non-emergent responsibilities continue to increase and there are fewer individuals to complete these tasks, yet we rise to the occasion and get it done day after day. Training is also an issue, it is an after- thought. We are faced with many situations in which we have minutes or seconds to make decisions that could be life or death for us or the person who needs our assistance at the time.
- The department fails to prepare members for the next step in their careers, and is inconsistent in promotions, recognition, and rewards.
- A weakness that causes great animosity at the company level of the department is truck companies not taking any runs except for structure fires. With our increased run volume, most of which is EMS, truck companies need to be responsible for picking up some of the run volume.

- Technology shortcomings, staffing shortages, budget cuts and shortages, aging apparatus and replacement schedule delays, reserve apparatus age, apparatus maintenance and repair inefficiencies, training shortfalls.
- Not enough individuals being supported to go to classes and training outside the department to bring back new ideas and enthusiasm. Communication at all levels of the organization.
- Need a more consistent way of scheduling apparatus closure.
- I feel that if we included all employees in special projects, that we would get better buy in from the entire organization. Feeling like you are part of the mission improves morale.
- Stretched too thin to perform duties effectively / unable to utilize technology to its fullest effect / some employees are self-centered / city struggles to provide the resources to perform core duties / extra programs (rescue, hazmat) seem to be secondary thoughts / lack of a sense of direction / vision for organization not fully understood or established
- Continue to do more with less resources and city support regardless of the increase in calls for service. Prioritizing topics of importance. People don't feel secure in the direction of the department. With little clarity to what our future looks like it has left firefighters discouraged and somewhat off balance.
- Commercial business inspections could be performed bi-annually for non-offenders, lack of training
- There is a perception of "isolation" from other response agencies in the area when sharing resources and ideas. Lack of financial capacity to allow movement to new technology to be more in-line with other agencies and to improve operational infrastructure
- Awareness of other non-fire or medical emergencies and the variety of specialized training that is required to cover the scope of possible incidents
- Media reports indicate staffing is an issue in regards to having to close an Engine Company from time to time. Keeping pace with the city's growth and expansion in regards to staffing and placing of resources
- Technology challenges
- Mississippi river response

How can we improve upon the weaknesses you have identified?

- Securing position and manpower at our current level
- We need to move training up the priority tree and increase the amount of staff that we have.
- Identification and development of members specializing in specific rescue disciplines. 2. Have a truly non-biased hiring process.
- Have more mentors and leaders versus what you can do for me attitudes. Make the above be based on merit not just the buddy system. Consider all factors such as training, education, seniority, etc.
- More formal guidelines that specify what a Truck company should be dispatched for. Example: burn complaints, non-emergent runs, EMS runs when a paramedic is on board. It would be beneficial to the department to also look at getting priority dispatch up and running. This would eliminate some of our non-essential calls.
- Better support from IT and technology that is user friendly and functional, increased staffing, adequate budget, expedited apparatus replacement schedule (which would allow an updated reserve fleet), better maintenance support from Public Works, increased staffing would allow better training.
- Allow officers to be accountable for their personnel.
- Improve consistency on day to day operations and from shift to shift. Improve communication and sharing of information on department happenings.
- Keep everyone informed, and active in day to day activities.
- Better communication between labor and management and management and council. Be timely with hires and promotions once the knowledge of the openings occurs. Reprioritize daily activities to meet basic minimums (i.e. training vs inspections). Maintain proper staffing, focus on the larger issues at hand, such as rigs, manning and station upkeep.
- Establish open, genuine, honest communication. Increase training such as table top exercises with the District Chiefs. Incorporate live training with our chief officers. Training needs to be as important as responding to 911 calls. Fire inspections are given a higher priority. Eliminate technical rescue or follow through with it. Stop closing rigs and add a rig to the eights and the fives. Follow ICS on all shifts.

- The department should institute bi-annual inspections for compliant businesses.
- Set aside guaranteed time weekly for skills training.
- Increase honest, upfront communication. Quit dividing the department by union/management. We are all one department.
- Consider joining MABAS for providing additional resources in those not so common "big ones" that overwhelm traditional capabilities. Continue to be a "team" player in planning and response activities within our area.
- Improve presentations and training to different community groups, churches, and volunteer organizations to better educate the public and explain the services offered and where their tax money is spent and needed

**As you look to the future of our organization, what opportunities do you envision?
What services or areas should we add or expand upon?**

- I truly believe we need to focus on what we do now. Emergency response has grown to include, Fire, Hazmat, EMS, Rescue, and public services. Plus with the other daily duties we are responsible for. We need to work at insuring that the services that we do provide are the best that they can be. Public Education is also very important to our mission. Have an actual dedicated rescue team.
- Medical transport could be a viable option to ensure long-term organizational sustainability. We have identified a true lack of specialized rescue capabilities.
- Not many. Based on the way things have been going with downsizing, it doesn't appear there will be many opportunities at all. The services we should add should be ambulance service so that we may expand our work force. We also need to expand upon our training, rescue team and working with outside agencies.
- We have the opportunity to fail when needed. We are expected to be masters of many skills, but through lack of budget, staffing and adequate training, we cannot maintain even basic proficiencies in many areas.
- Public interaction and education to let our citizens know what we do and how much time and effort it takes to get it all done.
- Technical rescue

- We are in need of a long term outlook. We have had short term or bandage fixes and no real solutions. I believe that services either need to expand in a way to be successful and beneficial to the citizens or eliminate programs all together to reduce costs and savings.
- Priority dispatching / automatic aid / explore and/or provide fire based EMS transport / provide regional rescue and HAZMAT services / Scott County fire department- one agency covers the entire county
- Priority dispatching should be utilized to reduce the number of non-essential emergency responses. Expand upon community involvement. Allow the members to be in the public interacting with them in their daily activities.
- Focus on what we already provide. Train to become even more proficient at what we currently do. More services will not make us a better department. We are great at what we do because we can focus on the core services that we already provide.
- We do not see a vision in this organization for the future as we feel the city does not see a future for us other than slashing our department. Although the citizens seem to need us as they will not stop calling. We should add additional rigs for service, such as staff the rescue rig. We should add tech rescue full time. Fire based EMS transport.
- Public education and community involvement
- Technical rescue disciplines including water and dive rescue.
- I am working in the Quad Cities Area for emergency preparedness. I feel the Davenport Fire Department could act as the local anchor for these activities. HAZMAT spill response could come from transportation, fixed facilities or as a by-product of a natural disaster.
- The core functions of a fire department will always remain important, but perhaps a greater emphasis on disaster preparedness and mass casualty events. More multi-agency exercises and a greater emphasis placed on working/training with other agencies.
- Getting settled in the new/remodeled Central Station will be a big first step. Look for efficiencies in how services are being provided. Priority Dispatch may be good starting point to meet the needs of the citizens in a more responsible, efficient manner, while providing an additional level of safety to the public.

- Offer fire safety, HazMat, water safety/pool audits of private homes, apartments, etc. on request by the owner or occupant.
- Keep communications strong within the community.
- You have a very positive public image. Use that public image and lead the community: promote individual and community preparedness.
- Possibly greater involvement with entire Quad City fire departments
- More public activities with the Illinois fire departments.

Are there any services the Davenport Fire Department should stop providing?

- Increase our focus on what we do. It is difficult to do more with less.
- Maybe the question should be: can any services be provided in a different way? Responding emergent to a stubbed toe is not only an unnecessary risk, it also stresses the system. We need to look into the amount of responses we respond to that are truly not emergent in nature and find a better way to handle them.
- Technical rescue due to lack of training. We are being asked to perform highly technical rescues while being provided almost zero training. We are only able to provide a technical rescue service due to motivated personnel obtaining the training at their expense while off-duty.
- Due to current staffing, the Arson Investigation Bureau/TEMS, places a realized strain on the remaining staffing. Priority dispatch might help alleviate the redundant suicidal, intoxication and otherwise non-emergency calls.
- Commercial fire inspections could be done every two to three years.
- Stop responding to transport only or non-emergency runs. Priority dispatch has the ability to alleviate some of this issue.
- We should modify the inspection program, reexamine water, confined space and high angle rescue and look at Hazmat. If we can't train to proficiency, we have the potential to fail.
- Yearly inspections could be conducted every other year in order to free up some time for more training and education. Technical rescue until the department dedicates the necessary resources and time to do it proficiently and safely.

- I believe the fire service is made up of professionals that serve the citizens. We should look at reducing unnecessary EMS responses or look at a fire based EMS.
- All services that are not beneficial and have a lasting cost should be looked at for effectiveness.
- Explore ways to reduce nuisance calls intoxicated homeless calls Homeless shelter calls etc.
- Rescue program- if it cannot be done properly (training, equipment, personnel) cut it
- We need to prioritize our EMS runs. As society ages the need for a modern system of dispatch will become imperative. Our tax payers deserve the best care we can provide, but we need to keep the system from becoming overwhelmed in the coming years.
- For the DFD to thrive in the future our services should be evolving and expanding not stagnating or reducing. I do have one that we touched on. Tech rescue should be done from start to finish or we should cut it.
- At this point I don't think so, but all services should be evaluated to make sure that they meet the mission and vision of the department.

What obstacles, threats, or barriers may impede growth or sustainability within our organization?

- Lack of manpower and loss of positions
- City budget and leadership that is more worried about protecting their job than the good of the fire department.
- Funding, personnel issues such as the buddy system for promotions, recognition and rewards
- City Hall, Management, Budget, Staffing and Training.
- Funding, egos, and the inability to adapt to new technologies
- Budgetary constraints
- Ultimately the cost of services and employees are the biggest problems to overcome for growth.
- Budgetary numbers and attitudes

- Money / growing population with limited resources / possible reorganization of department and services provided / lack of direction. Budgets, City Council, and City Admin Staff
- Hiring practices should be based on qualifications.
- Education of the public as to what services we really provide.
- We see a downward slide in the new personnel we hire due to diversity. Best person for the job, best qualified period. Medic is an obstacle as they continue to undermine the DFD by trying to retain a foothold in the city.
- Political threats to budget and staffing, private entity threats to take over sole responsibility of services
- They are a victim of their own success. They have been able to accomplish so many things with limited funding and support from city government, that they are taken for granted and it is simply assumed they can continue to provide an outstanding service with such limited support.
- The department is lacking financial resources to take that next step. To do what's best for the department, the city, fire administration and the fire union need to work in harmony to do what's best for your customers.
- There is a lack of public awareness of services provided and employee workload.
- Political issues will always create barriers.
- Budget constraints Difficulty in measuring outcomes
- Budgets and politics
- There are always budget issues.

In your opinion, what should be the Davenport Fire Departments top operational priority?

- Retention of personnel
- To be a fire department! Be prepared to respond to any call that we are summoned to and mitigate it safely, efficiently, and in a timely manner. Time to get back to the basics!
- Quality sustained longevity and growth.

- Customer service, life safety, engaging and preparing current members for the next steps in their careers
- Efficient firefighting and high quality EMS
- Fire/EMS/Rescue
- Public Relations in partnership with Police as a recognized response partner ready to help all those in need
- Training and education along with a plan for rig replacement
- Providing services to the citizens
- Reorganizing how we respond to EMS. Not stop EMS, but re-evaluate the runs.
- The department needs to become a career and optimistic place. Not just a job and a place to get a paycheck.
- Don't close down companies. Don't decrease man-power. Increase training and training opportunities. Increase the training budget.
- Suppression
- Safety of personnel and community / Fire Protection and prevention / mental health needs for community
- Provide good quality services to the public to the best of our ability with full staffing, education and training.
- Fire, extrication, rescue, public education, fire prevention and a priority EMS service with a staffing level to reflect the top notch service we are.
- Fire based EMS transport. We need to finish what we start. We feel that we are capable of providing the best services for the citizens of this city and there for should provide all of those services from beginning to completion.
- The safety of the public through threat prevention and mitigation
- Service to the citizens
- Allow staff to do their job
- The easy answer would be to join MABAS to increase overall capacity without a large financial outlay. Priority Dispatch is also a big one that may be a bigger hurdle to jump over.
- Not certain of status of personnel resources and training available or status and availability of equipment. In my opinion people and training come first, followed by having required and well maintained equipment.

- Public Safety
- Fire Prevention
- Maintaining accreditation and industry best practices
- Fire and EMS

Please feel free to add any additional information you feel is pertinent.

- No check box training. Shutting down rigs for police department activities should not be a priority.
- I know these are tough times for us all. The budget is not an easy fix, and the troubles that we are facing have no easy solutions
- Still a great department and the greatest career in the world but it won't stay that way without hard work and commitment to improve.
- EMS response needs to be shared between companies dispatch needs to make this happen not just on a voluntary self- dispatch if the company feels like responding. This is the officer's decision and I feel not the decision which is best for other crews or the citizens of this city.
- The department should provide more training opportunities both in-house and outside the department.
- Overall, a professional workforce- but morale is decreasing within the organization and personnel are becoming frustrated. It is difficult to identify one specific cause for this problem.
- The future is going to see a huge increase in the need for the services that we provide. No amount of gerrymandering will slow the amount of calls that are going to hit the system as we see an aging baby boomer population reach retirement age.
- Your personnel have always handled themselves in the venues I have attended with a professional, honest and friendly manner.
- Fire Administration has tough job to balance the beam between city administration and the fire union. Both are critical to keeping DFD focused on the services that are provided to the citizens of Davenport. Throwing more money at something is not always the answer and I think DFD administration

has done an admirable job of doing the best they can with the budget they have.

- Consider getting someone trained in public affairs and get the local media to help tell the story of what the fire department is doing and where they are going in personnel, training, technology, and equipment.
- EMS is as important as fire. Three well trained Firefighters can accomplish much more than two people on an ambulance early on.

